

File 100191

Petitions and Communications received from February 2, 2010, through February 12, 2010, for reference by the President to Committee considering related matters or to be ordered filed by the Clerk on February 23, 2010.

The following departments have submitted their efficiency plan for FY2010-2011: (1)

Adult Probation
Assessor-Recorder
Art Commission
Board of Appeals
Child Support Services
Children, Youth and Their Families
Citizen Complaints
Controller's Office
District Attorney
Elections
Environment
Ethics
Fine Arts Museums
Human Resources
Human Services Agency
Law Library
Police Department
Port
Public Defender
Public Library
Public Utilities
Public Works
Department of Technology
Treasurer & Tax Collector
War Memorial and Performing Arts Center

From Office of the Mayor, submitting letter vetoing ordinance that requires elected officials in San Francisco to reimburse the City for dignitary security provided during campaign-related travel. File No. 091015, Copy: Each Supervisor (2)

From Office of the Mayor, requesting the sponsors (Supervisors Chiu, Maxwell, Mirkarimi, Mar, Campos) of the recently proposed ballot initiative amending Proposition K, regarding the methods for calculating allowable shadows on City parks, withdraw their sponsorship to allow a thorough analysis of this important issue. Copy: Each Supervisor (3)

From Office of the Controller, submitting annual report on impact fees for the Market and Octavia Community Stabilization Fund for FY2008-2009. Copy: Each Supervisor (4)

From Arts Commission, submitting the quarterly report on expenditures for the quarter ending December 31, 2009. (5)

From Joseph Story, submitting opposition to Sunday parking meter enforcement in San Francisco. (6)

From Greg Miller, urging the Planning Department to require a full Environmental Impact Report for the proposed renovation of the Beach Chalet Soccer Fields. (7)

From Recreation and Parks Department, submitting the Childhood Lead Poisoning Prevention Program report. (8)

From SF Labor Council, submitting resolution in support of the extension of the Recovery Act Increase in the Federal Medical Assistance Percentage that goes to States under the federal Medicaid program. Copy: Each Supervisor (9)

From Bicycle Coalition, submitting support for proposed legislation regarding parking requirements and garage installation in existing residential buildings in Telegraph Hill, North Beach, and Chinatown. File No. 091165, Copy: Land Use Committee, Clerk (10)

From Office of the Controller, submitting the six-month budget status report for FY2009-2010. (11)

From concerned citizens, submitting opposition to any service cuts to the 311 call center. 3 letters (12)

From Meghan Collins, submitting opposition to proposed legislation regarding parking requirements and garage installation in existing residential buildings in Telegraph Hill, North Beach, and Chinatown. File No. 091165, Copy: Land Use Committee, Clerk (13)

From James Rice, regarding Norcal's proposal to ship trash from San Francisco to the Ostrom Road landfill in Yuba County. (14)

From Arthur Evans, submitting support for a "no sit and/or lie" law in San Francisco. File No. 100086 (15)

From concerned citizens, submitting support for leaving power and energy to the private sector. 3 letters (16)

From Aaron Goodman, regarding Muni bus service to the inbound M and K lines. (17)

From Howard Bloom, submitting support for a ballot measure that would make the pay scale for Muni operators subject to collective bargaining. File No. 091434 (18)

From Milton Fiala, Jr., regarding the condition of the erosion south of Sloat Boulevard. (19)

From Emily Schaffer, expressing her appreciation for the improvements made to bicycle access on Market Street. (20)

From Jayson Sath, submitting opposition to any fare increase on Muni or BART. (21)

From State Public Utilities Commission, submitting notice that an application has been filed by Pacific Gas and Electric Co. to recover costs associated with renewal of the Diablo Canyon Power Plant operating licenses. (22)

From Ahimsa Sumchai, regarding the Shipyard Candlestick Phase II draft Environmental Impact Report. (23)

From Janet Clyde, commenting on proposed legislation that prohibits smoking in enclosed areas, certain unenclosed areas, and sports stadiums. File No. 091443 (24)

From Snell & Wilmer, regarding proposed ordinance on Personal Wireless Service Facility Site Permits and Associated Fees. File No. 100041 (25)

From Lou Lesperance, submitting opposition to Municipal Transportation Agency employees getting a free monthly fast pass. (26)

From Consulate General of Mexico, regarding the workers of the Mexican Electricians Union. File No. 100109 (27)

From Human Services Agency, submitting the Human Services Agency's revised FY2008-2009 savings projections and FY2009-2010 annual projection for the Human Services Care Fund. (28)

From Greg Gerst, regarding the energy and water requirements required before someone can sell a house in San Francisco. (29)

From Aaron Godman, regarding cuts in Muni service in District 7. (30)

From Arthur Evans, regarding his experience on Haight Street. (31)

From concerned citizens, regarding Sharp Park. 5 letters (32)

From Office of the Controller, regarding the Controller's Office Government Barometer for December 2009. (33)

From Tommy Weisbecker, submitting opposition to proposed ballot initiative amending Proposition K, regarding the methods for calculating allowable shadows on City parks, withdraw their sponsorship to allow a thorough analysis of this important issue. (34)

From James Corigan, regarding budget savings within the Fire Department. (35)

From Ronald Tierney, regarding various issues. (36)

From Peter Milton, submitting support for various Charter amendments. (37)

From Vernon Humphrey, regarding the Planning Commission and the Board of Appeals. (38)

From Victoria Isyanova, regarding the Municipal Transportation Agency's administrative staff. (39)

From Shauna Kanel, regarding the renovation of Dolores Park. (40)

From Joseph Porcoro, commenting on newspaper delivery in San Francisco. (41)

From concerned citizens, submitting support for funding the South of Market Cultural Center. 4 letters (42)

From T-Mobile, submitting notification letter for a cellular site at 450 Sutter Street. (43)

From Bernard Choden, regarding Muni service cuts. (44)

From Planning Department, regarding Certificate of Determination of Exemption from Environmental Review for SFMTA Fiscal Emergency. Copy: Each Supervisor (45)

From James Corrigan, regarding parking by firefighters in San Francisco. (46)



To:
Cc:
Bcc:
Subject: Fw: 2010-11 Adult Probation Department Efficiency Plan

From: Diane Lim/ADPROB/SFGOV
To: Rebekah Krell/MAYOR/SFGOV@SFGOV, Angela Calvillo/BOS/SFGOV@SFGOV, Nadia Feeser/CON/SFGOV@SFGOV
Cc: Patrick Boyd/ADPROB/SFGOV@SFGOV
Date: 02/01/2010 05:00 PM
Subject: 2010-11 Adult Probation Department Efficiency Plan

Dear Rebekah, Angela and Nadia,

Attached please find the 2010-11 Adult Probation Department Efficiency Plan as required in the Budget Instructions. Please feel free to contact me if you need additional information or have any questions.

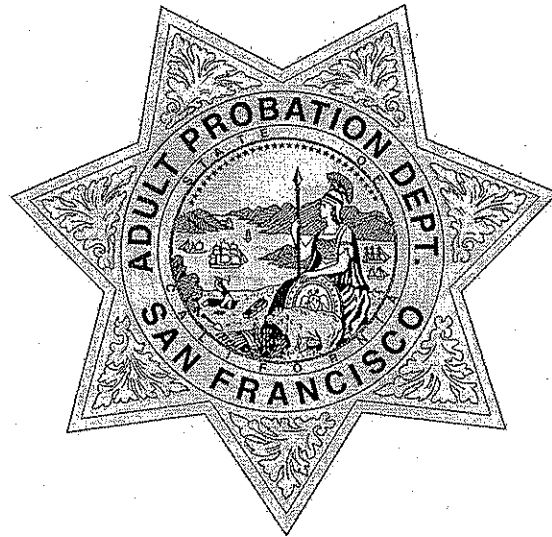
Thank you



2010-11EfficiencyRpt.doc

Diane Lim
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Adult Probation Department
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**EFFICIENCY PLAN
ADULT PROBATION DEPARTMENT
FISCAL YEAR 2010-2011**



**PATRICK J. BOYD
CHIEF ADULT PROBATION OFFICER**

FEBRUARY 1, 2010



STRATEGIC PLAN

Introduction

As mandated under San Francisco Administrative Code Chapter 88, the Performance and Review Ordinance of 1999, this report comprises the Adult Probation Department's Efficiency Plan. This Efficiency Plan provides an overview of the Adult Probation Department's mission, core functions, and position within the San Francisco criminal justice community.

Mission Statement

"Protecting the Community, Serving Justice, Changing Lives"

Purpose, Core Functions, and Priorities

The Department's purpose is to serve the City and County of San Francisco by supervising offenders placed on probation, providing thorough, timely, and accurate reports to assist the Court in making appropriate sentencing decisions, and assisting victims of crimes by providing referrals to resources and information about victim rights.

Core Function One: Supervise offenders placed on probation

The Department is responsible for monitoring probationers and returning to Court those probationers who violate the terms and conditions of their sentence. This supervision is tailored to reflect the public safety risks posed by each probationer and is informed by nationally validated risk/needs assessments. The Department assists probationers with obtaining the resocialization skills needed to live crime-free and productive lives. Resocialization includes identifying the offenders' root problems and matching them with the right treatment programs at the right time. This strategy helps reduce/eliminate additional law violations.

There are currently approximately 6,800 adults on probation in San Francisco, 84% of who are on probation for a felony. By comparison, the national average is that 47% of adults on probation were convicted of a felony. On average, San Francisco's probationers are more serious offenders and have longer criminal histories than probationers supervised by other counties. These high risk probationers require active supervision to promote their success and to protect public safety.

Outcome-related goals and objectives:

- **Decrease recidivism by probationers:** The Department is committed to protecting the community by making every effort to reduce crime committed by probationers. The Department is particularly focused on eliminating violent crimes and homicides committed by probationers.
- **Increase field visits and joint operations with other law enforcement agencies:** The Department conducts probation checks, verifies probationer addresses, and serves warrants during field operations in conjunction with other law enforcement agencies. These field operations are currently limited by lack of overtime funding and by officer workload. Field visits and joint operations with other law enforcement agencies are especially critical for high risk probationers on specialized caseloads for domestic violence, sex offenders, gang members, probationers with identified mental health problems, and 18-25 year olds.
- **Increase office visits by probationers:** The primary means of supervision used by the Department is scheduled visits by probationers to the Department. Resources permitting, the Department will increase the number of office visits scheduled for probationers. In addition to verifying compliance with terms and conditions of probation, office visits give probation officers the opportunity to evaluate the ongoing service needs of each probationer.



- Increase service referrals: Many probationers have development and service needs that may contribute to their criminal behavior. Probationers often lack job skills, are addicted to drugs or alcohol, are homeless, and have inadequate social skills. The Department refers probationers to appropriate programs and works with program staff to create individualized treatment plans. The Department will improve service referrals through further training of probation officers to recognize service needs and through further use of the CAIS risk/needs assessment. CAIS is a nationally validated assessment that provides information regarding risk of reoffending and underlying service needs that may have contributed to criminal behavior.
- Increase verification that probationers comply with court-ordered treatment referrals: Resources permitting, the Department will increase monitoring of compliance with treatment programs ordered by the Court. Common court-ordered treatment programs include domestic violence (Batterer Intervention Program), substance abuse treatment, anger management, and vocational programs. Due to resource constraints, the Departmental monitoring of compliance is currently insufficient.
- Maintain existing specialized caseloads despite likely budget reductions: Evidence based practices support tailored supervision that addresses the specific risks and needs of probationers. Specialized caseloads allow officers to become experts in the specific laws relating to these probationers, caseload-specific recidivism risks, and specialized supportive services available to address underlying needs of both probationers and victims.
- Continue electronic monitoring of high risk sex offenders as per Penal Code Section 1202.8: The Department implemented electronic monitoring of high risk sex offenders on January 1, 2009.
- Increase efficiency of jurisdictional transfer process: The Department believes that probationers should be supervised by the probation department in their county of residence. Of the 6,800 probationers supervised by the Department, approximately 1,500 live outside San Francisco. The Department is working to transfer supervision of these cases to the county of residence.
- Ensure that 100% of probationers open a collections account with the Court Collections Unit to pay restitution, fines, and fees: The Department is working with the Court and the Court Collections Unit to increase probationer compliance with financial requirements of probation including restitution, fines, and fees.

July-December 2009 input, output, and outcome levels:

- 1,248 defendants sentenced to probation.
- 686 probationers attended group orientations.
- 602 probationers successfully completed probation.
- 5,843 office visits by probationers.
- 541 field visits conducted by officers in the Community Services Specialized Division.

Core Function Two: Provide thorough, timely, and accurate reports to assist the Court in making appropriate sentencing decisions

Penal Code Section 1203(b) requires that the Department prepare and submit written pre-sentence reports to the Superior Court for most individuals convicted of a felony. Per the Penal Code, these reports include "the circumstances surrounding the crime and the prior history and record of the person, which may be considered either in aggravation or mitigation of the punishment."

Pre-sentence reports require extensive investigations that include interviews with the defendant, a risk/needs assessment of the defendant including Static 99 risk assessment for sex offenders, interviews with victims, review of criminal history, calculation of restitution, calculation of credit for time already served in custody, and sentencing recommendations based on applicable laws and the officer's overall assessment of the defendant's risk, history, and needs. Probation officers also provide information to assist the Court in determining the eligibility and appropriateness of offenders for specific diversion programs and court-ordered treatment programs.



Outcome-related goals and objectives:

- Deliver 100% of pre-sentence reports to the Court at least two days prior to sentencing: Per an agreement with the Court, all pre-sentence reports are due to the Court two days prior to the date on which the matter will be heard. (State law requires pre-sentence reports be delivered to the Court five days prior to sentencing. However, due to limited resources the Department has an agreement with the Court that reports be delivered at least two days prior to sentencing.) Any further reductions in resource levels or staffing will further erode the Department's ability to prepare mandated pre-sentence reports.
- Continue report revision process and implement newly-designed report formats: In order to better serve the Court, the Department has substantially changed the report format for Supplemental Court Reports. The Department expects these changes to streamline workflow, standardize the way information is presented in reports, and improve the consistency of sentencing recommendations.

July-December 2009 output levels:

- 956 reports provided to the Superior Court to assist in sentencing of individuals convicted of crimes.
- 8,264 probationers, victims, and members of the public served at the Department office.
- 97% of pre-sentence reports delivered to the Court at least two days prior to sentencing

Core Function Three: Assist victims of crimes by providing referrals to resources and information about victim rights

Anyone in the City and County of San Francisco may potentially become a victim of crime. Victims have a legal right to a direct, meaningful voice in identifying the harms done by an offender. Penal Code Section 1191.1 requires the Probation Department to notify all victims of a crime prior to "all sentencing proceedings concerning the person who committed the crime." Victims are also generally permitted to make a statement to be included in the pre-sentence report. The Department seeks to give victims their legal voice in the sentencing phase of the criminal justice system. Additionally, many victims rely on probation officers for information about the court process and the meaning of court orders that relate to them.

Outcome-related goals and objectives:

- Implement statewide Proposition 9, which was approved by California voters in November 2008: Proposition 9 (passed by voters November 4, 2008) increases the rights of victims to participate in the sentencing process. The Department continues with its current policy of contacting victims during the pre-sentence report investigation to notify them of future court hearings and determine owed restitution.
- Maintain existing high standards for victim contact: The Department currently sends a letter to all identifiable victims notifying them of their right to apply for restitution and to participate in the sentencing process.

July-December 2009 output level:

- Mailed letters to 259 victims to inform them of their rights regarding restitution and their rights to provide input during the sentencing process.

Other Core Functions

- Training: The State mandates minimum training standards for probation officers. Newly hired or promoted officers are required to complete a 200 hour training. Newly promoted supervisors and managers are required to complete an 80 hour training. All officers are required to complete 40 hours of training annually.



- Administrative Services: The Department is supported by an Administrative Team responsible for resource management and policy. This team is responsible for: Fiscal management including financial reporting, accounting, payroll, grant administration, contracts, purchasing, internal and external audits, business analysis, financial and strategic planning and budget development. Human Resources management in conformance with the San Francisco City and County Charter, the Administrative Code and state and federal laws. Activities include recruitment, examinations, processing of personnel appointments, maintains personnel records, workplace safety, and workers comp. Additionally, the Administrative Team fulfills state and locally mandated reporting requirements including annual reports, open records requests, and requests for information from the Mayor, Board of Supervisors, Controller, and all City and County governing agencies.
- IT Data Management System: The Department completed the network and infrastructure upgrade during Fiscal Year 2009-2010, substantially improving the Department's ability to electronically track clients, manage workflow and gather the statistics. This upgrade will allow the Department to integrate with the other public safety and criminal justice agencies as part of the on-going JUSTIS project. Full implementation of JUSTIS will require further IT, data management, and vendor's support. The Department has completed the first phase of implementing Supervised Release File (SRF). The completion of SRF project will provide (statewide) law enforcement officers access to Department's information regarding probationers increasing officers' safety. In collaboration with the San Francisco Police Department, the Department completed the migration to the CLETS Level 2 message switch to comply with DOJ and FBI requirements.

Major Accomplishments 2007-2009

- Implemented risk/needs assessments:
 - CAIS risk/needs assessments implemented for felony probationers.
 - STATIC 99 risk assessment implemented for sex offenders.
- Grant funding:
 - Cal GRIP grant (1 FTE deputy probation officer for two years) to support the city-wide violence reduction program.
 - Community Justice Center (.5 FTE deputy probation officer for two years).
 - Federal Stimulus – Zone Strategy Grant (2 Deputy Probation Officers for 18 months) to abate illegal use of trafficking of drugs in zone neighborhoods.
 - Anti-Drug Abuse Enforcement Program - (1 Deputy Probation Officer for 12 months)
- Grant Applications submitted for review
 - Evidence Based Probation Supervision Programs (SB678) (1 Deputy Probation Officer for 30 months Training and Treatment Services.
- Implemented Administrative Infrastructure
 - Established Fiscal Reporting
 - Implemented an in house Personnel Unit
 - Implemented a Payroll function
 - Developed the Department Annual Report
 - Developed the Department Strategic Plan
 - Developed Department Safety Plan
 - Proactively replaced Office Furniture with Ergonomically Correct Office Furniture.
- Designated additional specialized caseloads to provide targeted supervision
 - Designated unit to monitor sex offenders and began electronic monitoring of high risk sex offenders.
 - Designated two caseloads to supervise homeless probationers in the Tenderloin and SOMA neighborhoods (officers assigned to these caseloads patrol on bicycles).
 - Designated five caseloads to supervise probationers age 18-25.



- The Department completed major information technology infrastructure upgrade that allowed the department to successfully upgrade to the CLETS Level 2 message switch to comply with DOJ and FBI requirements. This upgrade allowed to the Department to complete the first phase of the Supervised Released File project and continue further Department's integration with the public safety and criminal justice agencies as part of the ongoing JUSTIS project. The Department successfully implemented Voice Recognition system for 25 officers which increased the efficiency of the Court reports preparation
- Increased community visibility
 - Increased field supervision of probationers.
 - Attended community meetings to participate in discussions of community-based violence prevention strategies.
 - Conducted joint operations with other local, state, and federal law enforcement agencies.
 - Provided community supervision at major community events including Halloween, Holiday Safe Shopper Program, and other events.
 - Increased collaboration with other Government and private agencies regarding services for Probationers (i.e., DCYF Transitional Age Youth Programs, community based organizations, Reentry Council, etc.,
 - In August 2009, the Department started a new collaboration with the Swords to Plowshares program in an effort to better identify veterans and refer them to available services, including but not limited to mental health, substance abuse and dual diagnosed counseling, housing and re-statement of VA benefits. As of December 2009, eighty (80) veterans have been identified and referred to services through Swords to Plowshares. The Department is also collaborating with the San Francisco Sheriff's Department in their Incarcerated Veterans Initiative.
- Training:
Pursuant to Title 15, Division 1, Chapter 1, Subchapter 1, Article 8, Section 318 of the California Code of Regulations, the Department was monitored for training standards compliance on July 30, 2009 for fiscal year 2008-2009 and was found in full compliance with the Standards in Training for Corrections (STC) program

Goals for 2010 Through 2015

The Department's primary goal is to assist probationers to successfully complete probation and become productive members of the community. Progress toward this goal will reduce recidivism and improve safety in all communities within San Francisco.

Over the past three years, the Department has begun the transition from a primarily paper supervision model into a community corrections supervision model. The community supervision model emphasizes field-based probation compliance checks, cooperation with community groups, and addressing the underlying needs of probationers that lead to criminal behavior. This transition to a community corrections model is not yet complete and will require substantial effort and resources over approximately the next five years.

1. Increase use of risk/needs assessments to inform probation placement, supervision, and referrals to supportive services.

The foundation of a community corrections model is a validated risk/needs assessment that helps the Department assign probationers. The Department uses the Correctional Assessment and Intervention System (CAIS) risk/needs assessment, which was created by the National Council on Crime and Delinquency. CAIS provides information regarding risk of reoffending and underlying service needs that may have contributed to criminal behavior. During calendar year 2008, the Department performed 5,517 CAIS assessments of felony probationers.

The Department uses an additional risk assessment with probationers designated as sex offenders. The STATIC 99 risk assessment is required by the California Penal Code and is used to determine supervision levels and to predict likelihood of reoffending. Additional STATIC 99 training/review for 8 officers and 2 supervisors has been scheduled for April 2010.



In Fiscal Year 2010-2011, the Department intends to expand the use of these assessment tools to better inform caseload assignments, develop personalized case management plans, identify and mitigate risk factors that may lead to reoffending, and address underlying service needs for the Age 18-25 Probationers.

2. Increase field supervision.

The community corrections model emphasizes the critical role of field work in probation supervision. Probation officers conduct address verifications of sex offenders, monitor compliance with stay away orders, conduct searches of probationers for drugs, weapons, and other illegal items, and serve bench warrants. Field work gives probation officers key opportunities to support Probationers' efforts to be successful, assess the public safety risk of individual probationers and verify compliance with conditions of probation.

Over the past three years, the Department has increased field work. However, further increases are necessary to maximize the Department's ability to protect public safety.

3. Continue to support case management court.

The Department supports San Francisco's network of "collaborative" case management courts including Drug Court, Behavioral Health Court, and the Domestic Violence Court. The Department also supports the Community Justice Center and has grant funding for a 0.5 FTE Deputy Probation Officer to represent the Department at the Community Justice Center.

4. Increase jurisdictional transfers.

Approximately 1,500 of the 6,800 probationers supervised by the Department live outside the City and County of San Francisco. The Department has begun the process by which supervision of these probationers is transferred to their county of residence. The Department does not have adequate resources to supervise probationers residing in other counties, and public safety is best served by transferring supervision to the county of residence. In December 2008, the Department created a specialized caseload to facilitate outgoing and incoming jurisdictional transfers.

The Department worked with the State Legislature to obtain legislation to require Probationers to be supervised by the County in which they reside. The Department is working with the Administrative Office of the Courts to finalize the statewide court procedures to transfer these cases to their counties of residence. It is anticipated that the cases will be transferred over the next twelve months.

5. Provide opportunities for earned discharge from probation.

The Department has the authority to request that the Court terminate an individual's probation prior to the end of the full grant of probation if the individual has satisfied legal and departmental criteria. National evidence based practices show that earned discharge can be used to provide an incentive for probationers to avoid reoffending and to take steps to participate in the community in a prosocial manner. While the Department has sought earned discharges for probationers in the past, it has been rare and standards were not consistently applied.

Moving forward, the Department will work with other stakeholders to update policies regarding earned discharge and to return to Court those probationers who meet legal and departmental criteria for earned discharge.

In addition to providing an incentive toward compliance and prosocial behavior, more consistent use of earned discharge will allow the Department to focus greater attention on those probationers who need more intensive supervision.

6. Upgrade information technology systems.

The Department has made substantial progress toward implementation of a modern information technology system. The Department continues to work with the JUSTIS Council to improve integration between information technology systems used by all criminal justice and public safety agencies in the City.



The Department is working towards participation in the California Department of Justice Supervised Release File, which will provide probation information to California law enforcement officers when they conduct a records inquiry on a suspect who is on probation, and will notify the Adult Probation Department when a probationer supervised by the Department is arrested.

The Department is preparing to implement and adopt the 'paper-less' technology into Department's day-to-day operation to increase the efficiency and reduce operational cost.

BUDGET AND RESOURCE LEVELS

In Fiscal Year 2001-2002, the Department had 125 funded positions. In Fiscal Year 2009-2010, the number of funded FTEs was 99, a reduction of more than 21% over the course of eight years. The positions lost over the past eight years have limited the Department's ability to provide state-mandated reports to the Court, supervision for probationers, and vital administrative support.

The Department is finding ways to stretch current resource levels to meet core functions as required by the California Penal Code. However the Department does not have sufficient resources to reduce caseload sizes and provide the intensive supervision that will best protect public safety and decrease recidivism.

Further budget reductions will have a direct service impact because more than 90% of staff members are in public contact positions. The Department receives approximately 8,264 visits from members of the public each year, and staff have additional public contact through visits to community organizations, field visits to verify probation compliance, and support of other law enforcement agencies during major events (including Halloween, Holiday Safe Shopper Program, and other events). Budget reductions will limit the Department's ability to backfill vacant positions and may jeopardize public safety.

The proposed 20% reduction in general fund support will substantially compromise the Department's ability to provide state-mandated court reports and probation supervision. Because more than 89% of the Department's general fund support is budgeted for salaries and benefits, the proposed 20% reduction must be taken primarily from labor costs.

The additional 10% contingency reduction will require even deeper labor reductions and will jeopardize the Department's ability to supervise probationers and provide state-mandated reports to the Court. Reductions this deep would increase caseload sizes for high-risk probationers and would further limit the amount of time probation officers spend with each client.

Impact of Budget Reductions

Reduction of Reports Provided to the Court

If substantial budget reductions occur, the Department will not be able to provide the current level of service to the Superior Court.

- Consolidation of pre-sentence reports
- Eliminate or reduce the number of supplemental reports written in response to a Motion to Revoke probation filed by the District Attorney's Office
- Utilize form reports in lieu of full pre-sentence reports in drug cases. Form reports are abbreviated pre-sentence reports that require less time to prepare and provide more limited information to the Court. The Department currently uses form reports for only in rare circumstances when there is insufficient time to prepare a full report. The Department anticipates this change would be of concern to the Superior Court Judges and the District Attorney.



Elimination of Specialized Caseloads

Over the past five years, the Department has created several specialized caseloads to address critical risk factors and needs of probationers. The Department currently has the following specialized caseloads:

Domestic Violence	8 filled FTEs
18-25 Year Olds	4 filled FTEs
Sex Offender	2 filled FTEs
Gangs	3 filled FTEs
Mental Health	2 filled FTEs
Homeless	1 filled FTEs
Drug Court	2 filled FTEs
Drug Diversion	2 filled FTEs
Drug Abatement	1 filled FTEs
Court Officer	2 filled FTEs
High Risk Women	1 filled FTEs
Jurisdictional Transfers	1 filled FTEs
DUI	1 filled FTE

These specialized caseloads were implemented in response to national evidence based practices for community supervision. Officers responsible for specialized caseloads become experts in the specific laws relating to these probationers, caseload-specific recidivism risks, and specialized supportive services available to address underlying needs of both probationers and victims.

Budget reductions would likely lead to the elimination of some or all specialized caseloads because these caseloads tend to be smaller than those in general supervision and require extensive field supervision of probationers.

Some of these caseloads (including Drug Court and the DUI caseload) are interdepartmental programs that require participation by the Adult Probation Department to continue.

Additional "Banked" Caseload

Any substantial cuts would likely force the Department to create a third "banked" caseload of several hundred probationers who are not required to report to the Department on a regular basis and whose compliance with conditions of probation is not actively monitored. San Francisco currently has one of the lowest rates of banking for felony adult cases of large and medium counties in California, and the Department is proud of the low number of banked cases compared to other counties. The Department currently has one banked caseload of approximately 1,027 moderate and low risk probationers at any time. A second banked caseload (903 probationers) was created in December 2008 to monitor probationers living outside San Francisco and to facilitate transfer of supervision to those probationers' county of residence.

In order to maintain adequate supervision of the Highest risk probationers, budget cuts would likely lead to the creation of an additional banked caseload of High risk probationers, thereby reducing supervision for high risk offenders.

Reduction of Field Work and Community Visibility Activities

The Department works closely with other public safety and criminal justice agencies and with community organizations. Probation officers have unique knowledge of their probationers and the communities in which they live. By working with the San Francisco Police Department and other law enforcement agencies, the Department is able to provide more intensive supervision for the highest risk probationers including gang members and sex offenders.

Prior to Fiscal Year 2008-2009, the Department used a combination of overtime, comp time, and flexible work schedules to compensate staff for field work and community visibility operations conducted outside normal business hours. However, the Department's general fund overtime budget was eliminated in Fiscal Year 2008-2009, thereby restricting the ability to protect public safety through probation enforcement during evenings, weekends, and community events.



Any budget cuts for Fiscal Year 2010-2011 will further reduce the Department's ability to provide community probation supervision.

Anticipated Direct Impact of Worsening Economy

The continuing local economic issues (unemployment, reduction in compensation, service reductions, etc.), will likely increase the demand on the Department's core functions. Crime tends to increase during recessions, thereby increasing the number of pre-sentence investigations ordered by the Court, increasing the number of individuals placed on probation, and increasing victim contact.

The Department also anticipates an unknown cut in funding from the State during the 2010-2011 Fiscal Year. The Department receives State funding for training of peace officers, gang reduction and Anti Drug efforts. These funding streams are vulnerable to reduction or elimination in the upcoming State budget.

The Department also anticipates that the recession will reduce probationer ability to pay restitution, fines, and fees. This will affect the ability to collect restitution and reduce departmental fines and fees revenue.

CUSTOMER SERVICE

Customers

As a public safety and law enforcement agency, the Department serves many customers, including the following:

- Probationers and their families
- Crime victims and their families
- San Francisco community members and visitors
- The Judges of the Superior Court
- The Mayor and his staff
- The Board of Supervisors and their staff
- Other public safety agencies
- Regional, state, and federal government agencies

Major Accomplishments

- Served 8,264 visitors to the Department
- Sent notification of court proceedings to more than 99% of identified victims for whom pre-sentence investigations were conducted



APPENDIX A: PERFORMANCE MEASURES

ADMINISTRATION - ADULT PROBATION

1. Increase collection of fines, fees and restitutions

#	Measure	July-Dec	6 Month Target	FY10 Target
1	Amount of fines, fees and restitutions	\$132,713	n/a	n/a

2. Maximize staff effectiveness

#	Measure	July-Dec	6 Month Target	FY10 Target
1	Percentage of available employees receiving performance appraisals	0%	100%	100%
2	Percentage of APD peace officer employees completing a minimum of 40 hours of mandated training	13%	0%	100%

COMMUNITY SERVICES

1. Provide protection to the community through supervision and provision of appropriate services to adult probationers

#	Measure	July-Dec	6 Month Target	FY10 Target
1	Maximum established caseload size per probation officer in the domestic violence unit	69	85	85
2	Number of cases under limited supervision	1748	1300	1300
3	Number of site visits made to batterer treatment programs	38	30	60
4	Number of batterer treatment programs certified or renewed by Department	0	8	8
5	Number of community meetings attended by probation staff	76	50	100
6	Percentage of new probationers attending domestic violence orientation	88.1%	100%	100%
7	Percentage of new probationers attending intake	47%	100%	100%
8	Probationers referred to treatment services	546	750	1500
9	Number of cases successfully terminated	602	550	1100
10	Number of probationer visits to the Department	5843	6700	13400
11	Number of jurisdictional transfers initiated	119	125	250
12	Number of probationers age 18-25 referred to supportive services	60	90	180



PRE-SENTENCE INVESTIGATION

2. Provide timely reports to guide the courts with rendering appropriate sentencing decisions

#	Measure	July-Dec	6 Month Target	FY10 Target
1	Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	97.7%	100%	100%
2	Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%

NON PROGRAM

1. All City employees have a current performance appraisal

#	Measure	July-Dec	6 Month Target	FY10 Target
1	# of available employees for whom performance appraisals were scheduled (Division Directors)	0	0	90
2	# of available employees for whom scheduled performance appraisals were completed (Division Directors)	0	0	90

Kimberlee
Kimura/ASRREC/SFGOV
02/01/2010 08:34 PM

To rebekah.krell@sfgov.org, board.of.supervisors@sfgov.org,
Performance Con/CON/SFGOV@SFGOV
cc Phil Ting/ASRREC/SFGOV@SFGOV, Maurilio
Leon/ASRREC/SFGOV@SFGOV

bcc

Subject submitting: ASR Efficiency Plan FY2010-2011

Please find attached the ASR Efficiency Plan FY2010-2011. Please let me know if you have any questions regarding our submission, Kimberlee Kimura

*Kimberlee Kimura, Chief Administrative Officer * Office of the Assessor-Recorder * City & County of San Francisco * City Hall, Room 190
* San Francisco, CA 94102-4698 * tel: (415) 554-7911 * email: kimberlee.kimura@sfgov.org*

THE OFFICE OF ASSESSOR-RECORDER FISCAL YEAR 2010-2011 EFFICIENCY PLAN

MISSION

The mission of the Office of the Assessor-Recorder (“Department”) is to assess all property and transfer tax revenue, ensure fair and equitable treatment of all taxpayers, maintain the official records of the City & County of San Francisco, and provide outstanding public service.

EFFICIENCY GOALS

The Department continues to focus the following key efficiency goals:

- Administering an effective, fair and equitable assessment program to capture tax revenues; and
- Using technology to improve business processes and providing outstanding customer service.

We note that fiscal year 2010-2011 budget reductions will impact the Department’s ability to meet the above-mentioned goals. Maintaining an adequate staff and continuous upgrading of the Department systems and hardware require funding and resources.

DEPARTMENTAL PROGRAMS

Assessor

The Department, under state law, establishes an annual taxable value for all property subject to taxation under the laws and regulations promulgated by the California Revenue & Taxation Code. This responsibility requires the Department to maintain an inventory of all taxable property, including secured and unsecured real property, business personal property, marine vessels, aircrafts and leases, as well as apply legal exemptions and exclusions mandated by law. The determination of a taxable value includes a review of all changes in ownership and new construction that occur in the City and County of San Francisco, along with the performance of annual audits to comply with state mandates. In addition, the Department maintains the parcel map for the City and County of San Francisco, and updates it as required for changes including lot merges or splits, and the creation of new subdivisions.

Recorder

The Department maintains the official public records of the City, and collects fee revenue from the recording and copying of documents. One integral component of this function involves the review of deeds and other recordings that may involve conveyances of real property. This review requires a thorough understanding of the transaction, and the

appropriate application of state and local laws pertaining to transfer tax in order to determine whether collection of the tax is required.

Department-Wide / Other

The Department has a firm commitment to providing outstanding customer. Taxpayers receive prompt issue resolution, courteous multi-lingual service, and a guided explanation of their assessed value. Some Department outreach programs have included annual notices of assessed value for property owners, including tenants in common, referral homeowners in mortgage default and/or foreclosure, public service information for tenants facing eviction, and tax relief programs for homeowners who experience a decline in their property value.

STRATEGIC GOALS/OBJECTIVES

Administer an Effective, Fair & Equitable Assessment Program

The Department's first goal is to administer an effective, fair and equitable assessment program to capture all tax revenues. To meet this goal, the Department intends to:

- **Process old inventories of re-assessments**

Despite staffing shortages, the Department has worked to reduce its backlog. To be effective, the Department must establish a new taxable value for a large annual volume of changes in ownership and new construction to: 1) ensure that re-assessments occur soon after the event date; and 2) meet the four year statute of limitations set forth by the California Revenue & Taxation Code. To be current, the Department must process well over 100% of annual re-assessment volume in order to address both old and new inventories. The Department shifted staff to accommodate oldest and most complex transactions, invested in a more sophisticated real estate comparables system, and improved coordination with the Department of Building Inspection. In fiscal year 2010-2011, the Department intends to continue monitoring its progress in becoming current with its volume of assessments.

- **Interpret and apply existing and new legislation with integrity and fairness to all taxpayers**

To administer state and local taxation laws fairly and equitably, the Department has a strong commitment to help all taxpayers understand their tax responsibilities. The Department works very closely with taxpayers to resolve questions relating to the interpretation and application of existing laws and newly enacted legislation, ensuring that transactions with similar facts and circumstances are treated equally. For example, the 2008 passage of Proposition N aligns the definition of "realty sold" to Section 64 of the California Revenue & Taxation Code, thereby establishing a new tax obligation to certain corporate and partnership real property transfers.

Additionally, in fiscal year 2010-2011, the Department expects to expand its current audit program to include an in-depth, three-step review of these transfers via a three-pronged approach: 1) Review transfers reported by the California Board of Equalization's Legal Entity Ownership Program ("LEOP"), 2) Cross-reference

transfers reviewed by the real property and business personal property divisions to the Recorder's document examination group, and 3) Conduct routine research to creatively identify all other unreported transactions.

▪ **Maintain compliance with state-mandated audit requirements**

Under state law, the Department's Business Personal Property division is required to create, maintain and follow up on a mandatory audit schedule that meets the statutory obligations of the state. Over the past few years, the Department has participated in a state-wide cooperative that allows business personal property divisions from other counties to buy and sell audits to facilitate compliance, save on travel costs, and reduce the physical presence of auditors in the field. In fiscal year 2010-2011, the Department will continue to participate in this program to realize cost and staffing efficiencies, as well as maintain audit compliance with the state.

▪ **Improve the quality of assessment appeals processing**

The expected number of such appeals has increased sharply this fiscal year compared to the prior year. In response, the Department has worked to establish standardized procedures for assessment appeals and is gathering income and property data to provide consistent, defensible data for Assessment Appeal Board (AAB) appeals. Additionally, the Department is working with our main software vendor to enhance our current system to link appeals with property records seamlessly, to allow for more effectively defending appeals. In fiscal year 2010-2011, the Department expects the level of appeals to continue to increase.

▪ **Explore options that will generate additional revenues**

The Department continues to explore options that will generate additional revenues including penalty fees and legislation, such as its LEOP initiative.

Use Technology to Improve Business Processes

The Department is committed to using technology to improve business processes. To meet this goal, the Department will:

▪ **Continue computer technology enhancements to both assessor and recorder systems.**

The Department continues to examine ways to leverage technology to enhance many of the Department's business processes. During the current fiscal year, the Department is working with the Department of Technology to implement a number of technology improvements. In addition, outdated computer equipment is being replaced. Technology improvements will continue in fiscal year 2010-2011, including enhancement to the assessor and recorder systems, purchase of new equipment, and staff training.

CUSTOMER SERVICE

Customers Served by the Department

The Department serves a broad customer base of both internal and external customers.

Internal Customers:

- Office of the Controller: Deliver the annual property tax roll for the application of the appropriate tax rate; assist with the determination of periodic revenue and roll projections.
- Treasurer & Tax Collector: Deliver assessment information throughout the year for property tax bill mailings; collaborate on taxpayer issue resolution; deposit daily all fees and taxes collected by the Department.
- County Clerk: Provide copies and record public marriage licenses; record licenses of notary bond.

External Customers:

- All taxpayers & citizens of San Francisco: Manage property tax roll information, including real property, business personal property, marine vessel, aircraft and leases; maintain public and official records; fulfill document copy requests and provide public record research assistance; provide general taxpayer assistance and public outreach programs of interest.
- California State Board of Equalization: Deliver the annual utility roll; adhere to the tax administration guidelines that govern all county assessors; provide routine reporting as required.
- Various tax authorities and public agencies: Fulfill various document and information requests; maintain tax rate increment information for allocation to local taxing agencies, schools and special benefit districts.

Provide Outstanding Customer Service & Public Outreach

The Department is committed to providing outstanding customer service and tailor outreach programs to public demands. To meet this goal, the Department will:

- **Encourage development of technical knowledge for all staff**
Staff members are encouraged to be cross-trained on a variety of highly technical topics. Training topics include general City Hall information, payment resolution, property valuation, annual mailings and notices, real property tax, business property tax, marriage licenses, document recording, copy requests, property transfers, and tax relief. The Department believes that cross-training is crucial for timely issue resolution and a consistent customer service experience that does not rely on the expertise of specific individuals. In fiscal year 2010-2011, the Department will continue to keep its staff apprised of any legislative changes in tax administration, in order to expand and deepen staff's technical knowledge.
- **Request and respond to customer feedback**
In recent years, the Department has worked extensively with 311 to evaluate and improve its customer call routing system, and developed a customer service

survey, with significant input from staff, for roll-out at the front counter. It is a simple survey designed for completion immediately after receiving service. Furthermore, the Department began maintaining a daily phone bank, which is a statistical database that codes and tracks the volume of calls.

- **Recognize the diversity of the public we serve**
The Department recognizes the diversity of the public we serve and is committed to providing convenient access to customer service. Since fiscal year 2008-2009, the Department has offered a phone-based translation service that translates English to any language spoken by Department customers. Additionally, the Department plans to publish new outreach materials in the most requested languages.

- **Expand community outreach and tailor programs to meet public demand**
The current economic recession has significantly altered the nature of customer demand for outreach. Public demand for information focuses heavily on tax relief information, such as Proposition 8, formal appeals, state programs for property tax relief for the elderly, exemptions and exclusions from property and transfer tax, property tax payment postponement programs, foreclosure proceedings, and the rights of tenants in evictions. In recent years, the Department has made a very public outreach effort through local publications and community organizations to educate taxpayers about the latter areas of interest. As part of this effort, the Department re-allocated work to accommodate a historic volume of residential informal appeals. In addition, the Department provided well-publicized outreach to tenants at risk of eviction by landlords in default of mortgage by informing them of their rights in eviction proceedings. To homeowners who were in mortgage default, the Department provided referrals to local homeowner outreach programs via a mass mailing that was based on address information gathered from certain public lending documents recorded at the front counter. At this time, the Department expects outreach in fiscal year 2010-2011 will be similar in nature, and is proactively preparing to continue to deliver an effective and focused response.

PERFORMANCE GOALS

The following goals reflect the Department's performance priorities and tie to established performance measures:

Assessor

- Goal: Assess all taxable property within the City and County of San Francisco
- Measure: Value of assessment roll
- Measure: Value of supplemental and escape assessments

- Goal: Effectively defend and resolve assessment appeals
- Measure: Total value of appeals outstanding
- Measure: Total value of appeals resolved

Measure: Total value defended
Measure: Number of appeals resolved in a year

Recorder

Goal: Collect all fees for recording of documents
Measure: Recording fees
Measure: Number of documents recorded

Goal: Collect documentary transfer tax
Measure: Value of transfer tax from recorded documents
Measure: Value of transfer tax from non-recorded documents

Department-Wide / Other

Goal: Provide outstanding customer service
Measure: Percentage of customers with a satisfactory experience

Goal: All City employees have a current performance appraisal
Measure: Number of performance appraisals scheduled
Measure: Number of scheduled performance appraisals completed



SAN FRANCISCO ARTS COMMISSION

Three-Year Strategic Plan

Fiscal Years 2011 — 2013

Part I: Introduction

Part II: Organizational Goals/Strategies/Objectives and Deliverables by Fiscal Year

— DRAFT —

San Francisco Arts Commission

Part I: Introduction

The San Francisco Arts Commission is pleased to present to Mayor Gavin Newsom and the citizens of San Francisco our strategic plan for fiscal years 2011-2013. It represents a ten-month collective effort that engaged cultural leaders, artists, other City departments, and stakeholders, as well as the staff and Commissioners of the SFAC in its drafting. We especially want to thank our consultant, Teri Jourgensen, Training Officer, with the SF Department of Human Resources for helping us throughout that rich and intense process.

The Arts Commission recognizes that the three years ahead are fraught with many challenges, not the least of which is maintaining municipal support for arts and culture during a period of shrinking tax revenues. Nevertheless, the document helps the Commission to chart a course with meaningful goals designed to maintain the delivery of programs and services that enrich the lives of our citizens and helps to make our City a cultural destination.

In summary, the five goals consist of:

1. Promote the arts as an essential component of city life.
2. Provide access to the arts for all communities.
3. Improve the quality and efficiency of internal operations, services and work products.
4. Maintain financial stability for all Arts Commission programs.
5. Secure permanent and code-compliant facilities for all programs and operations of the Arts Commission.

The timing of this plan is most propitious since 2012 coincides with the 80th Anniversary of the founding of the Arts Commission. It reminds all of us that during the depth of the Great Depression, the citizens of San Francisco set their sights on establishing the first local arts agency in the nation – leading the way for the creation of the National Endowment for the Arts 33 years later.

The strategic plan does not contain a comprehensive work plan representing all the services, programs and initiatives currently being implemented by the agency. Rather, this document identifies core improvements, efficiencies and special initiatives that the agency plans to undertake above and beyond the existing work that the agency is currently doing. The plan's overall success requires tracking and measurement of deliverables as well as an evaluative process that allows for appropriate adjustments. In addition, there needs to be a constant awareness of emerging barriers to execution, such as the reaction to change, or the tension between resources and demands. To this end, each program is responsible for tracking the progress of each of their deliverables and providing a quarterly status report on achievements, recommended adjustments, and identification of emerging barriers. In addition, all staff will meet on a quarterly basis to review progress reports and provide feedback and recommendations. The Director of Cultural Affairs and his management team will be responsible for considering all relevant feedback and making any appropriate adjustments to what the Arts Commission hopes will be a dynamic and evolving plan.

Sincerely,

PJ Johnston
President

Luis R. Cancel
Director of Cultural Affairs

— DRAFT —

San Francisco Arts Commission

Part II: Organizational Goals/Strategies/Objectives and Deliverables by Fiscal Year

Strategic Management Plan 2011 — 2013

Mission Statement: The San Francisco Arts Commission is the City agency that champions the arts in San Francisco. We believe that a creative cultural environment is essential to the City's well-being. Our programs integrate the arts into all aspects of City life. The Arts Commission was established by City charter in 1932.

SFAC Core Values: Access, Equity and Quality

Plan Purpose Statement: This planning document guides the San Francisco Arts Commission through the next three fiscal years (July 1, 2010 through June 30, 2013) and is not intended to be a cultural plan for the City of San Francisco. It identifies our organizational goals, the strategies we intend to implement and the objectives and deliverables we hope to achieve. It identifies opportunities for growth and change within each of the programs and allows for a periodic reassessment of priorities based upon available resources and capacity.

Legend for Abbreviation Codes:

ALL	All SFAC programs	DHR	Dept. of Human Resources
ADA	Americans with Disabilities Act	FOTA	Friends Of The Arts
ArtsEdu	Arts Education – Community Arts & Education	GAL	SFAC Art Gallery
CAE	Community Arts & Education	GFTA	Grants for the Arts
CC	Cultural Centers – Community Arts & Education	IT	Information Technology & Database Workgroup
CEG	Grants Program (Cultural Equity Grants Program)	MGT	Director of Cultural Affairs and/or Management Team
CIVIC	Civic Design Program	MOD	Mayor's Office for Disabilities
COLL	Civic Art Collection	PA	Public Art Program
COMM	Communications & New Media Workgroup	SA	Street Artists Program
DEV	Development Officer	WC	WritersCorps – Community Arts & Education

Organizational Goals:

Goal I. Promote the arts as an essential component of city life.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Provide easy access to useful information about our programs and services to the public.	1. Develop a 'go-to' expert strategy.	<ul style="list-style-type: none"> Bring EmbARK Kiosk (Civic Art Collection database) on-line using a multi-phased approach. COLL & IT Work with City Guides Program and other organizations to have public art and collection information included in their tours. COLL 	<ul style="list-style-type: none"> Phase II of bringing EmbARK Kiosk (Civic Art Collection database) on-line using a multi-phased approach. COLL & IT Expand City Hall Docent Program to include public art in Civic Center. CAE & COLL Develop pilot cell phone tour of SFO Public Art program. PA 	<ul style="list-style-type: none"> Phase III of bringing EmbARK Kiosk (Civic Art Collection database) on-line using a multi-phased approach. COLL & IT Complete on-line program catalogue with photo documentation of the Public Art Collection. PA & COLL
	2. Raise awareness about all programs through educational programs and events.	<ul style="list-style-type: none"> Prep for "Know Your Monuments" which will initially focus on Golden Gate Park; compile text and images; edit and photography. ArtsEdu & COLL 	<ul style="list-style-type: none"> Launch "Know Your Monuments" which will focus on Golden Gate Park; go live on-line and distribute to SFUSD, Rec & Park, and Convention and Visitors Bureau. ArtsEdu & COLL Compile text and images for the Civic Center version of "Know Your Monuments". ArtsEdu & COLL 	<ul style="list-style-type: none"> Continue "Know Your Monuments" with other areas of the City. ArtsEdu & COLL
B. Increase visibility and raise the profile of the Arts Commission.	1. Drive traffic to our website through press, eNewsletters, marketing, analytics and social media.	<ul style="list-style-type: none"> Produce 11 Culture Wire episodes and 12 newsletters. ALL Produce 4 "Deep roots" podcasts. COMM Request social media contacts in all SFAC application forms. ALL Continue outreach to local and national press about programs through regular press releases and media announcements. COMM Revamp Arts Commission homepage. IT Increase visibility of CEG constituents by more effectively utilizing Agency-wide communication vehicles – CEG grantees featured on Culture Wire, Facebook, Website, etc. CEG 	<ul style="list-style-type: none"> Produce 11 Culture Wire episodes and 12 newsletters. ALL Produce 6 "Deep roots" podcasts. COMM 	<ul style="list-style-type: none"> Produce 11 Culture Wire episodes and 12 newsletters. ALL Produce 6 "Deep roots" podcasts. COMM

— DRAFT —

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
	2. Develop more effective and sophisticated marketing strategies to communicate about and promote SFAC programs.	<ul style="list-style-type: none"> • Create an award of excellence for Civic Design. CIVIC • Produce a 40th anniversary publication for the Gallery. GAL • Continue annual Mayor's Art Award ALL 	<ul style="list-style-type: none"> • Publish history of the Arts Commission 80th Anniversary Book. MGT • Launch City Hall Triennial to correspond with 80th Anniversary. GAL • Continue annual Mayor's Art Award. ALL 	<ul style="list-style-type: none"> • Continue annual Mayor's Art Award ALL
C. Cultivate partnerships between SFAC programs, other city agencies, nonprofits and other arts organizations.	1. Develop a range of programs and events that enhance partnerships.	<ul style="list-style-type: none"> • Develop model audio tour for Terminal Two at SFO as a prototype for the Public Art Collection. COLL & PA & ArtsEdu • Launch "Commissioner Ambassador" program for Cultural Centers. CC • Work with SF Symphony to ensure that Arts Commission is prominently represented as a sponsor in all graphic materials and printed programs. MGT 	<ul style="list-style-type: none"> • Prep work associated with 80th Anniversary Gala. FoTA & DEV • Research & design the 80th Anniversary book. FoTA & MGT 	<ul style="list-style-type: none"> • Host 80th Anniversary Gala. FoTA & DEV • Print the 80th Anniversary book. FoTA & MGT
	2. Cultivate relationships and partner with other city agencies.	<ul style="list-style-type: none"> • Meet with department heads to discuss raising design excellence standards for both landscape and architecture project on city property. CIVIC • Secure funding from DCYF and Library for WritersCorps. WC & DEV • Secure funding from DPW & MOEW for the expansion of Art-in-Storefronts. MGT 	<ul style="list-style-type: none"> • Issue annual report card for SFUSD evaluating their implementation of Arts Education Master Plan. ArtsEdu & MGT • Continue WritersCorps spring reading series at SF cultural venues including museums. WC 	<ul style="list-style-type: none"> • 2nd annual report card for SFUSD evaluating their implementation of Arts Education Master Plan. ArtsEdu & MGT
D. Advocate the importance of the arts to elected officials, media and the public.	1. Involve Supervisors in the preservation and maintenance of Public Art projects in their districts to encourage support, awareness and stewardship.	<ul style="list-style-type: none"> • Director and management team to continue regular meetings with Supervisors to keep them apprised of programs. MGT • Develop relationships with neighborhood organizations and create partnerships with Supervisors to bring attention to the value of the Civic Art Collection. Enlist their assistance in supporting the need for funds to care for artwork in their neighborhoods. COLL & MGT • Produce and disseminate the SFAC annual report. ALL 	<ul style="list-style-type: none"> • Continue regular meetings with Supervisors to keep them apprised of program activity. MGT • Produce and disseminate the SFAC annual report. ALL 	<ul style="list-style-type: none"> • Continue regular meetings with Supervisors to keep them apprised of program activity. MGT • Produce and disseminate the SFAC annual report. ALL
	2. Coordinate press with other city agency communications staff (Rec & Park, DPW, SFMTA, etc.).	<ul style="list-style-type: none"> • Schedule quarterly Communications Workgroup meetings with other city agency communications staff. COMM • Celebrate the re-opening of the Bayview 		

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Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
	3. Strengthen the case for investment in Cultural Equity Grants.	<p>Opera House after completion of interior renovations. CC</p> <ul style="list-style-type: none"> • Increase analysis and use of existing available data, identify, gather and/or generate additional and/or new data and materials. Data may include internal CEG collected data, or external such as Cultural Data Project, Americans for Arts Economic Prosperity Studies and various studies. CEG • Identification of analysis measures, e.g., arts jobs, attendance, etc. (indicators of how arts contribute to City's health) CEG • Document CEG impact in SFAC's annual report. CEG • Develop appropriate messages, both content and communication vehicles to convey CEG's case for investment. CEG 	<ul style="list-style-type: none"> • Deliver system(s) for assessing the short-term and long-term impact of CEG program. CEG • Deliver preliminary findings on the impact of CEG, including stakeholder feedback process. CEG 	<ul style="list-style-type: none"> • Deliver finalized and widely distributed report on CEG's impact on arts and cultural equity. CEG • Create a well-informed, active group of spokespersons that are able to discuss cultural equity issues on access, immigrant and historically underserved communities, and artistic practices promoted by the program. CEG

Organizational Goals:

Goal II. Provide access to the arts for all communities.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Improve cultural vitality of the City as a whole and engage challenged communities to increase their access to the arts.	1. Design/revise/develop grant management systems and implement new grant programs under CEG in partnership with GFTA. CEG	<ul style="list-style-type: none"> Evaluate existing grant programs CEG Design and develop guidelines CEG Conduct community meetings CEG 	<ul style="list-style-type: none"> Launch pilot grant program CEG Revisit and revise grantmaking processes as necessary CEG 	<ul style="list-style-type: none"> Revisit and revise grantmaking processes as necessary CEG
	2. Continue to be a leader in Arts Education.	<ul style="list-style-type: none"> Develop interpretive youth and adult educational programming around specific exhibitions. ArtsEdu & GAL Continue StreetSmARTS and Where Art Lives programs with DPW support. ArtsEdu Launch a "pilot" Cultural Head Start Program. ArtsEdu Continue to serve a minimum of 345 students through WritersCorps program and maintain current level of teaching artist. WC Publish final edition of Inside/Out: a guide to arts and arts educations resources for youth in SF. ArtsEdu Design and implement a Speaker's Forum on arts education topics. ArtsEdu Continue to serve as coordinator to the Arts Providers Alliance. ArtsEdu Work collaboratively with the VAPA office of the SFUSD. ArtsEdu 	<ul style="list-style-type: none"> Develop interpretive youth and adult educational programming around specific exhibitions. ArtsEdu & GAL Continue StreetSmARTS and Where Art Lives programs with DPW support. ArtsEdu Expand the Cultural Head Start Program to 70% of the 6th grade. ArtsEdu Continue to serve a minimum of 390 students through WritersCorps program and maintain current level of teaching artists. WC Continue the Speaker's Forum on arts education topics. ArtsEdu Continue to serve as coordinator to the Arts Providers Alliance. ArtsEdu Continue to work collaboratively with the VAPA office of the SFUSD. ArtsEdu 	<ul style="list-style-type: none"> Develop interpretive youth and adult educational programming around specific exhibitions. ArtsEdu & GAL Continue StreetSmARTS and Where Art Lives programs with DPW support. ArtsEdu Expand the Cultural Head Start Program to 100% of the 6th grade, 70% 7th grade. ArtsEdu Continue to serve a minimum of 500 students through WritersCorps program and maintain current level of teaching artists. WC Continue the Speaker's Forum on arts education topics. ArtsEdu Continue to serve as coordinator to the Arts Providers Alliance. ArtsEdu Continue to work collaboratively with the VAPA office of the SFUSD. ArtsEdu
	3. Promote neighborhood revitalization.	<ul style="list-style-type: none"> Establish a mechanism to secure New Market Tax Credit Capital Improvement funding for the four Cultural Centers. MGT Support community revitalization by preparing Cultural Center tenant organizations for long-term leases. CC Bring a new and diverse audience to the Arts Commission sponsored Symphony programs through an effort to distribute free tickets through the Cultural Centers. CAE 	<ul style="list-style-type: none"> Establish long-term leases for 1 or 2 Cultural Centers. CC Work with City Attorney's Office to clarify and coordinate among grant, lease, management report deliverables and legislative requirement for the Cultural Centers. CC Continue the annual Passport event, which introduces 400+ people to local businesses in a new neighborhood each year. GAL 	<ul style="list-style-type: none"> Establish long-term leases for 1 or 2 Cultural Centers. CC Continue the annual Passport event, which introduces 400+ people to local businesses in a new neighborhood each year. GAL

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
<p>B. Provide information about Cultural Equity to the arts field and the public.</p>	<p>1. Solidify CEG as a 'go-to' leader and collaborator in the arts and funding communities when addressing issues of cultural equity, access and innovative artistic practices in immigrant and historically underserved communities.</p>	<ul style="list-style-type: none"> • Continue to give presentations and workshops about CEG, target issues, constituencies. Minimum of one. CEG • Continue to partner with funders and service intermediaries on convening's, trainings and research on the target issues. CEG • Participate in the planning for the Grantmakers in the Arts 2011 conference. CEG • Commission ecology scans about artists and arts organizations in historically underserved communities. FY11 topic: <i>"Changing demographics, arts and culture in immigrant communities."</i> CEG 	<ul style="list-style-type: none"> • Continue to give presentations and workshops about CEG, target issues, constituencies. Minimum of one. CEG • Build store of expertise and knowledge about the target issues, strategies, etc., by identifying, communicating with and exchanging information about CEG with key allies and potential partners locally, regionally and nationally. Beta phase for website or blog as exchange site. CEG • Participate in Grantmakers in the Arts in San Francisco in October 2011. CEG • Commission ecology scans about artists and arts organizations in historically underserved communities. FY12 topic: <i>"Assessment of arts organizational infrastructure in Latino and Asian communities."</i> CEG 	<ul style="list-style-type: none"> • Continue to give presentations and workshops about CEG, target issues, constituencies. Minimum of one. CEG • Launch website page or blog on cultural equity. CEG • Commission ecology scans about artists and arts organizations in historically underserved communities. FY13 topic: TBD CEG
<p>C. Strengthen SF's artists and arts organizations by developing proactive services.</p>	<p>1. Collaborate with funding agencies, intermediaries and service providers to provide relevant services.</p> <p>2. Create a capacity building initiative specifically for artists and arts organizations that are rooted in immigrant and historically underserved communities.</p>	<ul style="list-style-type: none"> • Continue to analyze the challenges facing CEG constituencies. CEG • Continue to use policy discussions at grants review panels to gather information about challenges and brainstorm strategies and initiative design. CEG • Conduct focus groups and filed convening's to gather information and to build community support. Minimum of one. CEG • Research existing efforts and funding programs. CEG • Conduct discussions with regional and national funders and service intermediaries to ascertain interest in formal collaboration. Minimum of two. CEG • Continue to fund, participate in, and develop service components of the Creative Capacity Fund. CEG 	<ul style="list-style-type: none"> • Continue to analyze the challenges facing CEG constituencies. CEG • Development of Initiative design. CEG • Continue to fund, participate in, and develop service components of the Creative Capacity Fund. CEG • Continue to co-sponsor knowledge-building activities. Minimum of one activity. CEG • Add more selling spaces for Street Artists. SA 	<ul style="list-style-type: none"> • Continue to analyze the challenges facing CEG constituencies. CEG • Initiative pilot launch, with evaluative processes in place. CEG • Continue to fund, participate in, and develop service components of the Creative Capacity Fund. CEG

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Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
D. Collaborate with other city agencies to develop programs with a city-wide cultural impact.	1. Promote cultural policies that reach a large cross-section of city residents.	<ul style="list-style-type: none"> • Promote Civic design meetings as an appropriate venue for public participation to minimize conflict between community directives and Commission requirements. CIVIC • Continue the Art in Storefronts Program. CAE • Work with MOD to determine new methods of providing programmatic access for the disabled. ALL 		
	2. Use the to be revised Section 149, if adopted by the Board of Supervisors as a model for city-wide initiative.	<ul style="list-style-type: none"> • Implement revised Section 149 to introduce high quality original and imaginative works of public art in neighborhood settings. PA 		
	3. Develop MOU's for new initiatives and partnerships in an appropriate timeframe, adhere to deadlines, set targets and create schedules.			
E. Regularly evaluate the relevance of our programs and services to the communities we serve.		<ul style="list-style-type: none"> • Capture relevant stats on the effectiveness of programs and include them in performance reviews. ALL 	<ul style="list-style-type: none"> • Evaluate alignment of grant categories with needs of arts communities. Provide report. CEG 	

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Organizational Goals:

Goal III. Improve the quality and efficiency of internal operations, services and work products.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Maximize use of available technology.	1. Ensure all appropriate staff is proficient in latest technology.	<ul style="list-style-type: none"> Encourage participation in the Director's Digital Boot Camp. MGT&IT Implement online fee payment system for Street Artists. SA 	<ul style="list-style-type: none"> Create an electronic offsite backup system to duplicate current system. IT Establish hardware replacement schedule. IT Complete phase 2 of the Filemaker database. IT Explore options for increasing Gallery computer networking efficiency. IT & GAL Develop website and payment system for donations and our web-based stores. IT & DEV 	
B. Improve financial management procedures.		<ul style="list-style-type: none"> Implement new billing system for civic design projects. CIVIC Develop financial management procedures to expedite public art projects. PA Provide management team with quarterly financial reports that reflect program current funding levels which will illustrate the impact of smaller projects on administrative funding. ALL Improve bookkeeping and financial management. PA, CAE & GAL Reconcile all accounts on monthly basis and interact with Director of Finance. MGT & ALL 	<ul style="list-style-type: none"> Find means to access 5% maintenance allowance mandated in Art Enrichment Ordinance through changes to bond legislation, exchanging funding with Fixture Furniture & Equipment budget. PA & MGT 	
C. Increase effective management of programs	1. Identify duplication of services within the SFAC and other City depts.	<ul style="list-style-type: none"> Modify guidelines to articulate appropriate design standards for Civic Design projects. CIVIC Work with City Attorney to have Board of Appeals collect its own surcharge. SA Build a consensus to support SFAC's utilization of Best Practices in order to commission outstanding artworks. PA Implement specific management procedures for projects that are commensurate with their funding levels so that projects may be managed within the funding available. PA & CAE 	<ul style="list-style-type: none"> Eliminate backlog of Street Artists violations. SA Analyze current program practices and process to achieve greater efficiency. Standardize program protocols such as scoring methodology for selection panels. PA 	

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
		<ul style="list-style-type: none"> Process all immediate disclosure requests by deadline. ALL Modify Civic Design Guidelines to require projects to have informational meeting prior to development of design concept and to bring designs to Civic Design early in conceptual phase of work. CIVIC 	<ul style="list-style-type: none"> 	
	2. Identify, prioritize and plan Civic Art Collection access initiatives.	<ul style="list-style-type: none"> Create job descriptions for graduate level interns and recruit geared towards Inst. for Museum & Library Services students to help with inventory. COLL Conduct semiannual presentations to Visual Arts Comm. that include Collection Management Status Reports. Include data on Collections archive and how it represents the history of the entire agency. COLL 	<ul style="list-style-type: none"> Create 18-month plan for completion of Civic Art Collection wall-to-wall inventory. COLL 	
	3. Continue to provide high quality grants management, technical assistance and knowledge-building activities to CEG constituency	<ul style="list-style-type: none"> Orientation of CEG new staff and clear distribution of roles and responsibilities CEG Professional development of CEG staff to ensure delivery of accurate and informed technical assistance. Staff attends minimum of 3 workshops/conferences CEG Continue to improve implementation of the annual grants cycle, and budgeting and financial reporting, including: 1) Work plan, guidelines, identification of core panelists completed in May-August; 2) Procedures established for grantee evaluations, reporting and staff review of final reports; 3) Database improvements, including more data fields and reports. CEG 	<ul style="list-style-type: none"> Professional development of CEG staff to ensure delivery of accurate and informed technical assistance. Staff attends minimum of 3 workshops/conferences CEG Solidify CEG's procedures for evaluating grantee project fulfillment and reporting, specifically for internal audits; grantee financial accountability; and for lessons learned to share with the field. CEG 	<ul style="list-style-type: none"> Professional development of CEG staff to ensure delivery of accurate and informed technical assistance. Staff attends minimum of 3 workshops/conferences. CEG Solidify CEG's procedures for evaluating grantee project fulfillment and reporting, specifically for internal audits; grantee financial accountability; and for lessons learned to share with the field. CEG
	4. Promote programmatic collaborations.	<ul style="list-style-type: none"> Improve intra-agency communication. ALL Mount an exhibition on the art by War Veterans current with the presentation of proposals for the War Memorial Monument. GAL 		

— DRAFT —

Organizational Goals:

Goal IV. Maintain financial stability for all Arts Commission programs.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Address continuing projected decreases in General Fund allocations.	1. Assess existing resources and corresponding restrictions.	<ul style="list-style-type: none"> Develop budget scenarios and priorities. Assess programs in light of what is required by the Charter and Admin Code. MGT Identification of opportunities for internal redistribution of funds. MGT 		
B. Increase funding from other government sources.	1. Have Director of Cultural Affairs serve on Capital Improvement Advisory Committee.	<ul style="list-style-type: none"> Aggressively pursue annual Capital Improvement requests. MGT & DEV Continue to pursue non-mandated opportunities to bring in additional revenue to program. Seek voluntary participation by City Departments at every opportunity. PA & MGT 	<ul style="list-style-type: none"> Establish programmatic partnerships with organizations and City departments which will result in additional funding toward specific exhibition projects. GAL & MGT 	
C. Increase funding from non-City sources.	1. Identify and pursue outside resources.	<ul style="list-style-type: none"> Develop a fundraising plan. DEV Cultivate new relationships with potential corporate and individual donors that may be uniquely suited to each program. MGT & DEV Launch Friends of The Arts for the entire agency. Needs Full Arts Commission involvement. MGT Send an annual letter to potential and regular donors each fall. DEV Promote and expand annual Passport event and expand base of community support. GAL 	<ul style="list-style-type: none"> Work with Art Cares to raises \$50K for first art restoration project. DEV & COLL 	<ul style="list-style-type: none"> Continue to work with Art Cares to raises \$50K for art restoration projects. DEV & COLL
D. Receive compensation for services whenever feasible.	<ol style="list-style-type: none"> Evaluate cost effectiveness of initiatives and activities. Evaluate and balance the amount of free and complimentary support that is provided to outside organizations. 	<ul style="list-style-type: none"> Establish a policy to charge for services when feasible and appropriate. PA & CAE 		
E. Develop entrepreneurial opportunities		<ul style="list-style-type: none"> Promote WritersCorps' online bookstore and at Gallery on line store to increase income for both programs to increase sales. IT & WC & GAL 	<ul style="list-style-type: none"> Sell Street SmARTs and Arts Education Master Plan tool kit to other municipalities. CAE 	

— DRAFT —

Organizational Goals:

Goal V. Secure permanent and code-compliant facilities for all programs and operations of the Arts Commission.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Procure new home for all SFAC's programs.	1. Secure museum-grade storage facilities for the City Collection.	<ul style="list-style-type: none"> Participate in Veteran's Building facility retrofit meetings. MGT Explore other permanent facility options as they arise. MGT 		<ul style="list-style-type: none"> Establish San Francisco Public Library as the depository for certain Collection's records. COLL Redesign gallery office space or provide four work stations and redesign storage to accommodate increased storage needs. GAL
	2. Establish a professional and ADA compliant art gallery space of at least 4,000 sq ft			
B. Make necessary repairs, ADA upgrades and capital improvements to Cultural Centers		<ul style="list-style-type: none"> Continue to advocate for funding at Capital Improvements Advisory Committee. MGT 		

Cynthia
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02/01/2010 01:45 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV,
board.of.supervisors@sfgov.org, Performance
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cc Manish Goyal/MAYOR/SFGOV@SFGOV
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Subject Efficiency Plan for Board of Appeals

Please find attached below the Fiscal Year 2010-11 Efficiency Plan and Department Short Summary Annual Report for the San Francisco Board of Appeals.

Thank you.

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Board of Appeals Efficiency Plan FY10-11.pdf BDA Short Summary Annual Report.pdf

**City & County of San Francisco
BOARD OF APPEALS**

**Efficiency Plan
Fiscal Year 2010-2011**

Strategic Planning

The mission of the Board of Appeals is to provide a final administrative review process for the issuance, denial, suspension and revocation of City permits as well as for certain decisions and actions of the Zoning Administrator and Planning Commission. Reviews include an efficient, fair and expeditious public hearing before an impartial panel as a last step in the City's permit issuance or decision-making process.

The Board of Appeals administers the Charter-mandated appeals process for the approximately 200-250 appeals file with the Board each year. Public hearings are held before the five-member body at approximately 30 evening meetings per year. Three of the Board's members are nominated by the Mayor and two by the President of the Board of Supervisors. All members are subject to approval by the Board of Supervisors.

Board staff accepts the filing of appeals, processes paperwork associated with each case and, at the end of the appeal process, develops and distributes written decisions reflecting the Boards' rulings. Information about and assistance with appealing a permit decision is available on the Internet, in printed materials, and through discussions with Board staff by telephone and in-person. Staff works closely with the departments whose decisions are the subject of the appeals heard by the Board.

The appeal process includes duly noticed public hearings and timely decisions to overrule, uphold, or conditionally uphold departmental decisions. The primary goal of the department is to provide a fair and timely process by which matters under its jurisdiction may be heard and decided.

The Board's funding is primarily generated by surcharges levied on fees paid by permit applicants. A smaller portion of the department's budget comes from fees paid when appeals are filed with the Board. Each year, the surcharge levels are assessed and adjusted to cover the actual operating costs of the department. After witnessing a significant drop in Citywide permit applications in fiscal year 2008-09, and anticipating a similar experience in fiscal year 2009-10, the surcharge rates were adjusted upward during the last budget process to buffer against an anticipated revenue shortfall. The appeal filing fees – most of which had not been raised in over sixteen years – were adjusted to account for the rate of inflation. Current projections suggest that the Board may face a small revenue shortfall at year's end. The Board has begun to implement cost-saving measures to address this situation, primarily by reducing its FTE count and guarding savings in non-personnel expenses resulting from lowered appeal volume.

By the beginning of fiscal year 2010-11, we expect to have in place a database designed to track and report on appeals. Minimal funding will be needed in fiscal year 2010-11 to maintain this system. The department's goal is for this system to eventually interface

with the permit tracking system currently being developed by the Planning Department and the Department of Building Inspection.¹ Shared data on permits and appeal determinations will greatly enhance the efficiencies of all three of these departments.

Customer Service

The department's customer service goals are to (1) create a fair and impartial forum within which appeals may be considered and decided; (2) satisfy the legal requirements surrounding the processing of appeals and providing notification of public hearings on appeals; and (3) provide appropriate access to information regarding all appeals and the appeal process.

The department's internal customers primarily are those City departments that make determinations that may be appealed to the Board. This includes the Planning Commission, Zoning Administrator, Planning Department, Department of Building Inspection, Taxi Commission, Department of Public Health, Department of Public Works, Entertainment Commission, Police Department, among others. External customers are members of the public who file appeals, those whose property or livelihood is the subject of an appeal, and neighbors and other members of the public interested in the outcome of an appeal.

The benchmarks used by the Board of Appeals to assess the quality of its customer service include clearly articulated timelines for assigning hearing dates, and established briefing schedules that are published on the internet and available in print in our office. These standards are essential to creating a fair and accessible process that allows all parties an equal opportunity to present their case. The Board also monitors the timeliness of decisions issued upon final Board determination. Timeliness is critical in situations where the Board upholds the right to a permit; it is only upon release of such decisions that the prevailing party may move forward with the permitted activity.

The Board elicits feedback on its processes through customer satisfaction surveys that are available on our website, in our office and at meetings. Of course, members of the public are always welcome to comment on the Board's performance and activities at each of its meetings as well. Given the contentiousness of the parties and the probability that at least one side may walk away from the appeal process unhappy with the outcome, it can be challenging to measure individual customer satisfaction, but it is useful to note the absence of complaints alleging that the Board's processes are unfair or inaccessible. To the contrary, it is not uncommon at Board meetings for members of the public to speak favorably about the thoroughness and thoughtfulness of the Board's deliberations.

During this past year the Board has undertaken an effort to improve its forms and processes to assist members of the public in their dealings with the Board. The department's website has been updated and some of the routine forms used by the public have been posted in a format that allows the user to complete the form on-line. In the coming months, the Board will embark on a Rules revision process, designed to

¹ Determinations issued by these two departments represented nearly 70% of the matters that were appealed to the Board last fiscal year.

enhance efficiencies in the systems that impact appeal participants and in the Board's self-governance.

Performance Evaluation

The Board's ability to provide a fair and efficient administrative appeal process to the public is formally evaluated by two measures. One looks at the timeframe within which the Board decides appeals and the other looks at the time it takes Board staff to issue written decisions following final Board action.

The speed of Board decision-making is measured by looking at how often cases are decided within 75 days of filing. In fiscal year 2008-09, a target of 60% was set for this measure, which the Board exceeded by 11% (meeting the goal in 71% of the cases heard). During the first half of fiscal year 2009-10, with the target remaining steady at 60%, the Board again exceeded its target and met this goal in 86% of the cases filed. This number fluctuates significantly from year to year as a result of the appeal process itself. Routinely, matters may be rescheduled (typically with the consent of both parties) and/or continued in order to allow additional testimony or evidence to be presented to the Board for its consideration, or to allow the parties time to negotiate a settlement. In some cases, this presents a hardship to the permit-seeker in that it may, for example, delay a construction or renovation project. In other cases, delay benefits the permit holder, for instance, where a department is seeking to revoke a permit and the revocation is suspended while the matter is considered by the Board. (Taxi driving privileges is one such example.)

The speed of issuing written decisions is gauged by how often decisions are released within 15 days of final action. In fiscal year 2008-09, a target of 97% was set for this measure, which the Board failed to meet by 2%. This shortfall, caused by three decisions that were issued beyond the 15 day window, was due to the fact that the Board's legal assistant was covering two desks for much of the reporting period because of the absence of an Executive Director, and because of the complexity of the decisions at issue, which required involvement of the City attorney. During the first half of fiscal year 2009-10, with a target of 97%, the Board has met this goal in 100% of the cases filed.

Given the rate of performance over the past 18 months, the target in use for the first measure above should be adjusted to 70% for budget year 2010-11. The target for the second measure seems appropriate and should be maintained at 97%. Please see the Department Short Summary Annual Report attached below.

Summary

The Board of Appeals strives to provide quality customer service to its internal and external constituents. It continues to offer an accessible, fair and expeditious review process for certain disputes associated with City permits and determinations. In the year to come, the Board plans on revising its Rules of Procedure to further streamline its processes, and to enhance its services and reporting capabilities through the implementation of an electronic appeal tracking system.

BOARD OF APPEALS
 2010

Source: Citywide Performance Measurement System, Controller's Office

BOARD OF APPEALS - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
APPEALS PROCESSING					
Provide a fair and efficient administrative appeals process to the public					
• Percentage of cases decided within 75 days of filing	n/a	33%	60%	71%	60%
• Percentage of written decisions released within 15 days of final action	n/a	97%	97%	95%	97%
DEPARTMENT-WIDE/OTHER					
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	n/a	4	5	5	4
• # of employees for whom scheduled performance appraisals were completed	n/a	1	5	0	4



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02/01/2010 03:58 PM

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Subject DCSS Efficiency Plan for 2010-2014

Annual Efficiency Plan for FY 2010-2014

The strategic plan for three years beginning July 1, 2010 was prepared under my direction in accordance with the San Francisco Performance and Review Ordinance (Administrative Code Chapter 88) and the City and County of San Francisco *Mayor's Office Instructions & Controller's Technical Instructions: Budget Year 2010-2011* . All known Federal, State, and Local government policy decisions as well as material economic and fiscal implications have been considered in preparing the strategic plan.

The Department's priorities in the strategic plan were developed in the context of the Department's proposed budget for FY 2011.

Karen M. Roye
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City and County of San Francisco

Department of Child Support Services

Annual Efficiency Plan

FISCAL YEAR 2011-2014

Putting families first....



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ACCOUNTABILITY STATEMENT

The strategic plan for three years beginning July 1, 2010 was prepared under my direction in accordance with the San Francisco Performance and Review Ordinance (Administrative Code Chapter 88) and the City and County of San Francisco *Mayor's Office Instructions & Controller's Technical Instructions: Budget Year 2010-2011*. All known Federal, State, and Local government policy decisions as well as material economic and fiscal implications have been considered in preparing the strategic plan.

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Karen M. Roye, Director of the *San Francisco Local Child Support Department*
February 1, 2010

THE SAN FRANCISCO LOCAL CHILD SUPPORT DEPARTMENT

The child support program formally began with the enactment of Title IV-D of the Social Security Act of 1975. It was originally administered by the State Department of Social Services and executed at the local level by each county's District Attorney Office until 1999. The California's Child Support Reform legislation of 1999 mandated the child support services program in its current form. Since 1999 the program has been administered by a separate California Department of Child Support Services (CA DCSS) and executed at the local level by the local child support Department (Department) also known as the San Francisco Department of Child Support Services (SFDCSS).

Federal law (Government Performance and Results Act of 1993) created goals and performance measures as a way to monitor progress and make local agencies accountable for the funding they receive. In 1996, Congress further refined performance measures for the child support program when it passed the Personal Responsibility and Work Opportunity Reform Act (also known as Welfare Reform-PRWORA), creating incentive payments for the performance of each State. The first goal and related objectives one through four reflect the Department's compliance with the federally mandated performance measures.

Vision

Children can count on their parents for the financial and medical support they need to be healthy and successful.

Mission

To empower parents to provide economic support for their children by furnishing child support services in the form of location of parents, establishment of paternity and support obligations and enforcement of support obligations, thereby contributing to the well-being of families and children.

STATEMENT OF VALUES, COMMITMENTS, AND DRIVERS

Our Values

Strategic management of resources that provides for superior customer service and programmatic efficiencies encourages an organizational culture that engages all employees with a shared vision.

Commitment to Children

We believe in a shared commitment among parents, communities and agencies to put the well-being of children above all else.

Fairness and Respect

We embrace the diversity of people, recognize their needs, and treat each individual with fairness, equity and consideration.

Quality Customer Service

We are committed to providing timely, courteous and responsive services to our customers, consistently exceeding their best expectations.

Integrity and Ethical Conduct

We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility.

Operational Excellence

We proactively seek to meet the needs of children and families through highly professional staff.

Our Commitments

The following commitments help us stay true to our values as we grow and change:

To our child support partners:

- We will lead by example to achieve service excellence.
- We will be accountable for responding to customer needs.
- We will provide responsive, cost-effective, streamlined and standardized delivery of child support services to the residents of San Francisco and provide assistance to clients of the child support program across the State.
- We promote sharing, cooperation and joint effort with families, communities and partnering agencies in an environment of trust and open communication.

To our employees:

- We will maintain and foster an environment based on respect and honesty.
- We will provide opportunities for development to achieve both organizational and personal goals.
- We will assist our employees in achieving work-life balance.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

In preparing this strategic efficiency plan, the San Francisco Department of Child Support Services (Department) considered the implications of a number of external and internal challenges and opportunities that could influence the department's ability to implement strategies and to achieve its goals. Through this strategic efficiency plan, we hope to address the fiscal challenges and build on performance opportunities for success.

Declining Caseload - The Department has seen a steady decline in its caseload over the last eight years from 27,947 in FFY 2001 to 18,515 in FFY2009. The reduction in caseload is in line with the caseload increases of central valley counties. A significant impact to families is the increasing costs of living in San Francisco as compared to neighboring and smaller counties throughout the State. Finally, the "timing out" of many customers with CalWORKs assistance leaves families with limited access to resources. For many San Francisco single-family heads of households struggling to pay bills and raise a family, the answer could be to migrate out of the County where cost of living is lower. The other eight contiguous Bay Area counties also show a decreasing trend over the last four years. Central Valley counties, on the other hand, have experienced an increase in caseloads, the largest increases taking place in Kern and San Joaquin counties. The LCSA has shifted its focus to expand its customer service initiative to focus on holistic stabilization of the family through strategic partnerships.

Economic Downturn - The result of a steady economic downturn has been the growing number of parents who are unemployed or underemployed limiting the ability of parents to meet their fiscal obligation to their children. The department continues to face an increasing need to develop new ways of delivering services. Restructuring programmatic responsibilities to focus on connecting noncustodial parents to the child support program will play an important role as the department seeks to work effectively with the San Francisco Unified Family Court (SFUFC) in the development of initiatives that will help enhance service delivery. Equally important will be the promotion of easy access to supportive programs and opportunities that connect parents to employment through partnerships with local work force development initiatives. The expectation of the California child support program will be to demonstrate improvement in both current and arrears collections in light of the economic downturn. The county will pay close attention to a growing number of parents who are paying child support with unemployment insurance or UIB collections. This vulnerable population will benefit greatly from enhanced customer service and early intervention designed to help parents stay current with payments. Non-custodial parents that pay child support through a wage assignment against UIB benefits are at a high risk of falling behind in payments due to the limited period of benefits and the lack of employment opportunities.

Operational Focus - The significant size and complexity of the California Child Support Services Automated System (CCSAS) has improved the ability of counties to work in unison to support the needs of the family. Case management, access to real time data, and the coordination of judicial action is hallmark of the new statewide system that promotes better service to clients and their children. Seamless to the client is the amount of work-related functions the child support professional must learn in order to remain effective and maintain performances. Key to the success of a child support program with a new automated system will be a training plan that is robust. Training should be timely as well as forward reaching in its scope and incorporate subject matter experts throughout the State. Secondly, the movement of child support from a judicially based order to an administrative-based order will promote efficiencies for both parents and staff reducing the amount of time from request to order. Finally, there is a great need for an on-going maintenance and operation (M&O) relationship in the form of a State managed professional services contract. A new automated system coupled with a legislatively driven program means hundreds of change requests that must be prioritized and implemented over the next two years to insure the highest levels of performance possible. Until most of these changes are completed, the automated system will not live up to its promise of efficiency and effectiveness for its 7,500+ users.

Financial Outlook for FY 2011 - The Department receives an allocation of 34% State and 66% Federal funding. The Department does not receive City and County general funds. In light of anticipated fiscal concerns generated by the release of Governor's budget, the California Department of Child Support Services has remained committed to maintaining the program and funding levels for all 58 counties. Our Department's unique funding relationship with CA DCSS has presented the Department with an unprecedented challenge to build a budget that maintains the integrity and performance of the program within the baseline of fiscal year 2001-2002. I am proud to say that we have done just that. For FY2011-2014, the Department is committed to protecting the level of service to our clients given the fiscal challenges presented. Under provisions of the American Recovery and Reinvestment Act of 2009, federal matching funds are available to the CS DCSS on Federal Performance Basic Incentives for two years beginning October 1, 2008. This premise assumes the ARRA provision providing federal

matching funds on Federal Performance Basic Incentives will be extended through the end of FY 2010-11. Therefore, for both FY 2009-10 and FY2010-11, the federal match is calculated with a full year of Federal Financial Participation (FFP). Funding for FY 2010-11 includes the Department's costs for administration and operations with additional funding for revenue stabilization. This premise reflects a permanent ongoing augmentation of \$349,323 to the Department's base funding of \$11,688,070 of operating funding that supports current caseworker staffing levels and avoid projected loss in child support collections. In order to receive funding, the Department submitted an early customer intervention plan that promotes non-custodial parent participation in the program.

For San Francisco, the Department's proposed allocation for fiscal year 2011 remains consistent with FY2010 allocation. The total proposed funding for administration and operations (A&O) is \$12,037,39 that includes \$11,688,070 and an additional \$349, 323 to fund positions dedicated to early intervention strategies. Funding for electronic data processing maintenance and operations (EDP M&O) and CSE Support Services is expected to remain at \$1,712,573 and \$1,346,192 respectively for a combined allocation total of \$15,096,158. The Department has submitted a budget request for \$15,096,158. The Department has a balanced budget and any changes will be resolved through the reduction of non-salary spending.

Policy and Procedures Development – The Department will continue to provide CA DCSS with procedures development and documentation assistance, and knowledge transfer services for the critical improvement of business processes statewide. The CSE Support Services team will be responsible for consolidating existing procedures and documentation into an integrated CSP Operational Procedures Manual, tying CSP policy to CCSAS functionality, monitoring on-going CCSAS changes, continually updating procedures as CCSAS implements fixes and enhancements, and developing improved procedure documentation systems by working with CA DCSS and other LCSA staff, and vendors. Supporting the CA DCSS in this way generates new funding for the Department allowing it to remain county general fund free. The additional funding will support (10.0) existing positions at a cost of approximately \$1.3 million for salary and fringe benefits.

Organizational Demographics and Succession Planning -The department is relatively small compared to other City departments, The Department has a total of 121 fulltime equivalent (FTE) positions budgeted of which only 115 FTEs are filled to support all Department functions. Six positions represent vacancies/attrition. The Department does not propose filled position layoff's for FY2011. Approximately 27 or 24% of the Department's staff are eligible for service retirement. The Department has prioritized mentorship of junior staff, cross training of key functional areas, documenting procedures, and re-engineering management responsibilities to focus on succession planning as a key performance measure for individuals. The Department's administrative head is the Director. The Director oversees all the functions of the Department and acts as the Department's policy liaison to the State DCSS. The Deputy Director provides support for Child Support Operations and Administration. Due to the complex nature of regulations governing child support activities, the Department has a high number of professional and technical employees, including attorneys and child support professionals. In an effort to reduce the cost of administration of the program, the Department has reduced its administrative management support to finance and personnel to levels that reflect the reduction of staffing from 157 FTE's in FY2004 to 121 FTEs in FY2011. The administrative costs remain less than 10% of the overall budget at 9.6%. The State has approved this organizational structure as Department served 18,515 cases representing 17,176 children and distributed approximately \$29.1 million dollars with over 77% percent of every dollar going directly to families in FFY 2008.

Federal Performance Measures - The CA DCSS monitors county performance utilizing these same performance measures. The Federal government has established minimum thresholds and annual performance increases for each performance measure for the State. The State in turn has imposed county specific goals for each county, depending upon their current performance.

American Recovery and Reinvestment Act (ARRA) – The Department's administrative base allocation includes the ARRA of 2009 funds. Per Title 2 of the Code of Federal Regulations Part 176, subpart D, local child support agencies were notified in January, 2010 that funds received and administered by the California Department of Child Support Services must be reported by the local agency on the Schedule of Expenditures of Federal Awards (SEFA) and the Data Collection Form (SF_SAC) required by OMB Circular A-133, for FY2009 the ARRA funding was \$1,104,515 of the total funding provided by the State, For FY 2010 the ARRA funding was \$1,361,665 and for FY2011 the projected funding will be \$329,563. The Department will work with the Controller to separately track operational expenditures that comport with these requirements.

Department of Child Support Funding Summary

	FY2008-09	FY2009-10	FY2010-11
	Actual Budget ¹	Revised Budget	Proposed Budget
	\$	\$	\$
<u>Source of Funds</u>			
Unappropriated Beginning Fund Balance	567,753	578,175	0
Interest	25,424	0	0
Other Government Charges	0	6,500	6,500
Overage/(Shortage) Cash Receipts	0	0	0
State Support - General	3,999,942	4,351,627	4,376,001
State Support - Other Grants and Subventions	803,455	750,280	754,483
Federal Support - Allocation Adjustment after 7/1		0	0
Federal Support - General	<u>9,324,235</u>	<u>9,903,702</u>	<u>9,959,174</u>
Subtotal	14,153,056	15,012,109	15,096,158
Total Source of Funds	<u>14,720,809</u>	<u>15,012,109</u>	<u>15,096,158</u>
<u>Application of Funds</u>			
Permanent Salaries	8,570,614	8,559,902	8,799,080
Fringe Benefits	3,356,504	3,740,573	4,053,398
Non-Personal Services	1,269,389	1,349,271	1,109,887
Materials & Supplies	70,249	195,287	194,787
Equipment	-5,000	0	0
Services to Other Departments	<u>880,879</u>	<u>1,167,076</u>	<u>939,006</u>
Subtotal	14,142,634	15,012,109	15,096,158
Total Application of Funds²	<u>14,142,634</u>	<u>15,012,109</u>	<u>15,096,158</u>
Unappropriated Ending Fund Balance	<u>578,175</u>	<u>578,175</u>	<u>-</u>

¹ 2008-09 Actuals reflected through Fiscal Month 14.

² For FY09 unappropriated fund balance included revenue due to CCSF for supplemental State claim of \$109,436 covering charges posted after June 30; the remaining \$468,739 represents a net between revenue remaining balances, expenditures authority remaining balance, and encumbrances to be released from prior years.

³ For FY2010 the Department will work with the Controller to release the fund balance as part of the year-end close.

Direct Services to Clients

Case Management

The Department is dedicated to providing a child support program that puts the security of children above all else, based on the belief that parental responsibility includes financial, medical, and emotional support. Both parents have the legal duty to provide financial support for their child. Child support is money paid by both parents to meet their child's living and medical expenses.

The court may order either or both parents to make regular payments to cover a child's living and medical expenses. Child support is ordered by the court. The court sets the amount and generally requires noncustodial parents to pay support based on a percentage of each parent's income and the amount of times a parent cares for the child. Custodial parties may visit the county office to open a case. Our team of child support professionals provides both initial and on-going support to both parents in the areas of:

- Paternity Establishment
- Locating Parents
- Requesting child support orders from the court
- Requesting medical support orders from the court
- Enforcing child support and spousal support orders
- Modifying child support orders through the court
- Collecting and distributing child support

CA DCSS have identified the following positions as providing direct services to the clients:

Class	Class Title	FTE	Budget	Description
8158	CHILD SUPPORT OFFICER II	58.00	3,980,394	Caseworkers
8159	CHILD SUPPORT OFFICER III	13.00	1,062,874	Caseworkers Supervisors
0922	MANAGER I	1.50	160,882	Caseworkers Managers
1404	CLERK	3.00	142,415	Operational Support - Case Mail Delivery/Routing
1424	SENIOR CLERK	3.00	148,142	Operational Support - Case/Attorney Clerical and Mail
1426	SENIOR CLERK TYPIST	8.00	433,230	Operational Support - Case Clerical and Mail
8177	TRIAL ATTORNEY	4.00	690,352	Attorney
8182	HEAD ATTORNEY	1.00	185,718	Attorney
4320	CASHIER	1.00	49,381	Collection & Distribution
	Salary Adjustments	(5.56)	(503,713)	
	Subtotal	86.94	6,349,675	
	PREMIUM PAY		40,000	
	Fringe Benefits		3,036,090	
	TOTAL	86.94	9,425,765	

Customer Satisfaction

The Department takes pride in treating everyone with kindness and compassion, equally, impartially and recognizing differences with respect and understanding. We reach out to the communities of San Francisco and work collaboratively with our customers, other governmental agencies, and community partners. It is our goal to ensure that our clients are provided the best possible service, but in the event a client is unhappy for any reason, the Department provides either the custodial parent or the non-custodial parent an advocate. The Ombudsperson is available to assist in the timely resolution of parent complaints. In the event the parent feels the Department has failed to properly address their issue, the parent may request and receive a State hearing to review the matter.

The Department is a member of the Child Support Director's Association (CSDA) Customer Service Forum, representing the Department and CA DCSS Statewide Training Team. The CSDA Customer Service Forum's primary mission is to establish statewide standards for customer service so that all customers throughout the State can expect and receive the highest level of customer service no matter which LCSA they contact.

Class	Class Title	FTE	Budget	Description
8159	CHILD SUPPORT OFFICER III	0.50	40,879	Ombudsperson / Complaint Resolution
8159	CHILD SUPPORT OFFICER III	0.50	40,879	State Hearings
1844	SENIOR MANAGEMENT ASSISTANT	1.00	80,960	Community Liaison/Customer Service Coordinator
8158	CHILD SUPPORT OFFICER II	1.00	68,627	Outreach
0922	MANAGER I	0.50	53,927	Outreach/Customer Service Manager
	Subtotal	3.50	285,272	
	Fringe Benefits		122,226	
	Total	3.50	407,498	

Child Support Enforcement (CSE) Statewide Training and Procedure Development

In order to promote the development and delivery of uniform training and the standardization of business practices across the State the CA DCSS has developed collaboration with the Department to deliver approved training to the child support community. Successful implementation of training over the next three years will require a strategic plan that includes targeted "just in time" training, training-for-trainers, the availability of on-line technical training tools. The Department continues to participate on numerous statewide committees, workgroups, and forums in an effort to provide timely accurate training delivery based on the current needs of the child support community.

Class	Class Title	FTE	Budget	Description
8159	CHILD SUPPORT OFFICER III	5.00	408,798	Training and Procedure Development
8158	CHILD SUPPORT OFFICER II	3.00	205,882	Policy and Procedure Development
0922	MANAGER I	2.00	214,509	Training and Procedure Development Managers
	Salary Adjustments		3,188	
	Subtotal	10.00	832,377	
	Fringe Benefits		381,403	
	Total	10.00	1,213,780	

Indirect Services to Clients

System Technology

The CA DCSS recognizes the importance of system availability as key to the management of client cases in an automated environment. Recognizing that system down time has a direct impact on the Department's ability to meet client needs efficiently, IT support is funded separately and distinct from the operational budget. The State provides distinct funding for the maintenance of the Child Support Enforcement Program (CSE) system. The CSE system includes the hardware such as personal workstations, printers, switches, and servers for connectivity, and other miscellaneous accessories necessary to run the system which operates as our Local Area Network. The CSE system also requires software to run Rumba to interface with DMV, Windows operating system, and antiviral applications. The State also provides funding for staff to maintain and provide technical support to users as well as funding for indirect costs such as administrative support or rent required to support the CSE system and the technical support staff. For FY2010 the department has increased its staffing to include a programmer that will support the Department's need for operational reports development.

Class	Class Title	FTE	Budget	Description
1023	IS ADMINISTRATOR II	2.00	193,929	IS Systems Support
1024	IS ADMINISTRATOR III	1.00	104,410	IS Systems Supervisor
1063	IS PROGRAMMER ANALYST SENIOR	1.00	92,369	IS Systems Programmer
0953	DEPUTY DIRECTOR III	1.00	154,147	Program Manager
	Salary Adjustments	(0.16)	(9,957)	
	Subtotal	4.84	535,498	
	Fringe Benefits		199,140	
	Total	4.84	734,638	

Administration

The administration of the Department provides the policy direction and acts as the conduit on behalf of the Department to all Federal, State, and Local government agencies. This team ensures compliance with personnel management regulations and all related MOU labor contracts and assures the fiscal integrity of the Department as it relates to reporting, record-keeping and procurement. The Department is committed to maintaining its administrative salaries budget to less than 10% of the total Departmental salaries budget. The CA DCSS required reallocation of specific positions in order to properly identify and track administrative costs related to the San Francisco program. Currently, the administrative cost of the San Francisco program is 8.9% and well within the 10% State defined requirement. The following (8) budgeted positions have been reallocated from index code 170006 to index code 170016: 8185, 0923, 0931, 1222, 1632, 1634, 0922, 1446. In addition, the Department has reassigned a 0923-Manager II to the operations division to properly assume leadership of the case management unit. This position will be directly responsible for the performance of customer service, case management, complaint resolution, ombudsman services, training, and State hearings. State DCSS identifies this position as operational and not administrative because of the direct relationship to performance and client issue resolution.

Class	Class Title	FTE	Budget	Description
8185	DIRECTOR, CHILD SUPPORT SERVICES	1.00	175,454	Administrator
0931	MANAGER II (Personnel Manager)	1.00	115,040	Personnel
1446	SECRETARY II	2.00	119,402	Personnel
1222	SENIOR PAYROLL CLERK	1.00	66,615	Personnel
1450	EXECUTIVE SECRETARY I	1.00	65,041	Administrative Support Clerical
1630	ACCOUNT CLERK	1.00	50,956	Finance
1632	SENIOR ACCOUNT CLERK	1.00	59,004	Finance
1652	SENIOR ACCOUNTANT	1.00	73,782	Finance

Class	Class Title	FTE	Budget	Description
1654	PRINCIPAL ACCOUNTANT	1.00	89,314	Finance
	Salary Adjustments	(0.81)	(58,047)	
	Subtotal	9.19	756,556	
	Fringe Benefits		314,539	
		9.19	1,071,095	

Performance Evaluation: Summary Annual Report

Source: Citywide Performance Measurement System, Controller's Office

CHILD SUPPORT SERVICES - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
CHILD SUPPORT SERVICES PROGRAM					
Establish paternity for children born out of wedlock in the county					
<ul style="list-style-type: none"> Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock 	n/a	102.4%	100.0%	92.5%	92.5%
Establish child support orders					
<ul style="list-style-type: none"> San Francisco orders established as a percentage of cases needing an order 	n/a	89.0%	91.0%	85.5%	88.5%
Increase economic self-sufficiency of single parent families					
<ul style="list-style-type: none"> Amount of child support collected by SF DCSS annually, in millions 	n/a	\$32.4	\$32.0	\$31.1	\$31.5
<ul style="list-style-type: none"> San Francisco current collections as a percentage of current support owed 	n/a	64.2%	62.0%	66.4%	66.2%
<ul style="list-style-type: none"> San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases with arrears owed 	n/a	59.1%	64.4%	62.7%	62.0%
<ul style="list-style-type: none"> Statewide current collections as a percentage of current support owed 	n/a	52.6%	56.0%	53.1%	55.0%
<ul style="list-style-type: none"> Statewide cases with collections on arrears during fiscal year as a percentage of cases with arrears owed 	n/a	57.2%	60.0%	56.4%	57.0%
Provide effective services to clients					
<ul style="list-style-type: none"> Number of unemancipated children in San Francisco caseload 	n/a	17,443	18,500	17,621	17,500
<ul style="list-style-type: none"> Number of unemancipated children in CSE counties caseloads 	n/a	237,542	1,900,000	1,878,635	n/a

STRATEGIC PRIORITIES 2011-2014

Through the Department's review of challenges and opportunities, the strategic priorities described below are in addition to the ongoing core activities of the Department. The plan is the product of an enormously effective collaboration. The Plan reflects the best efforts of child support professionals brainstorming and consensus.

The result is not merely a good process but a good product: a deliberate, thoughtful, specific, data-driven map that shows how we will proceed to meet our commitments to children and families. The FY 2011 -2014 Plan weaves a modern mosaic from a set of updated objectives and related strategies. These objectives and strategies

demonstrate how the child Support Program has evolved and matured. Child Support is no longer primarily welfare reimbursement, revenue-producing, device for the Federal and State and County governments it is a family-first program intended to ensure families' self-sufficiency by making child support a more reliable source of income.

Goal 1 Improve Operational Performance on Federally Mandated Measures

- 1.1 Establish the paternity of children born out of wedlock in the county.
- 1.2 Establish Child Support Orders.
- 1.3 Increase economic self-sufficiency of single parent families (collections)
- 1.4 Provide effective services to customers.

Goal 2 Enhance Workforce Training Through Statewide Procedures Development And Implementation

- 2.1 Improve Statewide performance through the development and implementation of uniform business practices related to the new California Child Support Automated System (CCSAS) to be administered at the county level.
- 2.2 LCSA focused training to facilitate Department development as part of the Department's succession plan.

Goal 3 Decrease barriers to program participation for parents and caregivers

- 3.1 Increase customer knowledge and understanding about their rights.
- 3.2 Implement organized outreach to incarcerated clients and ex-offenders who face barriers to gainful employment

Goal 4 Enhance program awareness and accessibility

- 4.1 Develop and implement Targeted Community Workshops
- 4.2 Utilize local community-organizations and service providers to act as a bridge to the child support program.
- 4.3 Develop and Distribute a Customer Service Community Resource Guide.
- 4.4 Increase the percent of cases where noncustodial parents voluntarily participate in the child support program based on outreach efforts.
- 4.5 Solicit new Non IV-D customers through new community partnership and outreach.
- 4.6 Utilize local media to educate the public about the California Child Support System, and outreach customers throughout the San Francisco Bay Area.

Goal 5 Revenue Stabilization

- 5.1 Implementation of Statutory Responsibilities
- 5.2 Submission of an Early Intervention Plan
- 5.3 Allocated Funding to Support Caseworker Staffing Levels
- 5.4 Develop Database to Track Related Increases to Collections in Current and Arrears

Goal 6 Information Systems And Automation

- 6.1 Increase Automation of Information Through Reports Development
- 6.2 Implement New Program Efficiencies

GOAL ONE



Improve Operational Performance On Federally Mandated Measures

Since 2000, States have been evaluated for federal incentive funds based upon five performance measures and data reliability standards. The federal minimum threshold for IV-D Paternity Establishment Percentage (PEP) measure is 50 percent, California's preliminary FFY2009 IV-D PEP was 97.3 percent. *San Francisco exceeded both federal and State performance in PEP with 100 percent.*

The federal minimum for the percent of cases with a child support order. The federal measure is 50 percent and in 2009 California obtained 78.8 percent. *San Francisco exceeded both federal and State performance with 87.3 percent.*

The federal minimum for current collections performance is 40 percent and in 2009 California reached 53.4 percent. *San Francisco exceeded both federal and State performance with 66.3 percent.*

The federal minimum for the arrearage collections measure is 40 percent and in 2009 California was at 59.4 percent. *San Francisco exceeded both federal and State performance with 65.55 percent.*

The cost effectiveness federal minimum performance level is \$2.00 and California's 2008 level was \$2.01. *San Francisco has a cost effectiveness ratio of \$2.20 which exceeds both the federal and State minimum for the cost of doing business. San Francisco is cost effective!*

The Department reviews the fixed federally mandated operational performance measures on a monthly basis, develops action plans for areas that need improvement and analyzes future performance in these key areas. The Department develops internal work groups to address measures for improvement. The Federal Fiscal Year (FFY) spans from October 1 to September 30.

The Department has maintained its goal for establishing paternity. In the area of support orders established, the Department has focused greater attention to data management and case processing to expedite the establishment of orders in a more timely fashion. In the area of collections on current support and arrears, the Department continues to increase its outreach to non-custodial parents to help modify existing orders to "realistic" amounts in relation to the non-custodial parent's income and ability to pay.

Federal certification requires all States to have an automated locate feature as part of their automated system. In 2007 CA DCSS turned off the automated locate feature which left counties using manual methods of locate. The CA DCSS has restored the automated locate feature to all counties. The Department is utilizing the automated locate feature and also continues to utilize certain manual locate tools to assist in discovering earnings, assets and the location of non-custodial parents.

FFY 2010 PERFORMANCE TARGETS

The performance targets for San Francisco County Department of Child Support Services (SF DCSS) are as follows:

1. Goals for Federal Performance Measures

- A. Statewide Paternity Establishment Percentage measure: **100%**.
- B. Cases with Support Orders Established: Maintain 2008 performance of **88.2%**.
- C. Collections of Current Support: **67.32%**. This goal is based on the 2009 performance for this measure of 66.3% plus 1%.
- D. Cases with Arrears Collections: **64.50%**. This goal is based on the 2009 performance for this measure of 64.5% plus 1%.
- E. Increase Distributed Collections by **2.4%**. Over the FFY 2009 distributed collections.

2. Additional County-Specific Performance Targets

- A. Achieve data reliability performance of at least 99%
- B. Improve overall case review compliance to 90%
- C. Post Conversion Activities: Reorganization, Data Cleanup and Training

Benchmarking – Inter-Jurisdictional Analysis

Based on its FFY2009 caseload of 18,515 cases, the Department is considered a medium-sized county in comparison to other counties. California DCSS groups “like sized” counties together according to total caseload and then comparatively analyzes each county’s performance, use of resources and successful implementation of new mandates. The Department works with those counties that are “like sized” to develop best practices and determine internal performance standards and procedures. At the close of FFY 2009, the other counties in this “medium” group are Sonoma, Merced, Shasta, Butte, San Mateo, Santa Cruz/San Benito, Imperial, Yolo, Kings, Placer, Santa Barbara, Monterey, and Solano. The CA DCSS has grouped all counties based on caseload size as follows:

Very Large	70,001 cases or more	6 counties
Large	23,501 to 70,000 cases	10 counties
Medium	8,501 to 23,500 cases	13 counties
Small	2,210 to 8,500 cases	12 counties
Very Small	Less than 2,210 cases	11 counties
Regionalized LCSAs	Less than 2,500 cases	11 counties

San Francisco has converted to the CCSAS data management system effective October, 2008. In an effort to further develop best practices and understand the performance of the Department as it relates to “like counties”; the Department has analyzed its performance against other counties of a similar size.

Although San Francisco County was categorized as a large county in FFY 2004, its current caseload size is more in line with a medium county. There has been no determination yet whether it will continue to be considered a large county. Table 1 provides a summary of the Federal Performance Measures for each county by category for FFY 2009. Table 01.1.1 provides the Federal Performance Measures for each county by category and compares FFY 2008 to FFY 2009 performance.

TABLE 1
SUMMARY OF FEDERAL PERFORMANCE MEASURES
AS CALCULATED IN SUPPORTING TABLES
FEDERAL FISCAL YEAR 2009

	IV-D Paternity Establishment Percentage (PEP)	Cases with Support Orders Established	Collections on Current Support	Cases with Collections on Arrears	
					From Table 1.1.1
STATEWIDE	97.3%	78.8%	59.4%	59.4%	
Very Large (8)	Los Angeles	83.6	70.8	50.8	53.5
	San Bernardino	104.1	72.0	50.5	56.7
	San Diego	107.2	79.0	50.8	58.3
	Orange	93.1	78.1	53.0	58.0
	Riverside	94.5	78.2	51.2	58.2
	Sacramento	99.2	81.1	52.8	59.2
	Total	91.7	74.2	51.3	56.2
Large (10)	Fresno	108.4	86.1	64.6	60.0
	Santa Clara	106.2	87.1	62.8	61.0
	Kern	108.2	74.0	62.7	67.0
	Alameda	102.2	88.7	61.0	71.6
	Contra Costa	102.3	89.2	65.1	63.9
	San Joaquin	123.0	86.8	64.3	60.7
	Tulare	115.0	83.5	68.2	67.3
	Stanislaus	115.5	80.1	64.7	60.2
	Ventura	115.0	91.8	69.2	65.5
	San Francisco	100.0	87.3	66.3	65.5
Total	109.1	84.6	65.7	62.0	
Medium (13)	Solano	104.7	83.4	66.3	60.6
	Monterey	104.2	86.0	62.0	58.0
	Sonoma	99.7	87.4	60.7	65.0
	Merced	103.8	83.1	62.4	64.7
	Shasta	103.8	87.9	67.4	61.8
	Butte	96.0	85.8	63.1	61.0
	Santa Barbara	98.5	79.2	64.6	62.3
	San Mateo	102.3	86.4	69.8	65.2
	Santa Cruz/San Benito	92.0	91.7	62.1	67.0
	Imperial	117.3	71.4	49.9	64.4
	Yolo	99.9	88.2	65.3	67.4
	Kings	103.8	86.4	61.9	69.5
	Placer	99.8	87.1	69.0	61.0
Total	102.3	83.7	65.5	60.0	
Small (12)	Humboldt	107.6	93.3	62.7	66.0
	Madera	129.1	84.8	68.0	62.0
	Yuba	103.8	77.9	64.0	67.5
	El Dorado	104.8	91.8	67.0	66.2
	San Luis Obispo	124.2	93.7	69.0	72.7
	Sutter	104.1	82.6	69.2	68.5
	Mendocino	115.6	87.2	63.5	61.4
	Lake	107.3	84.3	68.6	67.8
	Napa	99.3	88.5	67.2	63.3
	Tehama	107.8	90.6	63.9	60.6
	Siskiyou/Modoc	103.2	91.4	62.0	62.9
	Sierra/Nevada	102.4	94.4	66.5	63.0
Total	109.2	88.3	69.0	63.8	
Very Small (11)	Amador/Alpine/Calaveras	108.3	91.9	60.1	62.3
	Marin	121.5	88.1	62.1	64.7
	Tuolumne	108.0	89.0	65.3	66.7
	Del Norte	108.2	82.0	69.3	60.5
	Lassen	114.2	87.0	60.5	61.8
	Inyo/Mono	108.8	82.0	62.0	61.1
	Glenn	110.7	87.4	63.7	69.8
	Pumas	111.1	94.0	63.0	66.5
	Trinity	102.7	88.5	66.0	69.2
	Mariposa	108.1	93.3	64.6	66.3
	Colusa	107.4	82.4	68.8	66.4
Total	110.3	90.1	61.0	63.0	
Regionalized LCSAs (11)	Alpine	100.0	94.7	62.8	67.5
	Amador	109.5	93.2	61.8	63.7
	Calaveras	104.6	90.8	59.7	61.0
	Inyo	109.8	92.5	60.5	69.5
	Modoc	108.9	88.9	60.9	66.2
	Mono	104.1	89.8	65.7	72.5
	Nevada	101.8	94.4	59.8	63.7
	San Benito	101.9	84.5	48.2	58.0
	Santa Cruz	89.7	80.7	53.3	58.3
	Sierra	128.4	95.4	60.2	62.2
Siskiyou	102.8	91.9	62.2	62.4	

SOURCE: OCSE 187 Lines 1, 2, 5, 6, 24, 25, 28, 29

Total: Represents the total of the scores in the Caseload Grouping

10/21/2009

Note: The formula for IV-D PEP is the current year line 6 divided by previous year line 5. The formula for Cases with Support Orders Established is line 2 divided by line 1. The formula for Collections on Current Support is line 25 divided by line 24. The formula for Cases with Collections on Arrears is line 29 divided by line 26.

TABLE 01.1.1
COMPARISON OF FEDERAL PERFORMANCE MEASURES
AS CALCULATED IN SUPPORTING TABLES
FEDERAL FISCAL YEARS 2008 AND 2009

	IV-D Paternity Establishment Percentage (PEP)		Cases with Support Orders Established		Collections on Current Support		Cases with Collections on Arrears		
	FFY 08	FFY 09	FFY 08	FFY 09	FFY 08	FFY 09	FFY 08	FFY 09	
	From Table 1.1.1		From Table 1.2		From Table 1.3		From Table 1.4		
STATEWIDE	94.2%	97.3%	80.2%	78.6%	52.8%	53.4%	58.1%	59.4%	
Very Large (6)	Los Angeles	83.4	83.8	76.5	70.8	49.3	50.8	49.8	53.5
	San Bernardino	85.8	104.1	70.2	72.9	51.0	60.5	59.7	58.7
	San Diego	90.0	107.2	87.2	78.9	54.5	50.8	57.1	58.3
	Orange	98.2	93.1	72.3	78.1	54.0	53.0	60.1	58.6
	Riverside	92.5	94.6	73.6	78.2	50.8	51.2	61.6	58.2
	Sacramento	89.8	96.2	81.4	81.1	80.3	52.6	58.8	59.2
	Total	89.9	91.7	76.4	74.2	50.3	51.9	58.2	58.3
Large (10)	Fresno	105.2	108.4	84.6	88.1	52.8	54.8	61.5	60.9
	Santa Clara	101.4	108.2	85.7	87.1	54.6	52.8	63.2	61.0
	Kern	93.5	108.2	80.2	74.0	51.8	62.7	57.6	57.0
	Alameda	102.3	102.2	92.9	88.7	62.8	61.0	73.8	71.6
	Contra Costa	99.1	102.3	89.3	89.2	54.7	55.1	64.1	63.9
	San Joaquin	104.6	123.0	89.6	88.8	63.3	64.3	62.7	60.7
	Tulare	105.5	115.0	87.8	83.5	56.5	58.2	58.9	57.3
	Stanislaus	109.8	115.5	83.9	80.1	54.2	54.7	62.4	60.2
	Ventura	117.0	115.0	84.1	91.8	56.7	56.2	68.1	65.5
	San Francisco	98.5	100.0	88.2	87.3	64.9	68.3	63.5	65.6
Total	102.6	109.1	85.1	84.6	55.7	56.7	63.3	62.0	
Medium (13)	Solano	109.0	104.7	82.2	89.4	56.3	56.3	62.7	60.6
	Monterey	103.1	104.2	85.8	88.0	53.7	52.9	59.9	58.8
	Sonoma	112.7	98.7	83.2	87.4	60.1	60.7	65.6	65.0
	Merced	116.5	103.8	81.2	83.1	62.2	62.4	67.1	64.7
	Shasta	99.5	103.8	87.7	87.9	56.0	57.4	62.5	61.8
	Butte	107.0	98.0	80.9	85.8	51.2	53.1	61.6	61.9
	Santa Barbara	102.4	98.5	77.4	79.2	55.8	64.6	65.6	62.3
	San Mateo	108.5	102.3	84.3	86.4	59.0	59.8	67.4	65.2
	Santa Cruz/San Benito	100.9	92.8	79.0	81.7	51.6	62.1	61.2	67.0
	Imperial	84.8	117.3	79.5	71.4	49.0	49.9	55.4	54.4
	Yolo	104.4	99.9	84.4	86.2	53.8	55.3	58.4	57.4
	Kings	104.9	103.8	87.9	88.4	60.6	61.9	60.1	58.6
	Placer	107.6	98.8	81.9	87.1	57.6	58.0	64.2	61.0
Total	106.1	102.3	82.5	83.7	55.2	55.5	61.7	60.0	
Small (12)	Humboldt	112.0	107.8	82.4	93.3	62.0	62.7	67.8	65.9
	Madera	104.7	129.1	84.8	84.8	58.4	59.0	66.0	62.9
	Yuba	94.9	100.8	78.2	77.8	49.0	54.0	60.0	67.6
	El Dorado	113.7	104.9	80.9	91.8	58.6	57.0	65.3	66.2
	San Luis Obispo	129.7	124.2	93.0	93.7	67.3	68.0	74.3	72.7
	Sutter	111.5	104.1	80.2	82.6	57.7	59.2	59.2	58.5
	Mendocino	114.7	115.6	86.0	87.2	56.1	53.5	62.4	61.4
	Lake	107.1	107.3	85.3	84.3	56.2	56.6	70.1	67.8
	Napa	113.8	98.3	84.7	88.5	56.6	57.2	65.2	63.3
	Tehama	110.1	107.9	85.1	90.5	53.2	53.9	64.0	60.5
	Siskiyou/Modoc	107.3	103.2	90.6	91.4	61.9	62.0	64.9	62.9
	Sierra/Nevada	109.9	102.4	86.7	94.4	56.7	56.5	64.6	63.8
	Total	110.9	109.2	87.1	89.3	58.4	59.0	66.3	63.8
Very Small (11)	Amador/Alpine/Calaveras	115.1	108.3	80.3	91.9	60.0	60.1	64.1	62.3
	Marin	99.7	121.5	80.7	88.1	68.5	62.1	70.2	64.7
	Tuolumne	109.1	108.0	90.2	88.9	67.6	68.3	68.3	66.7
	Del Norte	112.9	108.2	91.8	92.6	60.0	56.3	65.9	60.5
	Lassen	120.4	114.2	86.3	87.8	68.2	60.5	64.1	61.9
	Inyo/Mono	128.0	198.6	88.6	92.0	63.1	62.0	64.1	61.1
	Glenn	117.4	110.7	82.1	87.4	54.0	53.7	60.6	59.9
	Plumas	118.7	111.1	93.1	94.9	69.2	63.0	68.9	66.6
	Trinity	99.8	102.7	83.6	88.6	52.4	56.0	59.2	58.2
	Mariposa	120.5	108.1	91.6	93.3	67.5	64.6	71.1	66.3
Colusa	115.1	107.4	84.0	82.4	60.5	58.8	68.1	68.4	
Total	112.7	110.3	88.8	90.1	63.1	61.0	66.0	63.0	
Regionalized LCSAs (11)	Alpine	119.4	100.0	93.4	94.7	68.2	62.8	69.0	67.5
	Amador	119.8	109.5	82.4	93.2	62.0	61.8	65.4	63.7
	Calaveras	112.3	104.6	88.6	90.8	58.0	59.7	63.0	61.0
	Inyo	126.9	109.8	89.3	92.5	60.8	60.5	61.0	58.5
	Modoc	126.0	106.9	90.5	89.9	60.9	60.9	67.5	65.2
	Mono	132.2	104.1	86.0	89.8	66.5	65.7	78.7	72.5
	Nevada	109.8	101.9	86.7	94.4	56.9	58.8	64.8	63.7
	San Benito	107.6	101.9	83.0	84.5	49.8	48.2	67.2	58.0
	Santa Cruz	88.7	89.7	77.7	80.7	52.0	53.3	62.8	58.3
	Sierra	111.4	126.4	89.5	95.4	59.8	50.2	61.2	62.2
Siskiyou	104.4	102.6	80.6	81.9	62.1	62.2	64.4	62.4	

SOURCE: OCSE 157 Lines 1, 2, 5, 6, 24, 25, 28, 29

Total: Represents the total of the scores in the Caseload Grouping

10/21/2009

Note: The formula for IV-D PEP is the current year line 6 divided by previous year line 5. The formula for Cases with Support Orders Established is line 2 divided by line 1. The formula for Collections on Current Support is line 25 divided by line 24. The formula for Cases with Collections on Arrears is line 29 divided by line 28.

GOAL TWO **2**

Enhance Workforce Training Through Statewide Procedures Development and Implementation

2.1 Improve statewide performance through the development and implementation of uniform business practices related to the new California Child Support Automated System (CCSAS) to be administered at the county level

During FFY2009, San Francisco County continued to collaborate with CA DCSS to develop and implement uniform business practices for use by all California local child support agencies (LCSAs). CA DCSS conducted a 2009 LCSA Training Needs Assessment survey in which all 58 LCSAs responded with their local training needs. From this survey, statewide training priorities were established for the Child Support Program for the year.

In FFY2009, the Department was very instrumental in the development and delivery of statewide training with solid participation from child support professionals from all 58 counties, CA DCSS staff and various other stakeholders.

The following statewide training was developed and delivered by the Department in FFY2009:

- **Split Case Training**
 - Boot Camp/Classroom Delivery - Regionalized
 - 04/13/09 – 04/14/09 – Shasta
 - 04/20/09 – 04/21/09 – Orange
 - 04/22/09 – 04/23/09 – Kern
 - 04/27/09 – 04/28/09 – San Francisco
 - 04/29/09 – 04/30/09 – Sacramento
 - 07/20/09 – 07/21/09 – San Francisco
 - 07/28/09 – 07/29/09 – Sacramento
 - 08/18/09 – 08/19/09 – San Joaquin
 - 09/28/09 – 09/29/09 – Yolo
- **Federal Deficit Reduction Act of 2005 Training**
 - Webcast Delivery from Rancho Cordova
 - 09/15/09 – AM Session
 - 09/15/09 – PM Session
 - 09/24/09 – AM Session
- **CCSAS Child Support Enforcement System Training for State Staff**
 - Classroom Delivery in Rancho Cordova
 - 09/21/09 – 09/25/09

The following training was developed in FFY2009, and is currently scheduled to be delivered in FFY2010:

- **CSENet/Interstate Training**
 - Classroom Delivery - Regionalized
 - 12/14/09 – 12/15/09 – Yolo
 - 01/21/10 – 01/22/10 – Orange
 - 02/09/10 – 02/10/10 – San Francisco
 - 02/23/10 – 02/24/10 – Shasta
- **State License Suspension and Revocation Refresher Training**
 - Webcast Delivery – Rancho Cordova
 - 02/04/10 – AM Session
 - 02/04/10 – PM Session

Formal surveys are administered to training participants at the conclusion of training. The feedback and comments have been overwhelmingly positive and participants are clearly more than satisfied with the training courses that have been developed and delivered by the Department. CA DCSS executives and LCSA

directors have expressed that the added value of the Department's efforts in this area have benefited CA DCSS, the Statewide Training Team and LCSAs throughout California.

The following training is currently in development and scheduled for delivery in FFY2010:

- Enterprise Customer Service Solution/Customer Service
- Report Management
- Task Management
- Locate

Based on the 2010 LCSA Training Needs Assessment, the following training priorities have been established by the DCSS Child Support Program Statewide Training Steering Committee for FFY2010:

- Locate
- Task Management
- Enforcement
- Review and Adjustment
- Interstate Modification of Orders
- Case Closure

In FFY2010, the Department will focus on improving the Child Support Training program in the following areas:

- Transfer of knowledge process - by implementing a statewide knowledge management system
- Training content on the state website - by improving the accessibility and features of the training content on the California Child Support Central Website under the Statewide Training tab
- Technical training - by enhancing the professional skills of child support professionals statewide
- Training delivery - by implementing innovative and cost-effective methods of training delivery
- Repository of training materials - by developing a statewide repository of training material and resources

To achieve our goal in this area in FFY2010, the Department will continue to play a vital role in meeting the ongoing training needs for the state by expanding the child support-training program, in collaboration and partnership with CA DCSS and the Statewide Training Team. San Francisco's efforts in this collaboration aligned with the CA DCSS Strategic Plan's objectives and strategies in the following areas:

- Ensure timely and responsive services to internal and external customers
- Establish and implement uniform standards of excellence
- Attract, develop and retain the highest quality child support professionals
- Promote employee development and training

2.2 LCSA focused training to facilitate Department staff development as part of the Department's succession plan

Interest in workforce and succession planning among government agencies has increased in the past decade, prompted largely by predictions of a massive wave of retirements of Baby Boom generation employees. Although the changing nature of work and aging population have become more broadly understood, many departments have not yet introduced effective workforce development and succession planning.

SF LCSA recognizes the immediate need for training, mentoring and coaching to develop our future leaders and workforce. In developing our training the following steps will be taken:

- Focus on the 'technical competencies' and the team-building and leadership development requirements.
- Look for confidence builders as a way to encourage staff that doesn't appear to fit the standard 'company template'.
- Implement programs that are designed for upward and lateral succession moves.
- Provide appropriate training and development opportunities.
- Hold managers and leaders accountable for mentoring staff to develop their fullest potential by continually challenging them and increasing their leadership competencies.

3.1 Increase customer knowledge and understanding about their rights

Customer service continues to be our number one responsibility. In order to decrease barriers to program participation, the Department is aware of the important role that customer service plays in enhancing program awareness and accessibility. The Department has a strong commitment to providing high quality services that will not diminish in the face of limited resources. The better informed a client is with his or her rights and responsibilities, the more time is saved for mutual parties. Customer service helps create a stronger program to improve the economic stability of all families who seek our services.

Ombudsperson and Complaints Resolution - Every client has the right to complete and accurate information. When a client believes that they have not been provided the level of service he or she expects, the client has access to the ombudsperson for further assistance in resolving an outstanding issue. In 2009, the ombudsperson, responsible for the Complaint Resolution program, continued to successfully resolve the vast majority of issues prior to a formal complaint. A total of 216 complaints were received, of which only 21 resulted in the filing of a formal complaint. Of those 21, only one complaint reached the State Hearing level.

The ombudsperson logs each customer complaint and tracks it by type of complaint. Each quarter the ombudsperson analyzes the complaints to find trends in types of complaints, which may point to a weakness in the Department's team structure or need for training. The Ombudsperson also oversees the State Hearing process to address formal complaints. In 2009, only one formal complaint resulted in a State Hearing. The Department has had a greater than 99% success rate for all State hearing decisions.

The aim of the Department is to prevent complaints in the first place, and for 2010 it expects to maintain or exceed the existing high level of performance.

Enhanced Parental Involvement Collaborative (Epic) - EPIC is the child support order establishment model for the San Francisco Department of Child Support Services. EPIC strives to assist the Department with its mission of assisting both parents to meet the financial, medical, and emotional needs of their children by establishing accurate child support orders that address the needs of the children as well as the capabilities of the non-custodial parents. EPIC uses an alternative establishment approach that focuses on customer contact and service. This approach, which heavily relies on telephone contact and personal interviews, has been proven to increase the efficiency of the order establishment process, enhance the level of service provided to our customers, increase the level of participation of non-custodial parents, and increase the amount of child support collected by our agency and distributed to families.

EPIC was established in 2004 in partnership with the San Francisco Unified Family Courts based on having been awarded an Improvement Project Grant. The project was implemented on a limited term basis of 17 months. At the conclusion of the project term, figures collected which compared the EPIC model with the standard establishment model provided undisputable evidence of improved efficiency and increased participation on behalf of non-custodial parents. Based on these conclusions, our agency adopted the EPIC model as its standard establishment process.

The EPIC establishment model focuses on establishing and maintaining communication with the non-custodial parents that is inclusive and non-threatening. The child support program no longer strives to project an image of "law enforcement", but instead, focuses on encouraging non-custodial parents and educating them regarding their responsibility for their children and the role of the child support agency. By working with parents instead of against them, our agency is able to establish orders that non-custodial parents and their children can live with.

Prior to EPIC, the child support order establishment process was highly system-driven and did not encourage comprehensive customer service and outreach to the non-custodial parents. At the time of EPIC's implementation

in 2004, 60% of our orders established were obtained by Default. Presumed income orders comprised 21% of these Default orders. Since the implementation of EPIC, our current Default order rate, as of September 2008, is 10.6% with presumed income orders making up only 1.7% of these orders. These figures have positively impacted our agency's arrears management and performance. With 85% of our child support orders being established by means of Stipulation or court hearing, parents are more willing to pay their obligation each month because they were involved in the process and have been educated regarding the purpose of the child support program.

During FFY2009, the San Francisco child support agency established a total of 867 Judgments. Of these Judgments, 358 were obtained through the court hearing process, 372 were obtained by Stipulation of the parties, and 137 were obtained by Default. This establishes an agency Default average for the fiscal period of 15.8%.

For FFY2010, the goals for EPIC are to maintain a Default order establishment rate of 15% or less; to maintain performance in the area of paternity establishment, currently at 100%; and to improve performance in the area of support orders established, currently at 87.3% as of the end of FFY 2009 to 88.24%.

In order to accomplish these goals, EPIC has implemented the use of automation within the CCSAS CSE system to increase the rate at which service of process is initiated for the establishment actions assigned to the EPIC team. Also, the staffing levels of the EPIC team have been increased by two full-time Child Support Professionals, for a total of four (4) caseworkers and one (1) Service Coordinator.

3.2 Implement organized outreach to incarcerated clients and ex-offenders who face barriers to gainful employment

Jail Project - The San Francisco Local Child Support Agency (SFLCSA) is not unlike many California counties that demonstrate high numbers of cases where the obligor is known but unreachable. We knew anecdotally that many of these parents were incarcerated. Those offenders in state prisons are reachable through automated solutions, but the majority of unreachable parents show up in the county jail systems.

SFLCSA began a partnership with its county jail system to work with this population to identify non custodial parents in 2001. The initial effort showed little results and demanded a lot of resources from both agencies to make it happen. Reluctant to continue, the county jail felt generic presentations would not be enough to warrant the effort the jail staff had to put forward to allow us full access and we felt that time-limited inconsistent county jail access hampered our ability to provide meaningful presentations. The result was an initiative with little to no success.

In March, 2008 SFLCSA and the county jail met to restructure this initiative addressing challenges on both sides and the result has been overwhelming successful. Beginning April, 2008 a team (child support attorney, caseworker, and outreach specialist) spend a full day in one of five jail locations once a week to identify parents and assist them in filing answers, signing stipulations, addressing child support issues and educating parents about the child support program. To date we have identified over 1360 parents in the San Francisco county jail. The county jail leadership has expressed great satisfaction and incorporates attendance at workshops as a form of reward for appropriate behavior.

This initiative has offered the SFLCSA an opportunity to "change the minds" of parents when it comes to child support. They understand that we are here to help them help their children. Rather than staying away and "slipping through the cracks," upon release these parents are coming into our offices on their own, letting us know how they are doing, what their challenges and barriers are, and are seeking our assistance in addressing their child support obligations. This is creating a win, win situation!

During FFY2009, the SFLCSA jail project identified 691 individual case participants in the San Francisco County Jail. These individuals were associated to \$123,479.02 in current support obligations, \$2,856,682.92 in arrears principal, \$1,419,877.50 in arrears interest, and \$46,548.37 in monthly interest accrual for a total of \$4,411,094.68 of child support debt.

For FFY2010, the goal of the county jail collaborative is to improve access for incarcerated parents for whom English is a second language. To accomplish this goal, one Spanish-speaking Child Support Professional (CSP) has been assigned to support the existing team of staff who visit the jail on a weekly basis.

Parole and Community Team (PACT)

In 2009, SFLCSA began a new partnership with the California Department of Corrections and Rehabilitation's San Francisco Parole Office Unit #4. The San Francisco Parole Office meets every week recently paroled men and women from county, state and federal prisons. Each week our local parole office will fax a list of all parolees order to attend their local community resources meeting to SFLCSA. SFLCSA will identify all child support customers prior to the meeting. At the meeting, each parolee with an open case will be ordered to meet with SFLCSA staff to make an appointment. All parolees' appointments are reported to their assigned agent to ensure accountability.

Job Support

Job Support is a new program designed to increase the likelihood of a parent obtaining employment and meeting his/her child support obligation. Under the program, participants are provided with the resources necessary to obtain employment, including access to career centers, a work readiness evaluation, employment training programs, and up-to-date job listings. Job Support is also designed to help participants address his/her child support issues through an administrative process. While in the program, participants are provided with the opportunity to modify their current support obligation, avoid court appearances, obtain a release of their driver/professional license, and meet one-on-one with a child support professional at their Local Child Support Agency (LSCA).

Job Support is collaboration between two local city agencies. Employment services are provided through the Mayor's Office of Workforce Development and child support assistance is provided through the San Francisco Department of Child Support Services.

Compromise of Arrears Program (COAP) - In response to the increasing number of court orders that are considered as unenforceable or non-collectable, the State of California implemented the COAP program in 2004. The COAP program offers non-custodial parents the option of compromising up to 90% of the arrears owed on their child support case. In order to qualify for a compromise, a parent must owe governmental arrears of at least \$501. If a parent meets the application criteria and applies for the program, the case is then further analyzed to review for assets and payment ability. Once the determination is made that the parent qualifies for a compromise, a payment arrangement is made that allows the parent to make a one time lump sum payment or establish a payment plan that will pay the balance of the case within three years.

COAP offers an arrears management solution to the State of California and to parents who would otherwise not be able to pay their case balance. It is a known fact that a very small percentage of obligors are responsible for the majority of child support arrears that are uncollected. This fact negatively impacts performance of the local child support agencies. By offering parents the option to compromise monies that would otherwise be uncollected, the State of California is able to clear its books of outstanding child support arrears while improving the lives of parents.

In 2009, the total number of cases reviewed and approved for COAP was 193 cases with the total arrears compromised of \$777,605.35, and total dollars collected of \$97,539.64. The goal for 2010 is to maintain or exceed the 2009 number of cases to be reviewed for approval, arrears compromised and total dollars collected. The Department will continue to work these cases effectively and efficiency, closely monitoring the cases and providing great customer service.

With the downturn in the economy, there may be a need to review and modify existing COAP agreements to be consistent with the current financial situation of the obligated parents. It is anticipated that continued outreach efforts, direct customer contact, and the review of targeted reports will increase the amount of participants who are interested and qualified for COAP. The increase of the number of participants who qualify for COAP will mean an increase in the number of cases to be approved for the program, an increase in the amount of arrears compromised, and an increase in the total dollars collected and should counter balance the results of modifications of the existing COAP agreements.

4.1 Develop and implement targeted community workshops

Enhancements for Performing Community Outreach and Tracking (EPCOT)

EPCOT is a new plan for our Community Outreach Program. EPCOT began in March 2009 and offers a Community Outreach Methodology. It is a coherent outreach map that sets performance goals, targets and outcomes for each community that is consistent with the goals of the CA DCSS and has created a reliable program that will allow the Department to manage and evaluate the Outreach Program. Data collected will help the Department continuously evaluate our effectiveness in serving our diverse customers' needs in over 22 neighborhoods and 11 supervisor districts that make up our service area in San Francisco.

The Department conducts weekly SF LCSA Community Workshops throughout San Francisco. The workshops began in four target communities: Bayview, Visitacion Valley, Western Addition, and the Mission, and has expanded to cover the entire county. The purpose of this effort is to take advantage of the trust that local service providers have with their clientele in the targeted communities. Many agencies provide support services and case management to SF LCSA customers. The new approach allows the Child Support program to become part of a customer's service plan. To date, SF LCSA Community Outreach has conducted 150 community workshops at 39 sites, identified over 390 parents, and located 190 non custodial parents.

The workshops are two-step and ensure our outreach efforts result in actual, measurable outcomes. In the first workshop, customers are given an overview of the history, evolution and myths regarding child support. They receive information on various programs and remedies that may help them, including NET, COAP, driver's license release, downward stipulations and modifications. General questions are answered and attendees fill out a Confidential Customer Request for Information form (CCRIF).

4.2 Utilize local community-organizations and service providers to act as a bridge to the child support program.

Attendees are given a date and time for the second workshop which will address in detail the COAP Program, License Release Agreements, downward stipulations or modifications, the NET Program and any other child support issues which may need to be addressed.

The results of these workshops are tracked to determine outcomes of our efforts and will provide a quantifiable return on our investment of time and resources.

The Department has developed a new community resource guide. The resource guide is a working document and was introduced to the LCSA staff in FY 2009. All SF LCSA staff is expected to provide each customer with the very best customer service. The new resource guide is loaded with up-to-date listings of helpful services - all free - in the community. Emergency support, recovery programs, banking services, and crisis intervention numbers are just a few of the items in the new guide. Staff has been trained on how to listen to the customer and assess his or her needs and how to use and incorporate the guide as a resource during meetings with customers.

4.3 Develop and distribute a customer service community resource guide

SF LCSA Community Outreach/Customer Services unit has also developed a new customer service training guide for all SF LCSA staff. Our new customer service training provides internal customers tools to effectively deal with unhappy customers, teamwork, referral and follow-up, evaluation and assessment, and effective electronic skills. Better customer service is an ongoing challenge for any organization. In addition to the guide, SF LCSA has developed a variety of resources to enhance the internal customer's ability to assist our external customers in a professional manner at all times including the SF LCSA Community Resource Manual, Employment Opportunities and Training web pages, the Community Outreach Calendar, and our customer contact opportunities and events. The Department is committed to an on-going training for each internal customer.

The Department plans on creating two new Employment Self-Help Centers in the lobbies of our main offices at 617 Mission Street and our satellite office at 1315 Evans Street. The new centers will incorporate four internet-ready computers for job search, job resources and announcements, and general resource information.

4.4 Increase the percent of cases where noncustodial parents voluntarily participate in the child support program based on outreach efforts.

The EPCOT plan is a streamlined, effective outreach plan that will bring in measurable results which will significantly improve our statistics. The plan provides direct, highly-accessible services to our customers while allowing for concrete, quantifiable outcomes which will facilitate the demonstration of real, measurable results and will increase the participation of clients in our services.

Non-Custodial Parent Employment And Training Program (NET) - NET is our agency's response to the growing need for many non-custodial parents who require access to services and resources in order to provide support and actively participate in their children's lives. Many non-custodial parents have a strong desire to support their children and take on an active role in their lives. However, barriers such as lacking employment opportunities or incarceration history prohibit them from making the contribution they would like to. NET addresses these barriers by assisting parents with obtaining job training and personal development services, such as parenting classes and support groups, so that parents can overcome their boundaries and take on a more participative role in their children's lives.

NET is a voluntary court-supervised program which provides the benefits of a modified court order by way of Stipulation or court hearing, stayed enforcement, and comprehensive case management services which includes referrals to community-based organizations and other resources in exchange for a commitment to self-improvement and parental involvement. NET participants are closely monitored for program compliance and are required to regularly report to the Court regarding their progress.

NET was established in 1998 as a three-year project that focused on providing employment and training services to unemployed non-custodial parents whose children were receiving public assistance benefits. Since then, NET has become a permanent project within our Department and has extended the offer of participation to parents whose children are not receiving public assistance benefits. NET participants must be San Francisco (or closely surrounding area) residents who are unemployed or under employed (part-time, seasonal, or on-call employment), and have the desire to work hard to improve their current circumstances.

The NET program contributes to arrears management by addressing the personal and financial barriers of non-custodial parents after the order has been established. Many NET participants have a history of drug dependency or incarceration. By the time parents are either referred to NET by our community partners or contacted by the NET Program Coordinator, they have already initiated the process of re-establishing themselves and their child support delinquency introduces a new challenge into their process. Enforcement activities, such as driver or occupational license suspensions and passport holds, often prevent parents from obtaining employment. NET is able to assist these parents by having their court order reviewed for current support and/or arrears modification and the temporary stay of enforcement activities while the parent is participating and complying with the program.

There are currently 34 NET participants and 48 cases. There is \$3,400 in current support and \$262,890 in arrears balances associated to the active NET cases. Prior to participating in NET, these cases had reported balances of \$3,927 in current support and \$653,740 in arrears. The NET participation has resulted in a 13.42% decrease in current support (\$527) and a 59.78% decrease in arrears (\$390,850).

4.5 Non IV-D customers through new community partnership and outreach

San Francisco Bar Association

For 2010, SFLCSA will establish a new partnership with the San Francisco Bar Association to conduct Child Support workshops for their Family Law Attorney's for the purpose of offering our services to Non-IV-D customers. These workshops will educate attorneys to the numerous free services offered by the SFLCSA. In addition to the workshop, staff attorneys will submit quarterly articles for all San Francisco Bar Association publications.

4.6 Utilize local media to educate the public about the California child support program, and outreach customers throughout the San Francisco Bay Area

Clearchannel Radio

SFLCSA established a new partnership with Clearchannel Radio to broadcast quarterly Public Service Announcements (PSA), and allow Child Support Professionals to appear on several news and morning talk shows. Clearchannel Radio owns and operates 10 radio stations (2 Spanish languages) in the San Francisco Bay Area. Clearchannel provides 30 second child support message that appears on their community affairs web pages for all 10 radio stations, pre-recorded child support 30 second information messages on 5 radio stations, Live Public Service Announcements reads on their 3 most popular stations – KMEL-FM, KNEW-AM, KKGN-AM and STAR-FM, and their community outreach staff disseminates child support material at their events. A child support attorney, case worker, and outreach specialist regularly appear on KMEL's Morning show and answer child support questions for the public.

Comcast Community Affairs Show

For FY 2009-2010, SFLCSA has partnered with Comcast Cable's Vice President of Government Affairs in San Francisco for the purpose of producing 5 community affairs shows. Each show will provide information about child support programs and services to enhance program awareness and accessibility. The shows will broadcast for 10 minutes after CNN's Headline News show for the entire month.

KPOO Community Radio

SFLCSA will establish a new partnership with KPOOFM radio for the purpose for establishing on-going Public Service Announcement and on-line interviews on their most popular shows targeting young minority men and women. KPOO-FM has a long history social activism for the communities of color in San Francisco.

San Francisco Toy Festival

SFLCSA in partnership with the San Francisco Fire Fighter Union Toys for Tots Program, San Francisco Mayor's Office, San Francisco Sheriff's Department, and San Francisco's Business community to produce a toy giveaway event at San Francisco City Hall. This event invites Child Support Customers and low-income families to City Hall where each child receives a gift and adults receive valuable information on Child Support Service and other crucial information on community resources. December 2009's event received over 2500 children and their parents and teachers in San Francisco.

Regional Bay Area Community Outreach Coordinators Meeting

In 2009 San Francisco and Contra Costa Counties collaborated to form the Bay Area Community Outreach Coordinators Meeting. The purpose for the meeting is to share information and when possible, share resources. Participating counties are Alameda, Contra Costa, Marin, Napa, Solano, Sonoma, San Francisco, San Mateo, Santa Clara, Santa Cruz. The group meets quarterly on the second Thursday of the month from 10:00 am to 2:00 pm. The group goal for 2010:

- a) Plan and execute a coordinated Bay Area campaign for California Child Support Awareness Month.
- b) Clarification regarding a uniform and ongoing approach to license releases.
- c) Investigate collaborative approaches focusing on fathers.
- d) Encourage Media and other outreach activities to stress the oneness of the child support program
- e) Maintain a calendar of Bay Area outreach activities with opportunities to shadow and learn.

5.1 Implementation of statutory responsibilities

Section 17555 of the California Family Code requires each local child support agency to adhere to the following:

(a) Any appropriation made available in the annual Budget Act for the purposes of augmenting funding for local child support agencies in the furtherance of their revenue collection responsibilities shall be subject to all of the following requirements:

(1) Each local child support agency shall submit to the department an early intervention plan with all components to take effect upon receipt of their additional allocation as a result of this proposal.

(2) Funds shall be distributed to counties based on their performance on the following two federal performance measures:

(A) Measure 3: Collections on Current Support. And (B) Measure 4: Cases with Collections on Arrears.

(3) The department shall submit an interim report to the fiscal committees of the Legislature by January 1, 2010, to track and evaluate the impact of the augmentation on revenue collections and cost-effectiveness, with an additional oral report to be provided during the spring subcommittee review process.

(4) A local child support agency shall be required to use and ensure that 100 percent of the new funds allocated are dedicated to maintaining caseworker staffing levels in order to stabilize child support collections.

(5) At the end of each fiscal year that this augmentation is in effect, the department shall provide a report on the cost-effectiveness of this augmentation, including an assessment of caseload changes over time.

(b) It is the intent of the Legislature to review the results of this augmentation and the level of related appropriation during the legislative budget review process.

5.2 Early intervention initiative through the Enhanced Parental Involvement Collaborative (EPIC)

The Department submitted its revenue stabilization plan based on the Enhanced Parental Involvement Collaborative (EPIC). The EPIC pilot methodology has already been successful in increasing early non-custodial parental involvement and establishing accurate stipulated child support orders. By increasing the number of child support stipulations, EPIC efforts can help with collections performance and curb the growth of future arrears due to artificially high orders.

The objectives of the EPIC model are to:

- 1 Encourage and promote participation in the establishment process to enable non-custodial parents to understand their child support and family responsibilities.
- 2 To ensure that child support orders reflect the true earnings of non-custodial parents thereby setting them up for success.

With early participation, non-custodial parents are more likely to pay their support orders and are less likely to accrue excessive amounts of arrears. During the evaluation of our service of process methods, the department found an unusually high incidence of substituted service of the initial legal action. Consequently, the noncustodial parent is unaware of the initial court action upon which the court subsequently enters a Default judgment in the case. Personal service introduced an opportunity for improvement, as this might have been the non-custodial parent's first contact with the agency.

During this interaction, the agency was not taking advantage of the opportunity to establish a relationship with the noncustodial parent. In addition to issues regarding service process, it became clear that without parental involvement, cooperation and support, non-custodial parents were more likely to assign a lower priority to working with the Agency regarding their child support case. Beginning with the grant award in July 1, 2004, The EPIC project began the development and implementation of alternative measures as a means to address outlined concerns. Half of the cases opened during the 17-month grant period would include the initiatives while the other half would move through the establishment process in the traditional way.

The new processes included old techniques that had once proved effective but were abandoned as labor intensive. In essence, we are returning to basics and picking up the phone. In addition to locate information available through our systems, picking up the phone allows for the cross-check with family members, local agencies, courts, jails, etc., thereby obtaining information that would otherwise be unavailable to us. For test cases, the local agency consistently obtains a Soundex of a driver's license from the Department of Motor Vehicle's database providing the server with a picture. This prevents service on the wrong individual and eliminates wasted locate efforts. With regard to service of process, the emphasis is on personal service instead of sub-service to the degree possible and includes appropriate training of process servers to give general information in other languages when necessary:

- The development of "user-friendly" service packages includes letters and notices reconfigured to facilitate better understanding along with the required service documents; the package includes a referral to the local agency and the family law facilitator.
- Increased personal phone contact between staff and the non-custodial parent to explain the child support process, make appointments with the family law facilitator, and encourage stipulations.
- As a final alternative measure, the local agency and the court collaborated on the development and implementation of a court status conference. The conference would occur 30 days after a valid Summons and Complaint was served to the non-custodial parent. A notice is sent to non-custodial parent advising them of an informal meeting that would include the Child Support Commissioner, the family law facilitator, the department's legal representative, and an EPIC Child Support Professional.

These conferences are designed to further assist non-custodial parents in their understanding of the process and includes telephone appearances; in court processing of stipulated judgments and orders; coordination with dependency court on foster care cases; and expedited case processing of defaults to assist the local agency in fulfilling necessary timelines (in the event the non-custodial parent does not "show" up for the conference.

5.3 Allocated Funding to Support Caseworker Staffing Levels

A local child support agency shall be required to use and ensure that 100 percent of the new funds allocated are dedicated to maintaining caseworker-staffing levels in order to stabilize child support collections. The San Francisco local child support agency has reallocated existing child support caseworkers. For Fiscal Year 2011, the department anticipates \$349,323 on-going funding. Funding will support approximately (3.7) Child Support Officer II positions.

Salary	Fringe	Sal Cost	No. FTEs	Total
68,627	25,392	94,019	3.7	347,870
		SFLCSA Allocation		349,323
			Variance +/-	1,453

Continued funding will be based on the percentage of increased collections in current and arrears case balances directly attributed to the efforts of assigned caseworkers.

The CA DCSS shall submit an interim report to the fiscal committees of the Legislature by January 1, 2010, to track and evaluate the impact of the

augmentation on revenue collections and cost-effectiveness, with an additional oral report to be provided during the spring subcommittee review process. At the end of each fiscal year that this augmentation is in effect, the CADCSS shall provide a report on the cost-effectiveness of this augmentation, including an assessment of caseload changes over time. It is the intent of the Legislature to review the results of this augmentation and the level of related appropriation during the legislative budget review process.

5.4 Develop Database to Track Related Increases to Collections in Current and Arrears

In an effort to properly demonstrate to the CA DCSS the success of the Department's early intervention initiative the Department will develop and implement a tracking system. The development of a SQL (Structured Query Language) database, which uses "queries" to store information in tables, will be most effective. An informal database is an effective way to streamline the business processes, track specific collections, and ensure that end users always have access to the critical case information they need to do their jobs.

6.1 Increase Automation of Information through Reports Development

The Department utilizes technology fully, to aid in compliance with child support mandates and improves communications with customers. The Department utilizes advanced systems, the California Support Automation System (CCSAS) and the Statewide Disbursement Unit (SDU), for child support case management that is compliant with State regulations, and OLFAMIS for accounting, procurement and budgeting compliance with the City and County.

The Department is committed to increasing the use of technology to develop management tools for early performance, accountability, and funding requirements through trend analysis. The Department has created a goal to increase the automation of information used by managers to increase data reliability, assist in the identification of problem areas, and ultimately improve performance. The first step in achieving this goal is to transition the information that is already manually synthesized and analyzed into databases. These databases would include fiscal information to track expenses, payments and revenues; outreach data to target populations and measure the outcomes of outreach efforts; synthesize compliance data to better manage staff assignments.

The Information Systems Support unit maintains computer servers, services, and provides professional support and training to all staff on personal computers and uniform software. The existing IT team that includes the former CASES Consortium project management team writes specialized programs for increased utilization of management reports and leads the discussion with the San Francisco Unified Family Court regarding development and implementation of an E-Filing System.

IT Projects - 2010

Wireless – To promote customer service the Department will install a new wireless network for the SF LCSA main location. The install of this network will result in considerable savings compared to rewiring the location.

Redesign of main training room - As part of the Statewide Training Collaboration we are redesigning our 2nd floor conference room. We are adding a series of floor monuments that will increase our ability to use the room as a training room, a meeting room and a conference room. The monuments allow us to configure the room as needed in a quick manner.

ECSS call center – when we transitioned to the statewide system we also became part of the State's IVR –phone system. We have dedicated a small training room to become a call center. This process locates 5 ECSS call center agents in one location. We utilized existing phone and network connections.

Single Sign On – we are actively pursuing an application that will help users to keep track of their many sign on processes involved with the application they encounter as part of their work. A typical LCSA user would have to maintain up to 10 separate ids and passwords.

E-Filing – the San Francisco Trial Courts have agreed to work with SF LCSA and State DCSS to process a number of our Legal documents and Forms in an electronic format. This will result in quicker turnover and reduce the need for multiple occurrences of handling of documents.

Maintain and upgrading the SF LCSA network infrastructure. We will be reviewing the infrastructure to insure it is up to date and current. This effort could include the replacement of equipment at the end of its usability cycles. We will also maintain a sufficient supply of replacement equipment to insure the network is available to SF LCSA users.



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02/01/2010 05:24 PM

To "Rebekah Krell" <Rebekah.Krell@sfgov.org>,
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<Performance.Con@sfgov.org>

cc

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Subject Fiscal Year 2010-2011 Efficiency Plan

Attached is the Department of Children, Youth & Their Families Efficiency Plan. If you have any questions, please let me know.

Taras W. Madison
Budget & Operations Director
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**San Francisco Department of Children, Youth
& Their Families**

Raising San Franciscans Together
2010 - 2013

Fiscal Year 2010-2011 Efficiency Plan

I. Strategic Planning

The Children's Amendment

In 1991, San Francisco became the first city in the country to guarantee funding for children's services each year in the city budget. This was achieved by a vote of the people amending the City Charter with what has become known as The Children's Amendment. This ground-breaking amendment, reauthorized by voters in November 2000, guarantees funding for children and youth services by setting aside three cents per one hundred dollars of assessed value of property taxes each year. This portion of the city budget is known as The Children's Fund.

The Department of Children, Youth & Their Families (DCYF) administers the Children's Fund, The department's vision, mission, values, goals and strategic planning process are below.

Vision

All San Francisco children and youth should reach adulthood having experienced a safe, healthy, and nurturing childhood, prepared to become responsible and contributing members of the community. Families should be supported by each other, their neighbors, their community, and government in realizing this vision. Families with children should be able to thrive in all San Francisco neighborhoods, in a place where they are welcomed as integral to the City's culture, prosperity and future.

Mission

The Department of Children, Youth & Their Families mission is to improve the well being of children, youth, and their families in San Francisco.

Values

The following values serve as the foundation of all of DCYF's work.

Diversity The ethnic, cultural and economic diversity of San Francisco's communities and families is an asset. We embrace the wide array of family configurations that nurture San Francisco's children and youth.

Equity All children, youth and families must have equal access to supports and opportunities.

Community, family and individuals The gifts and talents of every individual, family, and community are valued and built-upon. All services use a strength-based approach. Parents and caregivers are essential partners and leaders in all programs.

Empowerment and participation Youth, parents and guardians are valued and developed as partners, decision makers, and leaders and thereby experience a

sense of ownership and belonging in the programs in which they participate, and in their communities.

Collaboration and community Active collaboration among community-based organizations and City departments is essential. All stakeholders must work together to support San Francisco's children, youth, and families.

Planning

The strategic framework for DCYF's operations is complimented by a three year planning cycle established by the Children's Amendment of 2000. The planning process includes a community needs assessment, children's services allocation plan and request for proposals (all available on www.dcyf.org). After the RFP, the cycle affords a three year window of funding for community based agencies.

DCYF completed the final phase of the planning cycle, the Children's Services Allocation Plan (CSAP) in September 2009. The CSAP will serve as the funding framework for next three year funding cycle (2010 – 2013). The 2010-2013 CSAP will build upon the prior allocation plan. However in an effort to be address dwindling resources, the plan targets specific goals, service areas and populations.

Goals

- Children and youth are healthy.
- Children and youth are ready to learn and are succeeding in school.
- Children and youth live in safe, supported families and safe, supported, viable communities.
- Children and youth contribute to the growth, development, and vitality of San Francisco.

2010-2013 funding will be targeted to programs that meet the *Children and youth are ready to learn and are succeeding in school* goal.

Service Area Strategies

- Early Care and Education (ECE)
- Out of School Time (OST)
- Youth, Leadership, Empowerment and Development (Y-LEaD)
- Violence Prevention and Intervention (VPI)
- Family Support
- Other Citywide Investments

Target Populations

Programs that serve families citywide will continue to be funded through the service area strategies. Neighborhoods with children, youth and families in greatest need will be prioritized.

II. Customer Service

Customers

Internal Customers represent our colleagues within government who share the charge to improve the wellbeing of San Francisco's children, youth and families.

External Customers include Youth 0 – 24 years old and their families who benefit from funded services and policy activities; Funded community based organizations who serve children, youth and families; Other community stakeholders including children and youth serving philanthropic entities; and the civic community of San Francisco at large.

Customer Access

Convenient customer access to the Department, services and information has been a major emphasis. DCYF promotes public access through a variety of modes:

- Children's Fund Citizens' Advisory Committee – Public meetings are held monthly. The topics range from Children's Fund priorities, quality factors for external and internal customers, and strategic guidance for DCYF planning, policy and funding.
- Focus groups and stakeholder meetings – DCYF convenes frequent meetings for primary and secondary customers to engage with DCYF on critical questions, such as the needs in communities, program and initiative design, and access and quality of services provided by DCYF contracts.
- www.dcyf.org - This is the official DCYF website and includes the following types of information: publications and information, minutes and agendas for Children's Fund Citizens' Advisory Committee; job postings; links to other city and community resources; a description of department activities; announcements of trainings to secondary customers; and postings of DCYF Requests for Proposals.
- SFKids.org – Provides useful information to parents/caregivers in San Francisco. The site serves as San Francisco's Official Family Resource Guide.
- Participation in community forums and events. DCYF staff regularly attends and participate in community activities and events in order to connect with customers.
- Bi- Weekly E-Newsletter – DCYF has a monthly newsletter that is distributed to over 3,000 subscribers. It shares current events, funding opportunities, new actionable data, articles and resources.

Strategies for Customer Input

- CBO Survey – DCYF conducts an annual, anonymous survey of funded agencies. The survey's purpose is to learn how we can improve or refocus our grant and planning activities to more effectively support funded CBOs.

- Parent Survey – As part of DCYF’s planning efforts, we collaborate with the Controller’s Office to obtain information from parents through the bi-annual City Survey. This venue allows us to compare how parents and non-parents compare in their overall approval of city services and provides specific information on desired children and youth services. Youth Survey – As part of DCYF’s planning efforts, we conduct a youth survey. The youth survey examines their experience at the funded program as well as poses questions regarding gaps in services.

Contract Management System Support for Funded Agencies

All community based organizations funded by DCYF are required to submit program level data into the Contract Management System (CMS). DCYF provides a high level of access and support for agencies to ensure data is timely and accurate.

- Web Based Access for Funded Agencies (www.contracts.dcyf.org) – DCYF launched a comprehensive web-based contract management system (CMS) several years ago. The CMS is an online application that serves as the primary contract monitoring and invoicing mechanism between grantees and DCYF. It is also the primary data repository for DCYF information, including evaluation data, contract information, budget and invoice data, contact information, grantee demographics data and public information. The majority of DCYF’s information is sourced from the CMS.
- Issue Tracker – DCYF has an electronic system where problems related to our online data collection and contract management web-based application can be posted. The issues are listed by staff upon receipt from a funded-agency and the technical staff resolves the problem and posts the solution and completion date. Average resolution time is 48 hours.
- Support phone line – DCYF maintains a support line for funded agencies to answer any questions related to the CMS. The phone is staffed from 9am to 5pm Monday thru Friday. Issues are traditionally resolved within 24 to 48 hours.

III. Performance Evaluation

The effectiveness of the array of service strategies employed by DCYF is measured by a handful of performance measures in addition to service area-specific measures. Please refer to the document attached titled, “Department Short Summary Midyear” report for prior fiscal year targets and actual performance; current fiscal year targets. (Attachment)

IV. Conclusion

The department has worked with community based organizations, parents and youth to identify funding priorities for the next three years (2010-2013). The planning process began in FY 2008-2009 with a needs assessment. The department’s Request for

Proposal (RFP) process to fund priority programs and services identified during the planning process will be completed in late FY 2009-2010. Despite an estimated \$11M deficit, the department has identified strategies to reduce costs with limited impact on services. These strategies are included in the allocation plan and prioritized in the RFP.

CHILDREN YOUTH & THEIR FAMILIES - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
CHILDREN'S BASELINE					
Increase the quality and accessibility of child care					
• Number of child care slots created, enhanced, or preserved through the Child Care Facilities Fund	5,680	4,351	4,500	5,829	4,275
• Number of centers and family child care providers that receive a quality assessment	209	246	240	251	159
• Percentage of licensed child care centers that have a current quality assessment	54%	56%	56%	57%	56%
Support the health of children and youth					
• Average number of meals delivered in July to eligible children and youth through the Summer Food Program	0	4,977	5,200	5,164	5,000
• Number of high school students served at school Wellness Centers	3,729	6,072	6,085	6,609	5,781

CHILDREN YOUTH & THEIR FAMILIES - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
CHILDREN'S FUND PROGRAMS					
Improve the outcomes of children and youth that have been identified as at-risk for poor social and educational outcomes.					
• Percentage of youth on juvenile probation that did not recidivate while participating in the New Directions Youth Employment program	97%	98%	98%	98%	98%
• Percentage of truant youth receiving school-based wellness, truancy intervention, and other case management services that improve their school attendance	n/a	81.0%	50.0%	65.0%	50.0%
• Number of youth 10-24 years old receiving care management services through the violence response funding	n/a	262	250	373	238
Improve accountability and the quality of services for DCYF grantees					
• Percentage of programs with signed contracts that receive a site visit by DCYF staff within the first six months of the grant period	100%	98%	95%	98%	95%
• Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	84%	70%	90%	63%	90%
• Percentage of funded programs that participate in one or more trainings focused on program or organizational development	75%	59%	75%	75%	75%
• Percentage of grantee organizations that rate the quality of service and support they receive from DCYF as very good to excellent.	89%	84%	90%	84%	90%
Improve the availability and quality of DCYF-funded programs/services					
• Number of children, youth, and their families participating in programs/services funded by the Children's Fund	46,200	53,699	50,000	48,618	45,000

CHILDREN YOUTH & THEIR FAMILIES - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
Support youth's contributions to the vitality of San Francisco					
<ul style="list-style-type: none"> Percentage of youth participating in youth-led projects that report developing skills that they believe they can use in their future careers. 	n/a	86%	80%	n/a	85%
Increase the availability and quality of afterschool programs					
<ul style="list-style-type: none"> Number of children and youth attending afterschool programs for five or more hours per week 	n/a	7,069	7,400	7,709	7,400
<ul style="list-style-type: none"> Percentage of unmet demand for afterschool programs for 6-13 year olds met by AFA Initiative. 	29.0%	37.5%	38.0%	42.0%	39.0%
<ul style="list-style-type: none"> Percentage of afterschool time program participants who report that there is an adult at the funded program who really cares about them 	n/a	76%	85%	64%	85%
Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the basic skills and competencies needed to succeed in the work place.					
<ul style="list-style-type: none"> Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program 	3,136	3,338	3,200	3,117	2,976
Provide information and cultural opportunities for San Francisco families.					
<ul style="list-style-type: none"> The number of children, youth and caregivers participating in Family Connect sponsored events 	51,000	46,500	54,000	50,742	0

CHILDREN YOUTH & THEIR FAMILIES - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
DEPARTMENT-WIDE/OTHER					
All city employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	29	29	35	35	33
• # of employees for whom scheduled performance appraisals were completed	7	21	35	13	33

Pamela
Thompson/OCC/SFGOV
02/01/2010 04:23 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV, Board of
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Subject OCC - Efficiency Plan 2010



OCC - Efficiency Plan 2010.pdf

Thanks,

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Office of Citizen Complaints Efficiency Plan

February 1, 2010

Introduction

The core mission of the Office of Citizens Complaints (OCC), investigating citizen complaints against San Francisco police officers, is integral to the public safety of millions of people who visit and live in San Francisco. The OCC is one of the smaller City and County of San Francisco departments; however, its work greatly impacts community/police relations. The Charter mandated mission of the OCC is to promptly, fairly and impartially investigate complaints of police conduct or allegations that a member of the Police Department has not performed a duty. Also, pursuant to Charter, the OCC is to use its best efforts to conclude investigations of police misconduct or failure to perform a duty within nine months. Additionally, the Charter requires the OCC to present to the Police Commission quarterly recommendations concerning San Francisco Police Department's policies or practices to enhance police-community relations while ensuring effective police services.

Strategic Plan

OCC's strategic plan for the next three years, envisions maintaining a professional and accountable staff, conducting timely investigations, mediating eligible cases, strategically engaging in community outreach and timely advising the Police Commission of recommendations regarding the Police Department's policies or practices that will enhance police/community relations. In 2009, the OCC received 1019 complaints, yet it closed more cases than it opened and sustained allegations in 5% of the cases it closed. The OCC conducted its largest ever number of mediations, 76 in calendar year 2009, which is an increase of nearly 8% over the 71 conducted in calendar year 2008 and an increase of more than 61% over the 47 conducted in calendar year 2007. Finally, in 2009, the OCC developed a strategic plan for training its investigators.

Customer Service and Performance Measures

While the OCC has numerous stakeholders, its key external customers are the civilians who file complaints and its key internal customers are the officers against whom the complaints are filed. The Police Department through the Chief is also a key internal customer as is the San Francisco Police Commission. Other stakeholders include elected and appointed officials,

nongovernmental organizations and the public generally. OCC's benchmarks for quality customer service and its success in meeting these benchmarks are described in four of its five performance measures. Those four customer service related measures are:

Goal 1 - Address civilian complaints of police misconduct professionally and efficiently

Measure number 1 – Number of citizen complaints sustained. The OCC does not provide a target percentage of sustained complaints, because such a target may give the impression that the OCC's mission is to find misconduct where there is none. However, the measurement is used to comparatively evaluate the OCC's workload and performance, as well as to evaluate caseload management. The OCC closed 528 cases from July 1 through December 31, 2009, 29 of which had one or more sustained allegations of misconduct, resulting in a 5% sustained rate.

Measure number 2 - Percentage of sustained complaints completed in a timely manner. The percentage from July 1 through December 31, 2009 was 96.6%. The target is 100%. The projected is 100%.

The variance between the actual and target is due to two cases containing sustained findings of misconduct that were completed and forwarded to the Chief's office past the one year time period specified by law. One of the cases involved an affected member who was unavailable for an interview and stipulated that the limitations due date under Government Code section 3304 for imposition of discipline would be extended. The OCC met the extended deadline. Proper case management, along with full investigative staffing will ensure that OCC continues to fully investigate cases within the limits imposed by Government Code section 3304.

Measure number 3 – Number of complaints closed during the year per FTE investigator. The target is 60 per year and 30 per six months. The actual from July 1 through December 31, 2009 was 31. The projected case closure rate is 60 cases per investigator per year. By meeting this target, the OCC closed 2009 with no cases remaining from 2008 and only 381 of the 1019 cases remaining from those filed in 2009.

Goal 2 - Facilitate corrective action in response to complaints

Measure number 1 - Percentage of identified cases in which policy, procedure, and practice recommendations are presented to the SFPD or the Police Commission. The actual from July 1 through December 30, 2009 was 400%. The target and the projected are 90%.

The OCC presented twelve policy recommendations to SFPD and/or the Police Commission during the measurement period. The OCC closed three cases during the measurement period where policy, procedure and/or practice failure were identified. Polices presented to the SFPD or the Police Commission during this measurement period were not necessarily the same ones that were indentified in the OCC caseload during the measurement period because of the OCC's prioritization of policy issues.

Measure number 2 – Percentage of sustained cases that resulted in corrective or disciplinary action by the Chief or Police Commission. The actual from July to December 30, 2009 was 89%. The target and projected is 90%.

Over the past decade, the rate of sustained cases that resulted in corrective action by the Chief of Police has ranged from 66% to 95%. Improved communication and discussion between the OCC and SFPD, and more timely imposition of discipline by the Police Department may facilitate consistent findings.

Proposed Baseline Budget

The OCC's fiscal year 2010/2011 baseline budget of \$4,284,466 includes \$3,796,058 in personnel costs. Personnel costs comprise 89% of the OCC's budget, and fund 34.75 positions. The remainder of the OCC's budget, \$488,408, is for operations. Of this operations amount, \$307,000, or 63% is paid to the City to rent the OCC's office at 25 Van Ness Avenue. The OCC's operating budget was \$528,408 prior to December 2009, but it was reduced by \$40,475 to help reduce the City's mid-cycle budget deficit.

20% Reduction Target

The OCC's 20% budget reduction target is \$540,000.¹ To meet this target, the OCC proposes to eliminate 5.25 positions. The positions are: three clerk typists (1424), 1.25 investigators (8124), and one attorney (8177). This represents a 15% reduction of OCC's staff. The San Francisco City Charter requires the OCC to maintain a staffing level of one line investigator (8124) for every 150 police officers. Based on current SFPD staffing levels, the OCC is required to maintain 15.5 line investigators. Cutting 1.25 line investigators would reduce the OCC's line investigators to 18.75, not nearly enough to maintain a best practices caseload of 15 cases per investigator. The OCC has a six member clerical unit, reducing it by three would result in a 50% cut to the unit. The legal unit has 3.75 attorney positions. A 26% reduction in the legal unit would result should one attorney position be cut. The \$40,475 cut in its operations budget provided by the OCC in December 2009 and an additional \$5,614 reduction in operations would also contribute to the 20% reduction target. These reductions will greatly impair the OCC's ability to replace its aging computers and software.

OCC staff has worked very hard to prevent a backlog of old cases that existed under prior administrations and close more cases than it opens in a calendar year. Any reduction of OCC staff will exacerbate operational challenges that continue to exist due to an average of 1000 complaints filed with the OCC annually and a pending caseload of approximately 400 cases.

10% Reduction Target

To meet the 10% contingency reduction target of \$270,000, the OCC proposes to cut one senior clerk typist (1426), one senior account clerk (1632) and 1.5 investigators (8124). If the contingency reduction is taken in addition to the 20% reduction target, 8.75 OCC positions would be cut. The reduction of a senior clerk typist position would result in an overall 66% reduction of the clerical unit. The elimination of the senior account clerk would leave the OCC devoid of a position with an accounting function. The elimination of an additional 1.5 investigators would reduce the line investigators by 14%. Finally, with the reduction of 8.75 positions, 25% of OCC's staff would be eliminated.

¹ The budget reduction target was calculated using the 2010/11 baseline less the cost of 15.5 Charter mandated line investigator positions. The Charter provides staffing of one line investigator for every 150 sworn San Francisco Police Department member. The term line investigator or investigator refers both to staff investigators (job classification 8124) and/or senior investigators (job classification 8126).

Operational Impacts

Clerical Unit The elimination of three clerk typist positions from the clerical unit would leave the unit with a principal clerk and two senior clerk typists. With the contingency reduction, the clerical unit would consist only of a principal clerk and a senior clerk typist. The OCC receives an average of 1000 complaints annually. The clerical unit inputs information from the complaints into the database as well as types over 3000 letters a year. Additionally, they serve as receptionists for the OCC. They also respond annually to approximately 350 Pitchess motions and subpoenas from federal court for officer complaint histories involving approximately 1300 officers. In addition, last year the clerical unit responded to 86 records from the Police Department involving 136 officers, as well as other records requests from the general public. The OCC is open from 8:00 am to 5:00 pm Monday through Friday and annually receives approximately 50% of its complaints in person (300) or by phone (200). One member of the clerical unit is bilingual and provides in-house translation and interpretation assistance to investigators, complainants and witnesses. Should the three clerk typist positions be eliminated, the remaining three clerical unit members would need to absorb the work and transfer a portion of its clerical duties to the investigator unit. Should the contingency reduction occur, the clerical unit would be reduced to two members who would be responsible for the work formerly performed by six members.

Investigator Unit The San Francisco Controller's 2007 audit established that OCC investigators carried almost double the caseloads of their counterparts in similar agencies around the nation. The San Francisco Charter mandates that, "the staff of the Office of Citizen Complaints shall consist of no fewer than one line investigator for every 150 sworn members [of the San Francisco Police Department.]" The auditors found that based on the OCC's open caseload of 353 cases in 2006, it would need 22 investigators to reach nationally comparable levels of 16 cases per investigator. As of February 1, 2010 the OCC had 390 pending cases. The number of complaints filed in 2009, 1019 complaints, was 25% greater than were filed in 2006, 817 complaints. With a pending caseload of 390 cases, the OCC would need 24 investigators to reach nationally comparable levels of 16 cases per investigator.

One of the Controller's recommendations was to reexamine the basis for hiring additional investigators, suggesting that the criteria for hiring additional investigators should be the number of complaints filed with the agency and not Police Department staffing levels. The Controller cited an average caseload of 16 cases per investigator when examining the caseloads of Albuquerque, New Mexico, Los Angeles, California, and the City of New York's civilian complaint investigation offices.

While the City Charter mandates one line investigator for every 150 police officers, the OCC's history has shown that the minimum staffing level is insufficient to resolve on average 1000 complaints received annually by the OCC. With its current staffing level of 20 investigators, the staff investigators' caseload has decreased from an average of 34 cases per staff investigator in 2007, an average of 24 cases per staff investigator in 2008 to an average of 21 cases per staff investigator in 2009. With more manageable caseloads, case processing time has been faster, dropping from an average of 165 days in 2008 to 151 days in 2009. Additionally, the investigators were able to identify more sustainable allegations. If the investigators are reduced by 1.25 positions, or 2.75 positions should the contingency reduction occur, caseloads will go up and efficiency will decrease. The investigators currently spend approximately 15% of their time on clerical and administrative tasks according to a three-month OCC time study in 2009. Should the clerical unit be decreased, the investigators could spend up to 25% of their time on clerical tasks and administrative tasks.

The investigator staff will continue to manage its caseload through close supervision and prioritization but with increasing caseloads and reduction of staff, the time it takes to close cases may increase and the sustain rate may decline.

Legal Unit The legal unit consists of 3.75 attorney positions. The attorneys perform five distinct functions: 1) prosecute OCC cases before the Police Commission and at Chief's hearings, 2) review complaints for sustainability and draft sustained reports 3) process cases for mediation and coordinate OCC's outreach program, 4) review SFPD policies and procedures and make policy recommendations to improve those policies and procedures, and 5) review requests for hearings arising from OCC preliminary findings on complaints. The mediation function performed by the legal unit has resulted in an annual resolution of 76 complaints, or 7% of the OCC's entire caseload. Should the legal unit lose one attorney, this reduction would likely result in a decrease in mediations and an increase in the investigators' caseloads.

The two non prosecuting attorney positions amounting to 1.75 positions would be reduced to .75 of a position. Several key legal functions would be transferred to the .75 position. At present, one attorney performs the Charter mandated policy analysis and recommendation function. This position, among other things, requires review and analysis of pending OCC cases, policies of the San Francisco Police Department as well as those of other law enforcement agencies and their civilian oversight agencies. Another attorney performs three key functions: coordination of the mediation program, development and implementation of the community outreach strategic plan, and review of requests for hearings arising from OCC preliminary findings on complaints.

The policy analyst attorney's duties meet the City Charter requirement that the OCC present to the Police Commission quarterly recommendations "concerning San Francisco Police Department's policies or practices which could be changed or amended to avoid unnecessary tension with the public or a definable segment of the public while insuring effective police services." Currently, there is a backlog of eleven policy recommendations and/or revisions to SFPD Department General Orders that the OCC is in the process of negotiating with SFPD.

The mediation/outreach attorney position has conducted a robust outreach and mediation program, 76 OCC complaints were mediated in calendar year 2009, an increase of nearly 8% over the 71 that were conducted in 2009 and more than 61% over the 47 that were conducted in 2007. The greater than 90% participation rate of eligible San Francisco police officers in our mediation program far exceeds the participation rate in similar law enforcement mediation programs.

Elimination of an attorney position in the areas of policy analysis, mediation and outreach will overburden the remaining legal team and will result in the reduction of effectiveness and timeliness in all five areas. Additionally, merger of the mediation function with a position handling some of the more adversarial attorney functions including policy analysis could result in a lower officer participation rate.

Office Administration Unit The OCC is an extremely lean organization with no specialized human resource or budget positions. The office administration unit consists of the Director's executive secretary and a senior account clerk. The human resource, budget and accounting functions are supported by the Director's executive secretary and the senior account clerk. Should the three clerk typists be laid off, the senior account clerk and the executive secretary will likely perform receptionist duties and should the senior account clerk be laid off with the contingency reduction, the executive secretary will assume additional human resource, budget and accounting responsibilities previously supported by the senior account clerk. One member of the office administration unit is bilingual and provides in-house translation and interpretation assistance to investigators, complainants and witnesses.

Conclusion

The OCC will continue to carefully manage its caseload to ensure that it promptly, fairly and impartially investigates complaints of police conduct or allegations that a member of the Police Department has not performed a duty. With reduced staffing, the challenge to timely complete investigations will increase.



Louis Voccia/CON/SFGOV

02/01/2010 04:46 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV, Performance
Con/CON/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV
cc Jeannie Wong/CON/SFGOV@SFGOV

bcc

Subject Controller's Office Efficiency Plan

Please see attached Efficiency Plan for the Controller's Office and all pertinent attachments. If you have any questions, feel free to contact me. Thank you.



CON Efficiency Plan 020110 final.doc



Mission Prog Goal Measur 2010.pdf



Dept Meas Sum Annual 2010.pdf



Dept Perf Meas 2010.pdf

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Please consider the environment before printing this e-mail or any attachments...

Mission Program Goal Measures Report

CONTROLLER

To ensure the City's financial integrity and promote efficient, effective and accountable government.

ACCOUNTING OPERATIONS AND SYSTEMS

Goal 2 Provide effective systems for Citywide payroll, budgeting, accounting and purchasing functions

- 1 Percentage of scheduled time that systems are available for departmental use

Goal 3 Ensure that the City follows appropriate accounting procedures

- 1 Number of findings of material weakness in annual City audit
- 2 Number of audit findings with questioned costs in annual Single Audit of federal grants
- 3 Percentage of departmental financial transactions with errors found during post-audit

Goal 4 Manage the Citywide family of financial professionals

- 1 Percentage of 16 major departments that have been trained this year on cost recovery policies and procedures and related topics.

Goal 5 Provide accurate, timely financial reporting

- 1 City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)
- 2 Number of days from previous fiscal year end to complete the City's comprehensive financial report

CITY SERVICES AUDITOR

Goal 1 Provide effective consulting and technical assistance to City departments to improve their operations

- 1 Percentage of client and auditee ratings that are good or excellent

Goal 4 Audit departments, contractors, and concessions timely to minimize risk to the City

- 1 Count of code required audits completed
- 2 Number of issued audits with identified savings or revenue enhancements

Goal 5 Conduct audits and projects efficiently

- 1 Percentage of audits and projects completed within time budgeted

ECONOMIC ANALYSIS

Goal 1 Provide timely economic and operational analyses to inform legislation and management decisions

- 1 Percentage of OEA economic impact reports completed by the hearing date
- 2 Total economic impact of reviewed legislation

MANAGEMENT, BUDGET AND ANALYSIS

Goal 1 Provide accurate, timely information to support fiscal planning

Mission Program Goal Measures Report

- 1 Percentage by which actual revenues vary from budget estimates
- 2 Percentage by which actual revenues vary from mid-year estimates

PAYROLL & PERSONNEL SERVICES

Goal 1 Provide accurate, timely financial transactions

- 1 Percentage of payroll transactions not requiring correction

PUBLIC FINANCE

Goal 1 Reduce the City's debt service costs through bond refinancings

- 1 Number of bond refinancings
- 2 Present value savings from bond refinancings
- 3 Ratings of the City's General Obligation Bonds - Average of Three Rating Agencies (1 equals top half of investment ratings)

DEPARTMENT-WIDE/OTHER

Goal 4 Recognize and reward employee contributions and ensure employee satisfaction

- 1 Percentage of employees who agree with the statement: Overall, I'm satisfied with the Controller's Office as a place to work and grow.

Goal 5 All City employees have a current performance appraisal

- 1 # of employees for whom performance appraisals were scheduled
- 2 # of employees for whom scheduled performance appraisals were completed

Department Measures Summary Annual

Department: CONTROLLER

Program: ACCOUNTING OPERATIONS AND SYSTEMS

Goal: 2 Provide effective systems for Citywide payroll, budgeting, accounting and purchasing functions

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage of scheduled time that systems are available for departmental use	FY2008	75%	95%	95%
		FY2009	33%	92%	97%
		FY2010		92%	

Measure Definition REVISED TO INCLUDE ALL SYSTEMS IN FULL PRODUCTION, NOT JUST FAMIS

The system should be available every day from 7 AM to 6 PM daily except for scheduled maintenance. There should be no more than 3 hours of unscheduled down time per month.

Data Collection Method and Frequency Collection Method: We track system availability on a spreadsheet by tracking the date and time of system problems and send notices to users by email. Data is kept in: N:\Finance\AOSD Systems Performance Measures\Unscheduled Systems Downtime..
Timing: Data is updated whenever a system is unavailable.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ACCOUNTING OPERATIONS AND SYSTEMS

Goal: 3 Ensure that the City follows appropriate accounting procedures

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Number of findings of material weakness in annual City audit	FY2008	0	0	0
		FY2009	0	0	0
		FY2010		0	0

Measure Definition Material weaknesses in the City's financial practices as determined by the City's external auditors.

Data Collection Method and Frequency Collection Method: Management letter from external auditors. Letters are kept by CAFR team in Controller's Systems and Reporting offices. Timing: The data is available annually, after the annual audit is complete.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ACCOUNTING OPERATIONS AND SYSTEMS

Goal: 3 Ensure that the City follows appropriate accounting procedures

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Number of audit findings with questioned costs in annual Single Audit of federal grants	FY2008	1	8	8
		FY2009	5	8	
		FY2010		5	

Measure Definition Revised Measure: Starting this year, only findings with questioned costs will be reported. Previous years' data has been revised. This measure accounts for findings with questioned costs reported by external auditors in the Single Audit consisting of compliance and internal control audit as well as financial audit of federal grants awarded to the City. Single audits are completed well after year-end, so actual number of findings is not known for prior year until February or March of 2010.

Data Collection Method and Frequency Collection Method: AOSD grants unit. Timing: FY 2006-2007 Audit will be completed by 2/28/08, findings will be available then. Preliminary potential issues are estimated to be 8.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: **CONTROLLER**

Program: **ACCOUNTING OPERATIONS AND SYSTEMS**

Goal: 3 Ensure that the City follows appropriate accounting procedures

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
3	Percentage of departmental financial transactions with errors found during post-audit	FY2008	16%	17%	16%
		FY2009	19%	16%	
		FY2010		16%	

Measure Definition Number of exceptions found on post-audit divided by number of transactions. A transaction could have more than one exception, but this adjusts the data for changes in size of audit from year to year. Nongrant funds/transactions.

Data Collection Method and Frequency Collection Method: Division of previous two measures. CON PM: EXPLAIN CALCULATION METHOD MORE (e.g. one or more exceptions per transaction always = 1 exception? How is the result adjusted to consider the change in the size of the audit year to year?). Source: Frances Lee (554-7513)

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ACCOUNTING OPERATIONS AND SYSTEMS

Goal: 4 Manage the Citywide family of financial professionals

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage of 16 major departments that have been trained this year on cost recovery policies and procedures and related topics.	FY2008	0%	100%	100%
		FY2009	100%	100%	100%

Measure Definition New measure developed in FY07 by Controller's Office as a result of ongoing evaluation and discussion relating to goal setting and tracking for the Office. As part of the city-wide effort, the Office is proactive in planning and preparing for emergencies. Activities include establishing emergency policies and procedures, both city-wide and internal, as well as in testing and activating various components.

Data Collection Method and Frequency Collection Method: Controller's Administration Division Timing: Timing of trainings can vary from year-to-year. Accordingly, reporting on this measure will occur at the end of each fiscal year.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ACCOUNTING OPERATIONS AND SYSTEMS

Goal: 5 Provide accurate, timely financial reporting

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	FY2008	1	1	1
		FY2009	1	1	1
		FY2010	1	1	1

Measure Definition Certificate of Achievement for Excellence in Financial Reporting, awarded by the Government Finance Officers Association of the United States and Canada. Reflects an easily readable and efficiently organized Comprehensive Annual Financial Report (CAFR). "1" equals yes, "0" equals no.

Data Collection Method and Frequency Collection Method: Awarded in the following summer, usually July or August, for the fiscal year ending June 30. Controller's Office. An award letter is received from GFOA.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Proposed Target Explanation	N/A
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ACCOUNTING OPERATIONS AND SYSTEMS

Goal: 5 Provide accurate, timely financial reporting

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Number of days from previous fiscal year end to complete the City's comprehensive financial report	FY2008	174	150	
		FY2009	215	150	
		FY2010		150	

Measure Definition The number of days to complete the Comprehensive Annual Financial Report (CAFR) is the date when the auditors complete their fieldwork subtracted from June 30th.

Data Collection Method and Frequency Collection Method: Date used by the external auditors on their opinion letters for the City annual audit. Timing: Data is not yet available.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: CITY SERVICES AUDITOR

Goal: 1 Provide effective consulting and technical assistance to City departments to improve their operations

Measure Number	Measure	FISCAL TIME	Actual	Target	Projected
1	Percentage of client and auditee ratings that are good or excellent	FY2008	91%	95%	95%
		FY2009	95%	95%	95%
		FY2010		95%	

Measure Definition Measure definition: A new audit evaluation sheet will be created which asks auditees about the quality of analysis and professionalism of the audit staff - whether the audit was conducted well, communication was appropriate, etc. regardless of agreement or disagreement on the findings. Ratings from these surveys will be combined with the existing project evaluations used in city performance projects for an aggregate rating. This new form was not created. However; it is being developed and will be used for projects starting in October 2009.

Data Collection Method and Frequency Collection Method and frequency: Evaluations will be done as part of the closeout process for each project and audit. Rating calculation will capture all evaluations done during that period (six months, fiscal year total, etc.)

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: CITY SERVICES AUDITOR

Goal: 4 Audit departments, contractors, and concessions timely to minimize risk to the City

Measure Number	Measure	FISCAL TIME	Actual	Target	Projected
1	Count of code required audits completed	FY2008	22	30	30
		FY2009	27	30	27
		FY2010		56	15

Measure Definition Measure definition: The measure will be a simple count of audits that have a positive net savings or revenue outcome to the city. AN increasing count over time can help us measure various factors; 1) Success in efficiently auditing more of the city's contracts and agreements; 2) Good audit work in identifying funds that are due to the city, and/or 3) Effective risk analysis in identifying those auditees that are not performing and/or not remitting funds due to the city.

Data Collection Method and Frequency Collection Method and frequency: Audits will be counted as they are completed. We will also be tracking the total number of audits performed, of course, so a percentage calculation can also be done. The count will capture all audits done during that period (six months, fiscal year total, etc.)

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: CITY SERVICES AUDITOR

Goal: 4 Audit departments, contractors, and concessions timely to minimize risk to the City

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Number of issued audits with identified savings or revenue enhancements	FY2009	14		
		FY2010		20	

Measure Definition Measure definition: The measure will be a simple count of audits that have a positive net savings or revenue outcome to the city. AN increasing count over time can help us measure various factors; 1) Success in efficiently auditing more of the city's contracts and agreements; 2) Good audit work in identifying funds that are due to the city, and/or 3) Effective risk analysis in identifying those auditees that are not performing and/or not remitting funds due to the city.

Data Collection Method and Frequency Collection Method and frequency: Audits will be counted as they are completed. We will also be tracking the total number of audits performed, of course, so a percentage calculation can also be done. The count will capture all audits done during that period (six months, fiscal year total, etc.)

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: CITY SERVICES AUDITOR

Goal: 5 Conduct audits and projects efficiently

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage of audits and projects completed within time budgeted	FY2008	50%	60%	60%
		FY2009	55%	75%	75%
		FY2010		80%	80%

Measure Definition Each audit and project estimates a total number of hours required to perform the work and issue a report. This measure will take the estimated number of hours established at the close of the audit survey or project design phase, over the actual number of hours. "Completed within time budgeted" will mean within 10% of the estimated hours (may change as we gain experience with this measure).

Data Collection Method and Frequency Collection Method: Audit survey and project plan documents for budget estimates. CSA time tracking database for actual hours. Timing: Running availability--will be updated as audits and projects complete and are issued.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Proposed Target Explanation	70% of audits to come in on time.
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ECONOMIC ANALYSIS

Goal: 1 Provide timely economic and operational analyses to inform legislation and management decisions

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage of OEA economic impact reports completed by the hearing date	FY2009	91%	100%	
		FY2010		100%	

Measure Definition This measure represents the ratio of the total economic costs of legislation, estimated in OEA reports, to the annual budget of the office.

Data Collection Method and Frequency Technical Description: OEA reports generally use the REMI model to estimate the net economic impact of legislation on the City's Gross City Product. Tracking the total potential costs to GCP from legislation over the year encourages the OEA to focus on items with the greatest economic impact. Comparing it to the City's annual investment in the OEA provides a type of return-on-investment measure.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 09 Six Mo Actual Explanation	New metric starting FY 2008/2009. Data will be provided during next update cycle.
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: ECONOMIC ANALYSIS

Goal: 1 Provide timely economic and operational analyses to inform legislation and management decisions

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Total economic impact of reviewed legislation	FY2009	\$17,400,000,000	\$500,000,000	
		FY2010		\$500,000,000	

Measure Definition This measure represents the total impact of all reviewed legislation in a given year on economic output within San Francisco.

Data Collection Method and Frequency OEA reports use the REMI model to develop quantitative estimates of the impact of legislation on economic indicators such as aggregate output. Tracking the total impact of reviewed legislation over the year focuses the OEA on items with the greatest economic impact. Data collection for this measure will be based on the REMI model. The average annual impact on spending over a 20-year horizon is the specific indicator to be used. Timing: Data is available on the date of release of the report.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: MANAGEMENT, BUDGET AND ANALYSIS

Goal: 1 Provide accurate, timely information to support fiscal planning

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage by which actual revenues vary from budget estimates	FY2008	-0.05%	4.00%	0.00%
		FY2009		4.00%	
		FY2010		2.00%	

Measure Definition This is the difference between budgeted and actual General Fund revenues plus transfers in. The budget figures are the Revised Budget as stated in the annual Six-Month Budget Status Report. The actual revenues are as stated in the CAFR. The target is a maximum percentage; i.e., the objective is to project revenues as close to actual as possible.

Data Collection Method and Frequency Collection Method: Difference between total General Fund revenues and transfers in per the CAFR and 6-Month Report projection, electronic copy of calculation saved located in: N:\\Budget\\Policies_Procedures\\Performance Measures - PM #1 and 2. A hard copy of documentation is kept in Controller's Office, Room 308 of City Hall. Timing: Data is from the CAFR which is typically available in late November or early December of each year for the preceding fiscal year. Budgetary comparisons are updated when the CAFR is completed and published.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: **CONTROLLER**

Program: **MANAGEMENT, BUDGET AND ANALYSIS**

Goal: 1 Provide accurate, timely information to support fiscal planning

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Percentage by which actual revenues vary from mid-year estimates	FY2008	-0.83%	2.00%	0.00%
		FY2009		2.00%	
		FY2010		2.00%	

Measure Definition This is the difference between projected and actual General Fund revenues plus transfers in. The projections are from the annual Six-Month Budget Status Report. The actual revenues are as stated in the CAFR. The target is a maximum percentage; i.e., the objective is to project revenues as close to actual as possible.

Data Collection Method and Frequency Collection Method: Difference between CAFR actuals and the 6-Month Report projection. An electronic copy of the spreadsheet is located in: N:\Budget\Policies_Procedures\Performance Measures - PM #1 and 2. A hard copy is located in City Hall Room 308. Timing: Late November/early December each year. Budgetary comparisons are updated when the CAFR is completed and published.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: PAYROLL & PERSONNEL SERVICES

Goal: 1 Provide accurate, timely financial transactions

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage of payroll transactions not requiring correction	FY2008	99%	99%	99%
		FY2009	100%	99%	99%
		FY2010		99%	99%

Measure Definition Corrections to payroll transactions include cancellations, reissues, and recovery of overpayments (PPSD). Approximately 31,000 employees receive pay deposits/checks each pay period. Retroactive payments such as those generated by a labor decision may result in additional paychecks.

Data Collection Method and Frequency Collection Method: Problems/corrections are counted manually and entered in an excel spreadsheet entitled "Payroll Summary Report: Problems vs. Checks Issued." Maintained at PPSD office, 875 Stevenson Street, 2nd Floor. Timing: Every pay period.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: PUBLIC FINANCE

Goal: 1 Reduce the City's debt service costs through bond refinancings

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Number of bond refinancings	FY2009	2	2	2
		FY2010		2	

Measure Definition Number of refunding bond programs implemented

Data Collection Method and Frequency Collection Method: Data provided by Office of Public Finance staff Timing: Upon request to Finance staff

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: PUBLIC FINANCE

Goal: 1 Reduce the City's debt service costs through bond refinancings

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Present value savings from bond refinancings	FY2009	\$8,000,000	\$5,000,000	\$5,000,000
		FY2010		\$5,000,000	

Measure Definition Long term savings from bond refinancing expressed in present value.

Data Collection Method and Frequency Collection Method: Data provided by Office of Public Finance staff. Timing: Upon request to Finance staff.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: PUBLIC FINANCE

Goal: 1 Reduce the City's debt service costs through bond refinancings

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
3	Ratings of the City's General Obligation Bonds - Average of Three Rating Agencies (1 equals top half of investment ratings)	FY2008	1	1	1
		FY2009	1	1	1
		FY2010		1	

Measure Definition This is a measure of the quality and safety of a bond, based on the issuer's financial condition. More specifically, an evaluation from a rating service indicates the likelihood that a debt issuer will be able to meet scheduled interest and principal repayments. Typically, AAA+ or Aaa1 is highest (best), and D is lowest (worst). Target is to be in the top half of investment grade ratings. 1 = Target Met; 0 = Less than Top Half of Investment Grade. In Nov 2006, was proposed to move this measure to a Citywide measure, housed in the Controller's.

Data Collection Method and Frequency Collection Method: Ratings are from Fitch, S&P and Moody's. The Office of Public Finance also monitors the city's G.O. bond ratings and collects the documentation explaining those ratings (Nadia Sesay, 554-5956). Timing: Rating agencies renew the City's GO bond rating at least as often as the City sells GO bonds.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: DEPARTMENT-WIDE/OTHER

Goal: 4 Recognize and reward employee contributions and ensure employee satisfaction

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Percentage of employees who agree with the statement: Overall, I'm satisfied with the Controller's Office as a place to work and grow.	FY2008	92%	90%	90%
		FY2009	91%	90%	90%
		FY2010		90%	

Measure Definition New measure developed in FY07 by Controller's Office as a result of ongoing evaluation and discussion relating to goal setting and tracking for the Office. The Office has set goals for training. A component of this measure is to identify areas in the workplace environment that can be improved and barriers to growth so that corrective actions can be taken.

Data Collection Method and Frequency Collection Method: CON Annual Climate Survey. Timing: After issuance of Annual Climate Survey.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: DEPARTMENT-WIDE/OTHER

Goal: 5 All City employees have a current performance appraisal

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	# of employees for whom performance appraisals were scheduled	FY2008	143	170	170
		FY2009	150	170	176
		FY2010		176	

Measure Definition New measure requested by Mayor on 8/15/05. This is the number of employees in a department for whom a performance appraisal is to be conducted. DHR policy is that all permanent and provisional employees must have an annual appraisal. For new employees, the first review should be scheduled according to their applicable probationary period. For other employees, reviews should be conducted every 12 months. Departments can do appraisals for temporary employees at their discretion.

Data Collection Method and Frequency Collection Method: CON HR Office files. Timing: Employees scheduled for performance appraisals varies throughout the fiscal year as employees enter or leave the department or promote within. Accordingly, data will be collected at the end of each fiscal year.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

Department Measures Summary Annual

Department: CONTROLLER

Program: DEPARTMENT-WIDE/OTHER

Goal: 5 All City employees have a current performance appraisal

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	# of employees for whom scheduled performance appraisals were completed	FY2008	143	170	170
		FY2009	150	170	176
		FY2010			176

Measure Definition New measure requested by Mayor on 8/15/05. This is the number of applicable employees in a department for whom a performance appraisal was conducted and completed during the fiscal year. "Completed" means an appraisal form has been filled out and is in the employee's personnel file. DHR policy is that all permanent and provisional employees must have an annual appraisal. For new employees, the first review should be scheduled according to their applicable probationary period. For other employees, reviews should be conducted every 12 months. Departments can do appraisals for temporary employees at their discretion.

Data Collection Method and Frequency Collection Method: CON HR Office files. Timing: Employees scheduled for performance appraisals varies throughout the fiscal year as employees enter or leave the department or promote within. Accordingly, data will only be collected at the end of each fiscal year.

Comment Period	Comment Subject	Comment Body
DEC - FY2010	FY 10 Six Mo Actual Explanation	
DEC - FY2010	FY 11 Proposed Target Explanation	
JUN - FY2010	FY 10 Yr End Actual Explanation	
JUN - FY2010	FY 11 Yr End Target Explanation	

CONTROLLER - Department Performance Measures**Performance Measures**

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
ACCOUNTING OPERATIONS AND SYSTEMS					
Provide effective systems for Citywide payroll, budgeting, accounting and purchasing functions					
• Percentage of scheduled time that systems are available for departmental use	n/a	75%	92%	33%	92%
Ensure that the City follows appropriate accounting procedures					
• Number of findings of material weakness in annual City audit	n/a	0	0	0	0
• Number of audit findings with questioned costs in annual Single Audit of federal grants	n/a	1	8	5	5
• Percentage of departmental financial transactions with errors found during post-audit	n/a	16%	16%	19%	16%
Manage the Citywide family of financial professionals					
• Percentage of 16 major departments that have been trained this year on cost recovery policies and procedures and related topics.	n/a	0%	100%	100%	n/a
Provide accurate, timely financial reporting					
• City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	n/a	1	1	1	1
• Number of days from previous fiscal year end to complete the City's comprehensive financial report	n/a	174	150	215	150

CONTROLLER - Department Performance Measures

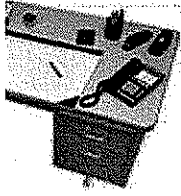
Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
CITY SERVICES AUDITOR					
Provide effective consulting and technical assistance to City departments to improve their operations					
• Percentage of client and auditee ratings that are good or excellent	n/a	91%	95%	95%	95%
Audit departments, contractors, and concessions timely to minimize risk to the City					
• Count of code required audits completed	n/a	22	30	27	56
• Number of issued audits with identified savings or revenue enhancements	n/a	n/a	n/a	14	20
Conduct audits and projects efficiently					
• Percentage of audits and projects completed within time budgeted	n/a	50%	75%	55%	80%
ECONOMIC ANALYSIS					
Provide timely economic and operational analyses to inform legislation and management decisions					
• Percentage of OEA economic impact reports completed by the hearing date	n/a	n/a	100%	91%	100%
• Total economic impact of reviewed legislation	n/a	n/a	\$500,000,000	\$17,400,000,000	\$500,000,000
MANAGEMENT, BUDGET AND ANALYSIS					
Provide accurate, timely information to support fiscal planning					
• Percentage by which actual revenues vary from budget estimates	n/a	-0.05%	4.00%	n/a	2.00%
• Percentage by which actual revenues vary from mid-year estimates	n/a	-0.83%	2.00%	n/a	2.00%

CONTROLLER - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
PAYROLL & PERSONNEL SERVICES					
Provide accurate, timely financial transactions					
• Percentage of payroll transactions not requiring correction	n/a	99%	99%	100%	99%
PUBLIC FINANCE					
Reduce the City's debt service costs through bond refinancings					
• Number of bond refinancings	n/a	n/a	2	2	2
• Present value savings from bond refinancings	n/a	n/a	\$5,000,000	\$8,000,000	\$5,000,000
• Ratings of the City's General Obligation Bonds - Average of Three Rating Agencies (1 equals top half of investment ratings)	n/a	1	1	1	1
DEPARTMENT-WIDE/OTHER					
Recognize and reward employee contributions and ensure employee satisfaction					
• Percentage of employees who agree with the statement: Overall, I'm satisfied with the Controller's Office as a place to work and grow.	n/a	92%	90%	91%	90%
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	n/a	143	170	150	176
• # of employees for whom scheduled performance appraisals were completed	n/a	143	170	150	176



Eugene
Clendinen/DA/SFGOV
02/01/2010 08:44 PM

To: Greg Wagner/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV
cc: Michael Wylie/CON/SFGOV@SFGOV

bcc

Subject: SFDA Efficiency Plan 2010



SFDA.EfficiencyPlan.2010 Final.pdf

Eugene G. Clendinen
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Office of District Attorney Kamala D. Harris
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Phone: (415) 553-1895
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KAMALA D. HARRIS
District Attorney

RUSS GIUNTINI
CHIEF ASSISTANT DISTRICT ATTORNEY

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MEMORANDUM

TO: Greg Wagner, Mayor's Budget Director
Ms. Angela Calvillo, Clerk of the Board
Mr. Michael Wylie, Controller's Office

FROM: Russ Giuntini, Chief Assistant District Attorney

DATE: February 1, 2010

RE: District Attorney's Office 2010-11 Efficiency Plan

I. SUMMARY

Over the past two years, the San Francisco District Attorney's Office has taken significant budget cuts at a time when felony arrests have increased. When prosecutors are forced do more work with fewer staff and resources, the implications for public safety are serious. Despite the paradox of a growth in arrests while our resources have declined, the District Attorney's Office has continued to maintain improved felony conviction rates and prison commitment rates and continued to provide essential services to victims.

We recognize that the fiscal crisis facing San Francisco, the State of California, and the nation cannot be underestimated. We are in the midst of the worst economic crisis of a generation and no agency in San Francisco is immune from impact. The District Attorney's Office has already suffered significant cuts as a result of shrinking local and state resources. This is part of the burden every agency must share.

We also recognize that public safety continues to be a top priority for the Mayor and the Board of Supervisors. At this point, our agency is already busting at the seams. The prospect of losing more resources will make it impossible for us to keep up with the demand and public safety will be hampered. We cannot overemphasize the severity of impact if we cannot functionally prosecute crime. We implore the City to protect our funding levels such that we can protect public safety and the residents of this City.

II. MISSION

The Office of the District Attorney investigates and prosecutes criminal and civil violations of the law within its jurisdiction on behalf of the People of the State of California and offers support services to victims of crime.

Memorandum

DATE: 2/1/2010
 PAGE: 2
 RE: District Attorney's Office 2010-11 Efficiency Plan

Article XL, Section 1, of the California Constitution mandates that each county have an elected District Attorney. Under California Government Code section 26500, the District Attorney acts as the public prosecutor for all crimes committed in the county. By law, the District Attorney is the chief law enforcement officer for the City and County. The District Attorney is elected to serve a term of four years and acts both as a county officer and as a state officer in performing the duties of the office. In addition to prosecuting criminal matters, the District Attorney's Office has additional responsibilities to:

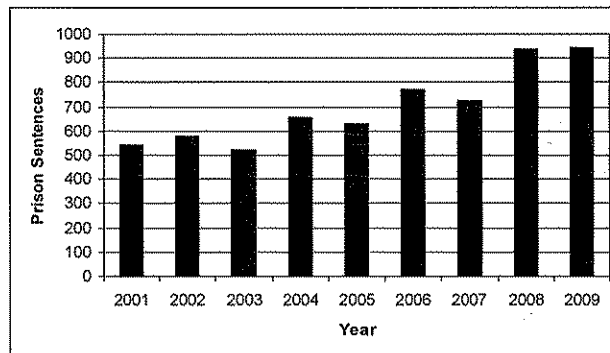
- Provide support services to victims in the aftermath of crime.
- Prosecute actions in the juvenile justice system involving conduct that, if committed by an adult, would be a criminal matter.
- Bring actions involving consumer fraud, including real estate fraud, insurance fraud and financial fraud against elders and dependent adults.
- Bring actions to ensure environmental protection.

III. PROGRAM AREAS AND GOALS

A. Holding Offenders Accountable: Aggressive Prosecution of Violent and Serious Crime

To effectively prosecute crime and hold offenders accountable, our office must have enough prosecutors, investigators, and legal support staff to effectively and efficiently charge cases and pursue convictions.

The District Attorney's Office has significantly increased prison commitments for felony convictions. In 2009, our office sent more offenders to state prison than any year in the decade. Since 2001, we have achieved a 74 percent increase in the number of prison commitments. The chart below shows the annual number of prison commitments for the past nine years.¹

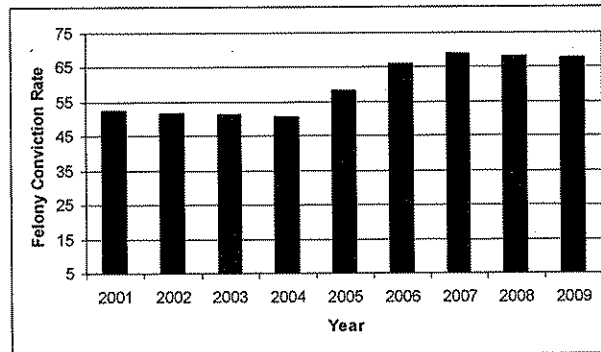


¹ Data compiled from Monthly Criminal Statistics, Research & Planning Division, Superior Court of California, County of San Francisco, December 31, 2009.

Memorandum

DATE: 2/1/2010
 PAGE: 3
 RE: District Attorney's Office 2010-11 Efficiency Plan

In addition to increased prison commitments, our office has also increased our overall conviction rates for all felonies. Since 2007, felony conviction rates have remained about 20 percent higher than they were for the first half of the decade, from 2001 to 2004.²



These improvements are not just statistics. Each case represents a real life victim. These numbers show that we are improving accountability for offenders and justice for victims and making a tangible difference for residents across the city.

B. Protecting Victims

In addition to holding offenders accountable, our office provides services and support to help victims of crime recover. Every county in the State of California is required to provide victim services. Like police and prosecutors, these services are a core government function. Without our Victim Services Division, victims in San Francisco would have no other City agency to turn to for support.

Currently, our victim advocates provide intensive services to thousands of victims each year. Each advocate gets an average of 40 to 50 new cases per month, in addition to their existing caseload. For each case, victim advocates provide a range of support and services. Advocates provide crisis intervention, mentoring on how the criminal justice system works and what to expect, and court accompaniment. Victim advocates also help victims apply for state funds so they can get reimbursed for medical expenses, crime scene clean-up, mental health support or therapy, and relocation or funeral costs if necessary. Advocates also engage in creditor and employer intervention to minimize the negative impact of crime on victims. Our advocates will call or write letters to creditors or employers as necessary.

² Data compiled from City and County of San Francisco's Integrated Court Management System (CMS), maintained by the Department of Technology and Information Services (DTIS).

Memorandum

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RE: **District Attorney's Office 2010-11 Efficiency Plan**

Victim Services are open to all victims who file police reports, regardless of whether the case is charged or a prosecution ensues. The types of crimes for which victims seek our services widely vary, however, the bulk are violent crimes with an emphasis on domestic violence. Our victim advocates often develop a long-term relationship with the victim, providing assistance long after the life of the case.

The vast majority of the victims seeking assistance are low income residents of San Francisco, with an increasing percentage of the victims being monolingual non-English speaking residents. We have six Spanish-speaking victim advocates, three Cantonese speaking advocates, one of which also speaks Vietnamese and Mandarin.

In addition to direct support and services, our victim advocates also engage in outreach to the community to educate the public on our services. We emphasize underserved communities for our public education outreach.

C. Breaking the Cycle of Crime

San Francisco District Attorney Kamala D. Harris has also prioritized smart investments that reduce crime, save money, and limit the potential for future victimization. Her innovative Back on Track program significantly reduces recidivism among nonviolent felony drug offenders and saves City resources that would otherwise go to re-arrests, court time, jail costs, etc. Less than 10 percent of Back on Track graduates have re-offended compared to a 54 percent recidivism rate statewide for the same population of offenders. Back on Track has achieved this success at a fraction of the cost of traditional corrections approaches. Back on Track costs about \$5,000 annually per participant (funded through grants), compared to \$35,000 to 50,000 for county jail. It has been selected as a national model by the United States Department of Justice and the National District Attorney's Association.

Her anti-truancy initiative is paying off by getting chronically truant elementary school kids back in school, reducing the chance these kids become victims or perpetrators of crime later in life. Every fall the DA sends out letters to all parents informing them that truancy is against the law. During the school year, prosecutors hold mediations with parents to urge them to get help. In most cases, attendance improves. But when it does not, my office prosecutes parents, combining court monitoring with family services. In the last year alone, truancy among elementary school students declined on average by 20 percent. Keeping kids in school is not only good public policy, but it is also fiscally responsible as it allows the San Francisco Unified School District to then collect the \$43 per-pupil in state funding for every day that child attends school.

Memorandum

DATE: 2/1/2010
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RE: District Attorney's Office 2010-11 Efficiency Plan

IV. RESOURCES**A. Despite Recent Investments, the Office is Chronically Understaffed**

There is a direct link between staffing levels and prosecutors' ability to convict offenders. When staffing levels increase, conviction rates and prison commitment correspondingly increase. When staffing decreases, it is extremely difficult to effectively respond to incoming arrests and successfully convict offenders. Investing in prosecutors is an investment in protecting the public.

The San Francisco District Attorney's Office has been chronically understaffed for decades. In FY 2007-2008, with incremental investments over the prior three budget cycles, the District Attorney's Office was finally beginning to approach the level of staff and resources needed to effectively prosecute crime and protect public safety. This was the first time that the Office was funded at levels above FY 2002-03. The investment in this office under Mayor Newsom and the Board of Supervisors from FY 2004-05 to FY 2007-08 yielded much needed growth and substantial improvements in the prosecution of serious crime.

Beginning in FY 2008-2009, however, our office started suffering cuts that have begun impeding the significant strides we had been making up to that point. Moving forward, further cuts to our budget will not only forfeit all of the progress that has been made since FY 2004 - 2005, but would put our Office in the untenable position of not being able to keep up with crime and arrests rates on the street.

B. Further Cuts Would Devastate the Office and Harm Public Safety

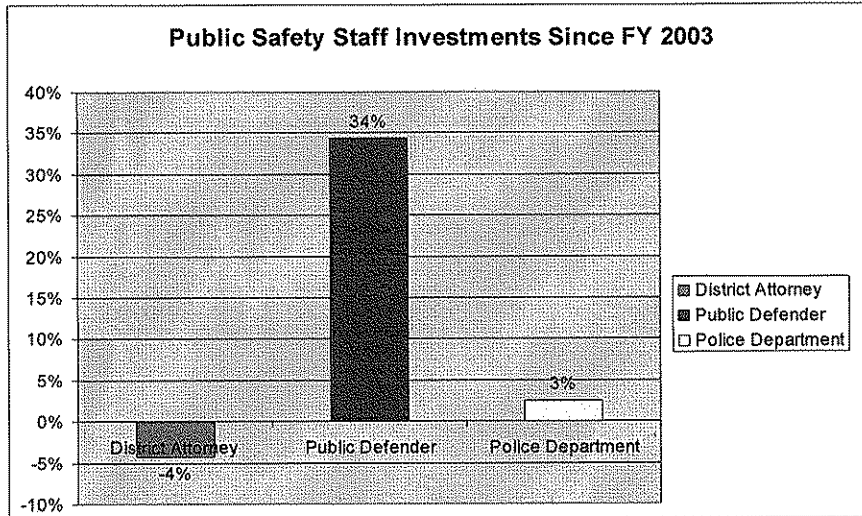
The DA's Office cannot sustain more cuts without profoundly impacting our ability to prosecute crime and protect public safety. Recent improvements in prison commitments and prison sentences would not have been possible without investment. Since last fiscal year, the DA's Office has already suffered significant cuts despite increased arrests. Continuing to cut prosecutors will make it impossible for our office function and public safety will be greatly compromised.

Thankfully, the San Francisco Police Department has not faced a reduction in the number of officers on the street due to budget cuts. Arrests on the street are only as good as the City's ability to effectively prosecute and convict offenders.

Compared to defense counsel, our office now has fewer staff to prosecute cases than the defense bar has to defend against those cases. Our caseloads are significantly higher than both public and private defenders.

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 RE: District Attorney's Office 2010-11 Efficiency Plan



Notably, the District Attorney's Office is responsible for handling the prosecution of every crime, while the Public Defender only represents those who cannot afford an attorney, just over half of the cases in San Francisco criminal courts.

If our Office is forced to meet the targeted 20 - 30% cut amounting to a \$6.9 to \$9.4 million general fund reduction, the District Attorney's Office would be forced to reduce its staff by a minimum of 65 prosecutors, approximately 63% of the staff available to prosecute crimes. This would put the District Attorney's Office at the lowest staffing levels ever seen and would effectively cripple the Office's ability to prosecute crime in San Francisco. If faced with deep cuts, the Department would be forced to eliminate entire enforcement areas and teams of prosecutors and investigators. It is difficult to overstate the impact of each proposed cut on the office's operations and on public safety.

The 12% cut to staffing over the last two fiscal years mean that prosecutors work under extremely limited time constraints to interview victims, file pre-trial motions, review discovery, and prepare for court. The existing reduction in staff has required us to farm out complex cases, like sex assault and homicide, from our specialist divisions to non-specialist prosecutors. The existing reductions have required us to forgo filing appeals when judges rule inappropriately because we do not have the staff or time to research and prepare the appeals. That means questionable judicial decisions go unchallenged. Without adequate support staff our prosecutors must spend much of their time carrying out basic clerical work like copying documents, tracking down records, and making sure witnesses are available for trial, instead of focusing on preparing evidence and trying the cases. The existing reductions have made it nearly impossible to return the thousands of phone calls from victims and witnesses subpoenaed by our office. Specifically, the existing reductions have made it particularly difficult to provide support to every victim because we do not have the staff to serve them.

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DATE: 2/1/2010
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RE: District Attorney's Office 2010-11 Efficiency Plan

Crime does not stop. Every day new cases are being presented and the victims of those crimes are demanding justice. In just one day in a misdemeanor courtroom, only one prosecutor is responsible for an average of over 150 cases, including, on average, over 40 driving under the influence cases, over 25 street theft cases, dozens of prostitution and vandalism cases, just to name a few of the misdemeanor crimes. On any given day in a felony courtroom, only one prosecutor has to handle over 40 felony cases for serious and violent crimes such as robberies, assaults, and shootings.

The police can only arrest people and hold them for 48 hours. If there is no Assistant District Attorney to review the case, file a complaint and argue to hold the defendant in custody, then offenders will be back out on the street. Continuing to reduce the budget of the District Attorney's Office would leave victims in peril and surrender the safety of our streets.

V. CUSTOMER SERVICE AND PERFORMANCE MEASURES

In the first month of her administration, District Attorney Harris created a community liaison program through which several Assistant District Attorney's volunteer their evenings to serve as liaisons to each of the City's police district stations. The liaisons participate in more than 200 neighborhood-based meetings across the City each year to provide information to district residents, merchants and police. The liaisons also solicit and bring back resident feedback on office policies, programs and crime concerns. The District Attorney and top management meet monthly with the liaisons as a group to review resident concerns, develop strategies to improve our functions and ensure responsiveness to community needs.

The District Attorney's Office also participates actively in many citywide coordinating entities focused on specific types of crimes, such as violence prevention, domestic violence, sexual assault, child sexual assault, homicide, graffiti, and elder abuse. These collaborative bodies include other City agencies, community based providers and advocates, merchants and residents. These bodies provide opportunities for regular feedback, discussion, and strategizing on ways to improve our performance in coordination with other City and community providers.

The office's Victim Services Unit also solicits and responds to community and customer feedback in two main ways. First, victim service staff regularly survey clients regarding the quality of advocacy services they received. In addition, victim service staff participates in numerous community-based, collaborative groups that include service providers and advocates for crime victims. Through those partnerships, staff solicits and review community feedback for how the office can improve services to victims of crime.

Since taking office, District Attorney Harris has launched a series of neighborhood resource fairs. They have been organized to date in Chinatown, the North Mission, Bayview

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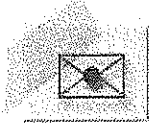
Hunters Point, Portola Valley/Bernal Heights, the Western Addition, and the South Mission. The resource fairs are designed to bring legal, law enforcement, and other services directly into the community and to assist community members with issues around elder abuse, juvenile justice, consumer protection, immigration, housing and other legal concerns. The clinics also provide opportunities for community engagement and feedback around the safety and service concerns of each neighborhood.

The District Attorney also launched a number of public service campaigns designed to encourage the reporting of crimes. These campaigns include an effort to increase awareness of Gay Rape, a campaign to educate teens against the harmful effects of teen dating violence and a campaign to educate the public on the harmful effects of truancy among elementary and middle school aged children. We launched these efforts to serve as proactive steps in addressing crime trends in the community.

VI. STRATEGIC PLANNING

Looking forward, the District Attorney will continue to advocate for General Fund investments in the human, equipment and capital infrastructure needed by the department in order to build a world-class prosecutor's office for the people of San Francisco. Aggressive efforts to secure new grants and other non-General Fund resources will continue as well.

Violent crime and other serious offenses will continue to be top priorities. Homicides, gang violence, crimes against the elderly, women, children and other vulnerable victims demand specialized, expert staff investigating and prosecuting caseloads at levels commensurate with the importance of these cases and the need for intensive case handling. Reducing high caseloads in these areas will be a continuing budget priority going forward.



Evan
Kirk/ELECTIONS/SFGOV
02/01/2010 04:52 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV, Performance
Con/CON/SFGOV@SFGOV
cc John Arntz/ELECTIONS/SFGOV@SFGOV, Aura
Mendieta/ELECTIONS/SFGOV@SFGOV, Nataliya
Kuzina/ELECTIONS/SFGOV@SFGOV

bcc

Subject Department of Elections 2010-2011 Efficiency Plan

The Department of Elections' annual Efficiency Plan is attached. Please contact me with any questions.

Thank you.

Evan Kirk
Department of Elections
City and County of San Francisco
evan.kirk@sfgov.org
(415) 554-6991



Department of Elections 2010-2011 Efficiency Plan.pdf



**Department of Elections
Efficiency Plan
Fiscal Year 2010-2011**

- I. Mission and Goals
- II. Programs, Services and Key Accomplishments
- III. Customer Service and Performance Measures
- IV. Strategic Planning

I. MISSION AND GOALS

Mission

The mission of the Department of Elections is to conduct accurate and efficient elections under the rules and regulations established by federal, state, and local laws – notably, the Voting Rights Act, Help America Vote Act, the Americans with Disabilities Act, and the City's Equal Access to Services ordinance; to have an open process that provides the public confidence in the election system; to improve upon and provide a public outreach and education plan to all eligible voters in San Francisco; and continue to improve upon the services we provide by streamlining processes and looking ahead to the future needs of the voters of San Francisco.

The Department of Elections for the City & County of San Francisco is committed to meet the needs of a growing electorate and to provide the best quality service possible, and we aim to continue to improve our service standards.

Goals

The primary goals of the Department are: to provide services to the citizens of San Francisco by conducting all federal, state, and local elections with integrity, accuracy, and efficiency; to encourage voter registration and participation in elections; maintain accurate voter rolls; and to provide voter outreach and education. While the Department has been successful at sustaining these objectives, we are always striving for ways to improve the services we provide. Listed below are the goals the Department hopes to meet for Fiscal Year 2010 - 2011:

1. Continue to maintain current and accurate voter registration information through regular review of the voter data, including purges of duplicate and ineligible registrations in accordance with state law, and to provide voter support for registration and re-registration.
2. Continue to improve upon and provide for a public outreach and education plan that includes ranked-choice voting and marking of the ballot, as well as focuses on increasing voter registration and overall participation in the election process.
3. Continue to improve the processes for pollworker recruitment and training, such as expanding pollworkers' knowledge on accessibility issues.
4. Continue to improve voting accessibility, both through improved physical access to voting facilities and voting tools and increased training on how to provide service to the disabled.
5. Continue to improve upon the vote-by-mail and on-site early voting programs, including the vote-by-mail ballot tracking process, and raise public awareness of the availability of these early voting programs.

6. Maintain a customer service-based environment providing information on elections processes in a straightforward, convenient and accessible manner.

II. PROGRAMS AND SERVICE GOALS

The City and County of San Francisco has approximately 810,000 residents and approximately 450,000 registered voters. Each election season, the Department reaches out to those residents of the City that are not yet registered in an effort to provide voter education and encourage voter registration. The Department locates and sets up 561 polling places, and has a goal of 100% accessibility. The Department trains and deploys over 3,200 pollworkers each election to the 561 polling places; issues, collects and tabulates ballots; verifies thousands of signatures on vote-by-mail ballots and initiative petitions; assists in the qualification of candidates and local ballot measures for the ballot; and prints, translates, and mails a Voter Information Pamphlet to each registered voter.

To meet the needs of a growing electorate, we are committed to providing the best quality service possible, and we aim to continue to improve our service standards.

The responsibilities of the Department of Elections are, but not limited to, the following:

- Conducting all federal, state, and local elections in a manner consistent with applicable laws;
- Maintaining and updating San Francisco's voter roll;
- Maintaining community outreach and education programs for the citizens of San Francisco as required by federal, state, and local laws;
- Providing information regarding elections, election results and record retention;
- Performing duties required under state law, such as acting as state filing officer, and managing the process for filing and maintaining public file of state campaign finance reports;
- Conducting Business Improvement (Community Development) District, Health Service System Member and Retirement System Member elections.

Operational Divisions and Major Program Areas

The Department of Elections is composed of ten major divisions (please refer to the Division Summaries on the following pages). Each division plays an integral role in the success of the Department. They are as follows:

1. Administration
2. Ballot Distribution
3. Campaign Services
4. Management Information Systems, including Logic & Accuracy Testing
5. Pollworker Recruitment and Training
6. Precinct Services/ADA Requirements
7. Publications
8. Voter Outreach and Education

9. Voter Services

10. Warehouse

Full descriptions are as follows:

1. Administration

The Administration Division oversees the budget, payroll, personnel, materials and supplies and infrastructure requirements for the Department. All other divisions funnel their requests for supplies, purchases and rentals through this division. This division also manages the Department's budget and facilitates many of the Department's interactions with vendors. The Administration Division is also responsible for the submittal of the Department's Performance Measures. On Election Day, the Administration Division coordinates the use of vehicles to transport supplies and workers from the election center in City Hall to precincts where they are needed. Additionally, the division assists the Director in a broad range of duties. The Administration Division also works with other divisions to develop uniform plans throughout the Department. By acting as a communications center for the Department, the Administration Division helps other divisions operate independently and still coordinate their activities, and helps provide consistent messages to media outlets. The Administration Division also assists the Campaign Services division in responding to public inquiries.

2. Ballot Distribution

The Ballot Distribution Division is responsible for multiple programs. This division plans, coordinates and monitors the mailing of vote-by-ballots handled by outside vendors for approximately 180,000 voters each election. This division manages the ballot inventory for an election, which entails ballot ordering, quality inspection and inventory, and preparing and distributing over a million ballots used at the 561 polling places throughout the city. This division also manages the counting and, when necessary, remaking of voted ballots at the central counting location in City Hall. The division works closely with the ballot tabulation vendor to ensure ballots are processed efficiently and accurately. This division manages the post-election Canvass, which is the official and final process that ensures the integrity of the vote count, and its conclusion determines the certification of the election results. Activities of the Canvass include: separating and sorting of all ballots received at the polling places (precinct ballots, vote-by-mail ballots, provisional ballots, and auxiliary or uncounted ballots); ballot card review and duplication; tally of write-in votes; and the 1% manual tally to review the accuracy of the voting system. The Canvass is open to the public, begins immediately after an election, and by law must be completed within 28 days after an election. This division also plans, coordinates, and monitors the collection of memory packs on Election night by the Department of Parking and Traffic and the Sheriff's Department. The memory packs contain election results from the 561 polling places throughout the city. There are approximately 100 DPT officers and 20 Deputy Sheriffs assisting with the collection of the memory packs on election night. In addition, this division plans and coordinates with the Sheriff's Department the security of voted ballots to ensure the integrity of the election. The Ballot Distribution division is also responsible for

conducting special elections such as Health Service Board Elections, Retirement Board Elections, Business Improvement District Elections, and Project Area Committee Elections.

3. Campaign Services

The Campaign Services Division is responsible for providing information about and facilitating the filing of candidate nomination papers, ballot measures, and the proponent and opponent arguments and paid arguments that appear in the Voter Information Pamphlet. This division also works with other divisions to provide general information about other elections processes that take place in San Francisco. Campaign Services maintains documents filed with the State's Fair Political Practices Commission (FPPC) detailing candidate and political committee fund-raising activity. The division also serves as the Department's information center as staff is knowledgeable about each division including the Elections Commission and state committees. During the peak period of elections, Campaign Services conducts an "Open House" and staff serves as election observer escorts to the Election Observer Panel, candidates, campaigns and the public as requested. Finally, Campaign Services responds to public inquiries by phone and in person as they operate the front customer service counter.

4. Management Information Systems, including Logic & Accuracy Testing

The Management Information Systems Division (MIS) handles the technological needs of the Department. The division plays a very large role on Election Day, but it is also responsible for year-round maintenance of the Department's website, network infrastructure, and production of data reports, maintenance of database applications and the troubleshooting of technical issues throughout the Department. MIS also works with the Secretary of State and vendors to coordinate the transferring and organization of information and other system-level activities.

Additionally, the MIS Division facilitates the Logic and Accuracy (L&A) testing each election. The testing consists of running a set of marked ballots, using various ballot types, through each of the approximately 600 optical-scan voting machines and comparing the vote count of the machines to predetermined results. For the accessible touchscreen voting machines, human operators, aided by an automated simulation program, conduct an equivalent test routine. These processes confirm the accuracy of software and hardware formulated for a particular election. L&A testing is a highly specific process that takes place in the weeks before each election.

5. Pollworker Recruitment and Training

The Pollworker Division is responsible for the recruitment and training of more than 3,200 pollworkers, all of whom must administer mandated procedures and provide service to a linguistically and culturally diverse voter population. This division assesses, hires and trains inspectors, clerks, high school students and translators to staff 561 polling places. The pollworker training program entails developing and teaching curricula for hundreds of classes that prepare polling place inspectors, who manage individual polling places, and clerks, who staff the polling places and, in 80% of the precincts, offer bilingual services to voters.

The Pollworker Division is also responsible for the Field Election Deputy (FED) Program that supports precinct activity on Election Day. Approximately 70 Field Election Deputies are hired and trained to be the Department's hands-on representatives throughout the City. Each FED provides direct field support to approximately 10 to 13 polling places within a designated territory, delivering supplies, helping with any technical or staffing problems and ensuring that every precinct opens and closes on time. Each FED drives a vehicle through their assigned area, providing mobile expertise and delivering a variety of supplies. FEDs must have a broad yet detailed understanding of polling place operations because they serve as the main point of contact on Election Day between the Department and the thousands of pollworkers who work each election. In conjunction with the FED Program, the Pollworker Division also trains approximately 100 Deputy Sheriffs who assist the Department in collecting ballots and memory devices on Election Night.

On Election Day, the Pollworker Division also coordinates resource distribution, dispatching backup pollworkers to precincts where they are needed, and staffing the Election Center phone bank that provides expertise and direction to both pollworkers and FEDs.

6. Precinct Services/ADA Requirements

The Precinct Services Division must secure and equip the use of 561 voting sites – in public buildings, businesses and private homes – throughout San Francisco. Poll Locators scout each voting precinct in search of suitable locations to be used as polling places, following the guidelines set forth by the Americans with Disabilities Act (ADA), the Help America Vote Act (HAVA) and the Secretary of State's Office (SOS). Precinct Services is responsible for ADA compliance Department-wide. This includes researching disability laws and architectural mitigations, conducting a variety of disability awareness classes for department staff and overseeing the Voters Accessibility Advisory Committee (VAAC). Precinct Services is also responsible for reprecincting; when the number of voters in a precinct rises above 1,000 the lines must be redrawn. These adjustments may affect neighboring precincts, and all changes must be entered into the Department's data management system. Precinct Services is also responsible for sustaining the street files by verifying residential and commercial properties and street ranges in the field. When redistricting is required, it necessitates reprecincting the entire City. The division is trained in the use of electronic mapping GIS software and creates maps for departmental use, and is responsible for keeping current the precinct and polling place files. Prior to Election Day, Precinct Services routes, delivers and sets up all of the voting equipment and ADA mitigations to each of the 561 polling places. On Election Day, the division staff takes on the role of District Leads, with two vehicles per Supervisorial District. They are responsible for opening and setting up polling places, delivering change of polling place signs and additional voting materials. They troubleshoot many polling place issues, including but not limited to technical support for the voting machines. After the election, this division is responsible for retrieving and accounting for all voting equipment and supplies.

7. Publications

The Publications Division's responsibilities include producing San Francisco's sample and official ballots and Voter Information Pamphlets. In many elections, there are numerous ballot types – sometimes dozens – and different versions of the Voter Information Pamphlet (VIP), which can be hundreds of pages long. Materials must be printed in English, Chinese and Spanish and appear in a neutral yet appealing format. Between producing these documents – which requires cooperating with different divisions and many extra-Departmental entities – they are responsible for complying with current election law and working with vendors to ensure the documents' timely distribution. In addition to these tasks, the Publications Division publishes legally mandated notices and many other Department documents. The Publications Division also provides all support to the Ballot Simplification Committee.

8. Voter Outreach and Education

The Voter Outreach and Education Division is responsible for helping the Department meet the terms of state laws for outreach programs and the federal Voting Rights Act, in part by providing bilingual voter education to minority language communities. The division also provides general voting outreach, such as encouraging voter registration, teaching about new laws and technologies, and recruiting pollworkers for both English-speaking and minority-language communities. Additionally, the division is responsible for producing and disseminating multilingual informational brochures about voter services provided by the Department, giving interviews to minority-language media outlets, staffing information booths at street fairs throughout the City, and conducting the Department's bilingual pollworker training classes. Outreach coordinators also create newspaper advertisements and public service announcements to encourage voter participation.

9. Voter Services

The Voter Services Division's responsibilities include maintaining the voter roll, managing voter registration, vote-by-mail voting, petition signature verification and answering the public's general questions about voting. As part of these duties, Voter Services furnishes registration cards to individuals, campaigns and organizations conducting registration drives. This division is also responsible for the process of verifying voter signatures against the Department's database for vote-by-mail ballot requests, voted vote-by-mail ballots, provisional ballots, petitions and campaign papers. The division also conducts early voting at City Hall beginning 29 days prior to each election and oversees special voting programs such as Hospital and Inmate Voting programs.

10. Warehouse

The Warehouse Division is responsible for managing the Department's Pier 48 Warehouse and ancillary storage facilities. The division manages the storage, maintenance and distribution of all voting equipment, and coordinates with vendors and other divisions to ensure proper handling and distribution of the equipment. The

division is also in charge of the coordination of supplies for the election. During an election and the post-election Canvass, the Department and Warehouse division work very closely with the Sheriff's Department to ensure the security of all the election equipment and election-related material. The warehouse is secured year-round by a security system with cameras, motion sensors, and silent alarms. The Warehouse Division is also responsible for the management of the Processing Center, which serves as a ballot collection site on Election Night. Located at the Pier 48 Warehouse, this functional area is highly critical as voted ballots for the election are collected and organized by a staff of nearly 100 persons. Over 200 vehicles report to this site to deliver ballots and election materials collected from the 561 polls. Close coordination with the Sheriff's Department is critical in the collection of ballots and ballot security and requires the directing of traffic, training, monitoring the work of a large group, and coordinating activity with multiple agencies. Additionally, the division's responsibilities include storage of all critical election materials – such as voted ballots – and, when applicable, managing their destruction schedules.

The Department's major program areas and the divisions that support these programs are:

- Voter Registration: All divisions
- Voter Education Program and Materials: Outreach and Publications
- Voting by Mail and Early Voting: Voter Services
- Election Day Operations: Pollworker Recruitment and Training, and Campaign Services
- Voting Accessibility: Precinct Services
- Customer and Candidate Services: Campaign Services

Outcome Related Goals Affecting Major Program Areas

1. Ensuring voter registration information is current and accurate; maintaining the voter roll through regular review of voter data, including purging duplicate and ineligible registrations according to state laws; providing voter support for registration and re-registration.

The Department's Voter Services Division's responsibilities include maintaining the voter roll, managing voter registration, vote-by-mail voting, signature verification processing, and answering the public's questions about voting. As part of these duties, Voter Services furnishes registration cards to individuals, campaigns and organizations conducting registration drives. One of Voter Services' responsibilities involves the intensive process of verifying voter signatures against the Department's database. This must occur for a variety of documents essential to the election process, including vote-by-mail ballot requests, voted vote-by-mail

ballots, provisional ballots, petitions and campaign papers. Voter Services also conducts early voting at City Hall for twenty-nine days prior to each election.

Local, state and federal laws govern who is able to participate in San Francisco's elections. Regularly, Voter Services must purge the voter rolls of deceased individuals, duplicate registrations and individuals in prison or on parole for the conviction of a felony.

When individuals fill out voter registration cards and return them to the Department of Elections, Voter Services enters voters' information, including name, address, date of birth, party affiliation and signature into the voter rolls. Many documents that the Department processes – vote-by-mail ballot envelopes, provisional ballot envelopes, initiative petitions, and signatures in lieu of filing fees – require voters' signatures. The Voter Services Division compares the signatures on these documents to those stored in the Department's database to confirm that the signers are registered voters. Signature verification is an essential part of much of the Department's processing of materials that members of the public submit.

When voters have general questions about their registration statuses, their vote-by-mail statuses, general election information, or when they submit specific information requests as allowable under law, the Voter Services Division often assists in providing answers. Year-round, Voter Services handles relevant e-mailed, mailed and phoned questions. The division runs the Spanish and Chinese language phone lines for the same purposes.

2. Maintain and improve upon a multilingual Voter Outreach and Education Program to register voters and provide education about topics such as ranked-choice voting, accessible voting systems, and vote-by-mail voting. The program must meet the standards set by the Voting Rights Act, the Help America Vote Act, and the City's Equal Access to Services ordinance by providing voter services in English, Cantonese, Mandarin, and Spanish and services that assist those with disabilities.

The Department of Elections Voter Outreach and Education Division has various ways of providing general voter outreach and education to all voters as well as specialized services to voters with specific needs such as bilingual assistance. The Voter Outreach and Education division is responsible for helping the Department meet the terms of state laws and the Voting Rights Act, by providing multilingual information about services the Department provides. This division prepares an outreach program prior to each election cycle in order to ensure program goals are met. These goals include, but are not limited to, registering and educating voters at various locations and events such as local organizations, street fairs, and US Citizen and Immigration Services ceremonies. The Voter Outreach and Education Division conduct activities year-round to encourage voter registration and participation. The Voter Outreach division conducts about 20 – 40 presentations per week as it intensifies its activities prior to an election.

The Outreach Division's bilingual outreach coordinators assist in the translation of election materials, provide multilingual services, assist in the recruitment of bilingual pollworkers, and provide interviews to foreign language media outlets. The division gives hundreds of

presentations annually to businesses, schools, churches, social clubs, community-based groups and non-profit organizations. These presentations allow voter information to be distributed among these groups to individuals in their communities. The interactions these groups have with the Department also allow the Department to come up with alternative methods of teaching, if necessary. Each outreach coordinator is responsible for keeping notes of the activity and events they hold. A log based on the number of community events outreach coordinators attend will allow for tracking of the target voter categories protected under federal, state, and local laws. Target communities for program events will include limited English-speaking voters whose primary language is Chinese (including Mandarin and Cantonese), Spanish and Russian, African-American voters, low-income voters, youth, seniors, immigrant/new citizen voters and voters with disabilities.

In addition to the above program topics, the Outreach Division's largest topic is regarding San Francisco's Ranked Choice Voting Method. Outreach education materials have been designed to provide information on Ranked Choice Voting in English, Chinese, Spanish, Russian, Tagalog, Braille, and large print formats.

3. Maintain and improve upon the vote-by-mail and on-site early voting programs; continue to refine the vote-by-mail ballot tracking process; raise awareness of vote-by-mail and early voting options; maintain training for and availability of provisional voting.

Voter Services Division assists the Ballot Distribution Division with mailing and processing vote-by-mail ballots. Voters can obtain vote-by-mail ballots by submitting written requests with signatures to the Department, in which case vote-by-mail ballots are mailed to them. Voters can also pick up a vote-by-mail ballot from the Department's early voting counter in City Hall. Depending on the election, Voter Services begins operating the early voting counter up to nearly a month before an election. Starting on the seventh day before an election, Voter Services may begin verifying the signatures on vote-by-mail ballot envelopes. Once Voter Services has verified sealed ballot envelopes' signatures, the division passes the envelopes along to the Ballot Distribution Division, which removes the ballots from the envelopes and scans them. Voter Services also reviews vote-by-mail ballots to record any information that may need updating in voters' records, such as whether a voter has requested a vote-by-mail ballot for only one election or would like to become a permanent vote-by-mail voter.

Similar to vote-by-mail voting, but occurring only at polling places on Election Day, voters casting a provisional ballot must sign the provisional ballot envelope for the ballot to be processed. A voter can cast a provisional ballot for a number of reasons, including when voting outside of his or her assigned precinct, or when his or her name does not appear on the roster of voters at a polling place. Voter Services uses its database of San Francisco voters and their signatures to ascertain the eligibility of voters who have cast provisional ballots.

4. Maintain and improve upon programs that hire and train approximately 3,200 pollworkers to provide necessary voter assistance on election day, focusing on bilingual services for Cantonese, Mandarin, Russian and Spanish-speaking voters as required under the Voting Rights Act;

The Pollworker Division is responsible for the recruitment and training of pollworkers each election cycle. This division coordinates the staffing of 561 polling places with inspectors, clerks, high school students, and translators. One of the primary goals of the Pollworker division is to increase the cultural competency of pollworkers, improve overall services to the voters of San Francisco including those with disabilities. The Department continually seeks to improve training for its pollworkers, utilizing on-line curriculum and hands-on training and instruction that are aligned with the Secretary of State's Training Taskforce guidelines.

The Pollworker Division takes pride in meeting the need for qualified bilingual pollworkers as mandated by the Voting Rights Act. In an effort to maintain this outstanding service, the Division must continue to research and cultivate recruitment sources through partnerships with various organizations. These organizations include high schools, colleges, universities, and community-based organizations. Over the years, the Division has developed and improved a High School Pollworker Program to supplement pollworker recruitment. Students recruited to serve as pollworkers on Election Day make up nearly half of the pollworker pool and since the majority of those students are bilingual, the Department can fulfill its bilingual staffing mandates as required by state law. For the November 2008 election, the Division placed approximately 1,200 students at various polling places throughout the City.

The Department will recruit and assign 1,300 Chinese and 300 Spanish-speaking pollworkers to polling locations, based on requirements established and monitored by the Department of Justice. As stated earlier, the Department has one of the most successful Student Pollworker programs in the state. Since the movement of the state's primary elections from March to June, the Department has had difficulty in maintaining this program as students are not in class and available for the program. However, the Department will work to continue this effort and attempt to maintain the involvement of the local schools each year.

5. Maintain and improve the Department's program to administer and improve precinct voting at 561 polling locations that is designed to meet physical accessibility guidelines established by the American's with Disabilities Act and the Department's 100% Accessibility Project;

Precinct Services Division created the 100% Accessibility Project in April 2004 in an attempt to bring the City's 215 inaccessible polling places into compliance with the Americans with Disabilities Act (ADA) and the Help America Vote Act (HAVA). By the November 2008 election, the number of inaccessible polling places was reduced to 25. However, the Department consolidated polling places as a cost-saving measure in 2009, reducing their overall number to 409. For the 2010 state elections, the Department must re-expand to its full 561 polling places, some of which may be in new locations requiring new accessibility assessments and mitigations.

The 100% Accessibility Project was planned in conjunction with the City Attorney's Office. Originally consisting of 3 phases, Phase 4 was added in July 2006, Phase 5 was added in January 2007, and Phase 6 was added in 2008. For existing polling places, Phases 5 and 6 are in the process of implementation.

Phase 1 - Survey all of the Precincts with inaccessible sites. Identify the accessible non-profits and contact the people responsible for the same regarding the use of their facilities as long term polling places. Sign them up when possible.

Phase 2 - Follow up on all interested suitable potential Polling Place Owners contacted in Phase 1, but unable to sign up in time for November Election 2004. Survey all of the remaining Precincts with inaccessible sites again, in greater detail, making contact with and signing up as many suitable sites as possible. (It can take several months to sign up a non-profit facility, such as a church, club or a charitable housing complex. Authorization must come from the property owner(s), who often reside out of town. In many cases approval requires the agreement of a board or committee.)

Phase 3 - Research temporary solutions for mitigating polling place accessibility. Purchase acceptable architectural aids for temporary solutions. Sign up as many accessible privately owned facilities as possible. Detailed records and documentation will be kept for litigation purposes.

Phase 4 - As of Aug. 28, 2006, DOE has used 98 polling places with less than the minimum space requirements to accommodate the voting equipment. The priority will be to relocate the sites that are inaccessible and small - followed by those, which have the smallest area and or may have some other problems such as being prone to flooding, not electrically compliant etc. Some of the smaller sites may still be usable and will have a lower priority for relocation. Feedback from District Leads, Field Election Deputies, Poll Workers and Voters will also take into account when prioritizing the list.

Phase 5 - This phase was introduced in order to eliminate as many as possible of the polling places that have steep slopes on the sidewalks outside the entrances. Up until the Nov 2006 Election, Precinct Services' main focus has been to make sites accessible from the entrance along the path of travel to and including the voting area.

Having upgraded more than 90% of all polling places, through mitigation and relocation, to a degree of usable accessibility from the entrance inwards - it is hoped that more time can be dedicated to targeting the conditions of the sidewalks outside of the voting sites. Phase 5 is broken down into 4 parts and prioritized for relocation: first eliminate all voting sites where the sidewalks immediately outside the entrance have slopes greater than 12.5% (1:8), then 10% (1:10), then 8.33% (1:12), then 5% (1:20).

Phase 6 - Introduced after the June 3, 2008 election, this phase will assess the polling places that provide space on a floor other than the ground floor. Persons with disabilities can access the voting area, in these sites by elevator or wheelchair lift. This phase was introduced in response to the number of elevators / wheelchair lifts that had malfunctioned on past election days. The goal is to monitor these facilities at different times of the year and within 3 weeks

before any given election to ensure that the equipment is working. When necessary these sites will be relocated.

6. Establishing a customer service program that meets the needs of San Francisco's voters and the City's other departments who seek public access to important election-related materials and programs

As described under the operational divisions for the Department, the Campaign Services Division is the first point of contact for the public and responsible for providing general information about registration and voting, and various general inquiries about any election the Department conducts. The Division's main function is to be responsible for facilitating the filing of candidate nomination papers, ballot initiatives, the proponent, opponent and paid arguments that appear in Voter Information Pamphlets, and receiving and maintaining a public file of state campaign finance disclosure documents. However, the Department sees the establishment of a general customer service program covering all areas of public inquiry to be imperative to the operation of Campaign Services.

In addition to general services provided to customers visiting the Department, the Campaign Services Division also operates the public telephones Monday through Friday, during normal business hours. The Department has dedicated telephone lines available for staff to provide multilingual voter services in Chinese and Spanish, as well as the ability to provide telecommunication services to the deaf and hearing impaired. During an election, the Campaign Services Division also operates an 11 to 13-member public phone bank to answer inquiries. The Department hires and trains bilingual temporary staff to operate the public phone bank beginning three weeks prior to and through Election Day.

For public inquiries and requests in e-mail form, the Department has established the SF Vote e-mail system. Customers can write to sfvote@sfgov.org requesting information or assistance with registration, candidate filing, voter data files, and other subjects. The Administration Division coordinates responses with the appropriate divisions within the Department to provide customers with prompt, specific answers to their queries.

How Resource Levels Affect the Department's Ability to Achieve Objectives

Federal, state, and local laws that regulate the Department's programs and activities and often include guidelines passed down by such branches that dictate how to implement programs. The Department makes every effort to accomplish its programs and activities within provided budgets, however, the increased regulations that mandate more complicated technology, more detailed training, and more efforts to educate and encourage voters to participate in the election drive up the costs of conducting elections in San Francisco.

With the passage of the Help America Vote Act and many other California statutes governing the conduct of elections, the Department has seen a growth in need for both personnel and supplies to support the year-round functions of the Department. The Department uses state and federal funding sources to cover the cost of the voting system (through both Proposition 41 and the Help America Vote Act). However, the Department will be relying on general funds to cover costs

associated with staffing levels, official ballots and voting programs, pollworkers and polling places, and the distribution of other materials and supplies to support goals of the Department over the next 3 years while maintaining dedication to conducting successful elections. From 2010 through 2012, the Department will be conducting at least 6 citywide federal, state, and municipal elections, in addition to the local city elections conducted for the Retirement Board, Health Service Board, and special requests by the Board of Supervisors and Redevelopment Agency for improvements to community business districts.

Staffing Resources Affecting Objectives

The Department relies heavily on seasonal temporary staff to assist in conducting major program areas during the election. In total, the Department hired 180 workers to provide services to San Francisco's 451,988 registered voters for the November 2009 election. This was a 40% reduction over the previous year's staff. A further reduction in staffing resources will put the Department's voting programs at risk due to diminished services to voters, pollworkers and polling place owners, current officeholders and candidates for those offices, the media, and other City departments seeking services from the Department.

As stated in the objectives, the Department is seeking to improve its voting programs. For example, the Department offers both vote-by-mail and precinct voting programs. The Ballot Distribution Division alone hires nearly 100 temporary workers to handle these ballot programs, the functions of the warehouse leading up to and after Election Day, and through the 28-day Official Canvass period.

Reduced staffing also affects the services provided to customers visiting the Department. For example, a reduction in the number of seasonal staff hired to assist the Campaign Services Division during the busy nominating and official filing periods may result in diminished services. Customers during this time include candidates and their campaigns, official proponents and opponents of ballot measures, and the media coming to the Department to inquire about qualified candidates and access to campaign reports and documents.

This year the Department must re-expand to 561 polling places, following a cost-driven consolidation to 409 polling places in 2009. The re-expansion is legally required for the state elections in 2010, and will require the location of new polling places and the physical mitigation of all new polling places that do not meet accessibility standards. A reduction in staff will hamper polling place location and mitigation, and could result in reduced levels of physical access for disabled voters. Strict accessibility mandates are established in the Americans with Disabilities Act (ADA) and failure to meet these requirements will expose the Department to potential lawsuits such as has been in the case of both Santa Cruz and Kern counties

Yet another example of how reducing staffing levels would have a negative effect on services the Department provides is on Election Day and the Department's objectives to focus on improving Election Day voter support and Election Day accessibility to voting sites. A reduction in seasonal staff who recruit and train pollworkers, including those who will provide bilingual assistance to voters with limited English-speaking skills, may affect recruitment and training efforts and will put the Department at risk for violation of the Voting Rights Act and guidelines set by the Department of Justice.

Acquiring permanent positions to support the Department's year-round activities has also been an issue for maintaining institutional knowledge and important experience needed to be able to manage complex elections. One area in particular is the recruitment and training of the Department's 3,200 pollworkers, including those who provide bilingual services to voters with limited English-speaking skills. At this time, the entire Pollworker Recruitment and Training Division, that also supports the training and deployment of 70 Field Election Deputies who support precinct-voting activities, is comprised of temporary positions. The Department is also facing a need to improve technology to handle complex election processes and meet mandates set by federal, state and local government. Recent statutes creating increased technology support are: mandating online vote-by-mail ballot tracking so voters know the exact time their ballot was received by their Election Official; the creation of a random number-generating system to be used in the selection of precincts for the 1% manual tally; accessibility and design improvements to the Department's website; and, the acquisition of new and improved voting systems that meet federal and state standards, which is the largest technology need for the Department in the immediate future.

III. CUSTOMER SERVICE AND PERFORMANCE MEASURES

Defined Customers

The Department of Elections helps a variety of customers each day and provides various levels of customer service depending on the type of customer and the need presented.

Internal Customers: the Board of Supervisors, Mayor's Office, all City Departments and personnel, the Elections Commission, and the Ballot Simplification Committee.

External customers: City residents and citizens desiring to register, voters, pollworkers, polling place owners, candidates for public office, proponents and opponents of initiatives and local ballot issues, community organizations, the Secretary of State's Office, and the media.

Benchmarks and Successes of Quality Customer Service

The Department is in the process of studying its customer service levels and how to define areas for improvements and to set benchmarks for the Department and its personnel can strive to meet. This new goal and associated performance measures are included in the next section of this Plan.

The Department has experienced some benchmark successes over the past four years:

- Administering 9 successful elections, including the first split presidential and legislative primary elections in February and June 2008, and the November 2008 presidential election, which had the highest turnout since 1968 with over 81% of registered voters casting ballots.
- The Department's receipt of an "Award for Excellence" presented by the Mayor's Disability Council for exceptional efforts to improve access to the polls for people with disabilities.

- The successful implementation of a new accessible voting system in 2008; the Department is the first in the nation to implement ranked-choice voting on this system platform.
- Enhancing pollworker training for cultural competency and service to voters with disabilities, including the integration of multimedia presentations into the training curriculum: video and PowerPoint presentations are used to visually demonstrate correct pollworker etiquette, polling place set-up, and voting procedures, and are viewable online for supplemental training.
- Expanding and integrating the Department's online public resources on its www.sfelections.org website, which now include: the voter registration look-up tool; the improved polling place look-up tool with increased physical accessibility information; the vote-by-mail ballot-tracking tool; and the SF Vote e-mail contact form with automated routing for shorter response times.
- Increasing and improving the Department's online multimedia voter outreach and education, including: an online voter education community outreach calendar; and the production of public service announcements to encourage voter participation, featured on the Department's "SF Elections" YouTube channel.

Performance Measures

Listed below are the performance measures the Department has designed in order to achieve each objective and goal listed outcome related goals affecting major program areas. The Department is going forward to meet the five set goals for the fiscal year 2009-2010 and each goal will have associated measures the Department can use to study the successes and achievements of each new program.

Goal 1. To encourage San Franciscans to participate in elections.

- Measure 1. Annual average number of registered voters.
- Measure 2. Annual average number of turnout voters. This is the average number of registered voters that cast a vote in an election. This number includes votes cast in the polling place and vote-by-mail
- Measure 3. Annual average number of vote-by-mail voters. This is the average number of voters who vote by vote-by-mail ballot.
- Measure 4. Annual percentage of turnout for elections. This is the average percentage of voters that voted in elections, calculated by dividing the average number of voter turnout by the average number of registered voters.
- Measure 5. Annual percentage of vote-by-mail voters. This is the average percentage of voters who vote by vote-by-mail ballot.

Goal 2. To provide a voter education and outreach program that targets voters falling under the categories protected by the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance

- Measure 1. Annual number of contacts made to neighborhood community organizations for program events where events were scheduled. Program events include: general registration and voting educational presentations; Ranked Choice Voting (RCV) presentations; accessible voting system presentations; tabling events such as street fairs and community festivals; media interviews; newsletters; requests for delivery of outreach materials; and neighborhood registration canvassing efforts.
 - Measure 2. Annual number of outreach events to target communities. Target communities for program events include: limited English-speaking voters whose primary language is Chinese (Mandarin and Cantonese), Spanish, and Russian; African-American voters; low-income voters; youth, seniors, and new citizens; and voters with accessibility needs.
 - Measure 3. Annual number of outreach presentations. Presentations include: general election-specific presentations; Ranked Choice Voting (RCV) presentations, accessible voting presentations, United States Citizen Immigration (USCIS) ceremonies; media interviews and newsletters.
 - Measure 4. Annual number of educational materials distributed. Outreach educational materials, in addition to the Voter Information Pamphlet, are: "Guide to Voting in San Francisco", "Ranked Choice Voting Explained", "Multilingual Voter Services", and "Your Right to Vote: A Guide for Ex-Offenders" brochures; accessible voting device/HAVA materials; election flyer' newsletters; posters, videos, and public service announcements.
 - Measure 5. Annual number of educational presentation program attendees. Types of presentations include: general election-specific presentations; Ranked Choice Voting (RCV) presentations, accessible voting presentations, United States Citizen Immigration (USCIS) ceremonies, media interviews and newsletter readers.
- Goal 3. To achieve greater consistency and quality in pollworkers' language assistance and cultural competency.
- Measure 1. Actual number of bilingual pollworkers recruited. Bilingual pollworkers are defined as those who speak languages protected under the Voting Rights Act, Chinese and Spanish, and who are proficient in English and Spanish, English and Mandarin, or English and Cantonese.
 - Measure 2. Percentage of pollworkers who demonstrated cultural competency as compared to the number of pollworkers hired. Currently, this measure will be gauged in a general qualitative sense until the Department establishes a rating system to derive an actual percentage from the data source.
- Goal 4. Improving accessibility to polling places in San Francisco's geographically challenging environment

- Measure 1. Annual average number of physically accessible entryways and voting areas of polling places. The Department has and will continue to mitigate inaccessible sites using architectural aids to bring them into compliance. Each election season, the Department sees an approximate 13% polling place cancellation rate. The target will include the need to improve upon recurring and newly relocated sites.
- Measure 2. Annual average number of polling places that meet space requirements to accommodate additional HAVA voting equipment. The Department's Precinct Services / ADA coordinators have determine that polling locations with a minimum space requirement of 300 square feet (15x 20) will accommodate two pieces of voting equipment, tables, chairs, voting booths and the flow of voters throughout Election Day. Some of the Department's long-time polling places no longer meet space needs and therefore must be relocated.
- Measure 3. Annual percentage of accessible polling place sidewalks surveyed. The Department's Precinct Services / ADA coordinators, in an effort to improve the path of travel to polling places will begin Phase 5 of the 100% Accessibility Project, surveying the sidewalks in front of the polling places and targeting for relocation those with a slope of 12% or greater.

- Goal 5. Improve the mailing process for the permanent vote-by-mail ballot program and reduce the occurrences of second ballot requests.

In general, the department automatically mails ballots to permanent vote-by-mail voters and receives a number of these ballots undeliverable. To reduce the number of returned vote-by-mail ballots, postage and cost incurred from the preparation of second ballot issues, an address confirmation mailer will be mailed to these participants, which includes overseas and military voters. This mailer will give the participants an opportunity to update their mailing address prior to the mailing of the permanent vote-by-mail ballots. The department will able to reduce the number of "returned undeliverable permanent vote-by-mail ballots" the department receives from the postal service.

- Measure 1. Actual number of returned undelivered permanent vote-by-mail ballots
- Measure 2. Actual percentage of returned undelivered permanent vote-by-mail ballots
- Measure 3. Actual number of second permanent vote-by-mail ballot requests

IV. STRATEGIC PLANNING

With the ever-changing nature of election administration, it is important for the Department to have plans to review and revise goals and procedures not only to comply with new laws and guidelines from the state and federal governments but to also reflect upon our own services and find ways to improve upon the programs the Department

supports. After each election, the Department looks back at the election in order to review and revise goals and procedures for the coming scheduled elections. Each division manager holds a post-election debriefing with the division staff members to gather the positive experiences of the recent election as well as any goals and procedures they feel can be improved. Afterwards, the division manager meets with the Director to review the ideas from the division. A final meeting is held with all managers, where the Director will facilitate discussions on each division and changes and improvements to the Department's programs, mission, and goals. Comments from these meetings are documented and referenced for future election planning.

Additional resources available to the Department come from federal and state offices, such as the "Best Practices" tools provided by the United States Election Assistance Commission. These "Best Practices" are gathered from election offices around the country and often provide new ideas for the Department in better developing programs and goals. At the State level, each year the Department has an opportunity to learn about new chaptered laws that may affect upcoming elections through an Annual New Law Workshop held every December and hosted by the California Association of Clerks and Election Officials (CACEO). This workshop provides an opportunity to learn how to implement the new legal requirements along with other California elections offices for better preparation for the next scheduled election.

Lastly, the division managers meet regularly with each Deputy Director to discuss current and future budget issues that may affect their division, as well as to discuss changes to election processes, how new laws affect current processes, and how implementation may affect their division staff and budget resources. The goal of these discussions is to improve how current and future monies are used, and to streamline the efficiency of each division and the Department as a whole.



Joseph Salem/ENV/SFGOV
02/01/2010 05:01 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV, Performance
Con/CON/SFGOV@SFGOV

cc

bcc

Subject Efficiency Plan for Department 22 - Environment

All,

Please find attached the Efficiency Plan, Performance Measures and Strategic Plan for the Department of the Environment.

If you need anything further, please contact me directly.

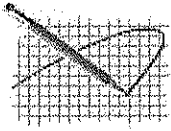
Thank you,

Joe Salem
Finance and Administration Manager
Department of the Environment
City and County of San Francisco
Phone: (415) 355-3721
Fax: (415) 554-6393



Strategic Plan 2010-2012.doc Efficiency Plan FY 2010-11.doc Performance Measures FY09-10 Final.pdf

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



John
St.Croix/ETHICS/SFGOV

02/02/2010 03:16 PM

To Gavin Newsom/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV

cc

bcc

Subject Submission of Annual Report

John St. Croix
Executive Director, San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220
San Francisco, CA 94102-6053



San Francisco Ethics Commission

**Annual Report
July 1, 2008 - June 30, 2009**

The Ethics Commission is pleased to present this report on the activities, progress, and accomplishments of its fourteenth year of operation to the Mayor, Board of Supervisors, and citizens of San Francisco.

Jamienne S. Studley
Chairperson

San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220
San Francisco, CA 94102

Email: ethics.commission@sfgov.org
Web site: www.sfethics.org
Telephone: 415/252-3100
Fax: 415/252-3112

SAN FRANCISCO ETHICS COMMISSION ANNUAL REPORT FY 2008-2009

The Ethics Commission serves the citizens of San Francisco, City employees, elected and appointed officials, and candidates for public office by enforcing the City's governmental ethics laws, providing education about their provisions, and serving as a repository for information.

The Commission acts as filing officer for campaign finance disclosure statements; audits statements for compliance with state and local laws; administers City laws regulating lobbyists and campaign consultants; investigates complaints alleging ethics law violations; serves as the filing officer for financial disclosure statements required from City officials; raises public awareness of ethics laws; researches and proposes ethics-related legislative changes; and provides ethics advice to candidates, office-holders, public officials, City and County employees and the general public.

The Commission is pledged to a high standard of excellence in government accountability, and to that end has worked not only to implement the law, but also to amend existing law or create new law that will further the principle of the voters' right to know and to ensure integrity in government decision-making and in the campaigns of those who wish to govern.

HIGHLIGHTS OF THE FOURTEENTH YEAR

The Commission continued to deliver a diverse array of work products and services to the citizens of San Francisco:

- Enforced reporting requirements for political committees, campaign consultants, lobbyists, and City officials;
- Conducted compliance audits of campaign finance committees;
- Continued the constant review of the Campaign Finance Reform Ordinance, making recommendations to the Board of Supervisors on changes to strengthen, clarify, and update campaign finance law. Drafted and adopted regulations to implement such changes;
- Completed five years worth of work on the Statements of Incompatible Activities after dozens of hours of deliberation by the Ethics Commissioners and hundreds of hours of meetings and discussions with department heads and personnel and hundreds more hours of meet and confer sessions with union representatives. Adopted appropriate regulations and set them into effect in late 2008;
- Conducted an exhaustive review of the Lobbyist Ordinance and approved a series of important changes that may go into effect on January 1, 2010;
- Conducted on-going sessions of its educational program on conflicts of interest, incompatible activities, candidate and treasurer information, campaign finance, public finance, on-line filing, lobbying, and other issues under its jurisdiction

surpassing the record number of sessions reached in the previous year. Initiated a new on-line training program so that classes and training will be available in many areas for Ethics Commission clients to use at their convenience;

- Provided informal written or oral advice and responded to requests for formal written advice letters;
- Launched a new web site at www.sfethics.org and greatly expanded the nature and number of documents available on-line;
- Facilitated interested persons meetings for the general public to provide input on issues under consideration by the Commission;
- Conducted hearings on requests for waivers from conflict of interest laws;
- Considered and adopted or provided comment on legislative changes recommended by the Board of Supervisors;
- Responded to hundreds of citizen inquiries; and
- Conducted an in-depth policy analysis and followed through with a number of policy updates and changes. Set the following policy priorities for the Commission and staff:
 1. Education and Technology
 2. Campaign Finance Laws
 3. Communications with the Public
 4. Enforcement
 5. Conflicts of Interest
 6. Lobbyist and Campaign Consultant Ordinances.

MANDATES AND ACCOMPLISHMENTS OF THE COMMISSION

The Commission's work covers ever-growing responsibilities, demanding consistent innovation in this extended period of budget shortfalls that impact funding and personnel. The Commission uses a five-year planning format to anticipate growth of staff and the dual needs for the Commission to better meet its currently existing mandates and to expand its abilities to regulate campaign finance activities and conflict-of-interest laws. The five-year plan is personnel-based and is adjusted yearly in consideration of budgetary influences, the creation of new laws and regulations under the Commission's jurisdiction, and housekeeping issues related to equipment, software and office space. In the long-term, the Commission estimates that it will require more than 30 staff members to provide top-quality service. The Commission remains committed to a sensible growth structure towards this goal.

Campaign Finance Regulation and Reporting

The Commission enforces the City's Campaign Finance Reform Ordinance (CFRO), which sets voluntary ceilings on campaign expenditures by candidates and imposes mandatory limits on contributions to candidates.

The Commission regularly reviews the operation of the CFRO, as well as the other City ordinances under its jurisdiction, enacts enabling regulations, and proposes substantive

and operational changes. It also advises on amendments proposed by the Board of Supervisors.

Under the Charter, the Commission serves as filing officer for five categories of local candidates and committees:

1. Candidates seeking election to local office and their controlled committees,
2. Committees formed or existing primarily to support or oppose candidates seeking election to local office,
3. Committees formed or existing primarily to support or oppose qualification or passage of a ballot measure being voted on only in San Francisco,
4. County general-purpose committees active only in San Francisco, and
5. Candidates and candidate committees for county central committee office.

As filing officer, the Commission promotes compliance by candidates and committees and maintains records of reports filed. It audits campaign statements and imposes penalties for failure to adhere to filing deadlines and reporting requirements. It also distributes the fine policy to all filers and imposes fines for late statements.

Regular semi-annual filings for active committees took place on July 31, 2008 and January 31, 2009. The November 2007 election occasioned the additional filing of pre-election reports on October 5 and October 23. Quarterly filing deadlines occurred on October 31, 2008 and April 30, 2009 for committees primarily formed to support or oppose a ballot measure(s) not yet voted upon. The Commission reminded committees of the deadlines, sent out notices to delinquent filers, and posted reports on its web site, www.sfethics.org.

Staff has endeavored to send out more advance notices than previous years through mail, email and phone calls in order to reduce the number of late filings.

Public Financing

San Francisco's public financing program for candidates for the Board of Supervisors was adopted through a ballot measure (Proposition O) in November 2000. The Commission administered the public financing program in elections for candidates for the Board of Supervisors in 2002, 2004, 2006 and 2008. Campaigns are already gearing up for the Supervisorial races in 2010 and the Mayoral Race in 2011. Readers who wish to know more information about the public financing program are encouraged to read the reports on the Commission web site at:

<http://www.sfethics.org/ethics/2009/05/campaign-finance.html>

The Commission also spent time deliberating whether the qualifying documents and contributions of a particular candidate for Supervisor met the minimal requirements to gain approval for public financing. In addition, during the November 2008 election, staff spent considerable time tracking expenditures in order to adjust the individual expenditure ceilings governing publicly financed supervisorial candidates. This was the

first time that the revised public financing system was implemented utilizing individual expenditure ceilings. Staff also provided extensive outreach and education on the program and its requirements.

During the period covered by this report, the Commission and the Board of Supervisors approved some changes to alter the public financing programs. In particular, the changes modified the calculation governing when a publicly financed candidate may access additional public funds.

Following the 2008 elections, the Commission published a questionnaire for and received public comment from candidates and their staff members regarding their participation in the program.

Campaign Finance Reform Ordinance

As mentioned above, the Commission implemented several new provisions of the public financing program for candidates for the Board of Supervisors for the first time in the November 2008 election. These provisions required staff to track on a daily basis the independent expenditures, electioneering communications or member communications that clearly identify any candidate for the Board of Supervisors in order to make adjustments to the individual expenditure ceilings of publicly financed candidates. Subsequent to the election, Commission staff began crafting several proposed amendments to the CFRO that the Commission considered in late summer 2009.

The Commission also adopted regulations to implement Proposition H, approved by the voters in June 2008, which made changes to section 1.126 of the CFRO regulating the receipt of contributions by City elective officers from contractors with the City, the School Board and the Community College District.

Audit Program

The California Political Reform Act of 1974 and the City's CFRO require officeholders and candidates as well as campaign committees that support or oppose ballot measures or candidates to file finance statements disclosing campaign contributions and expenditures made in connection with a campaign.

The Commission serves as filing officer for statements required to be filed locally. The statements cover disclosure of monetary and non-monetary contributions including loans and enforceable promises, expenditures, unpaid bills and miscellaneous increases to cash. Filers must also keep detailed records of receipts and expenditures of \$25 or more.

The Commission audits the statements for compliance. Its process is outlined in an audit manual available to the public. Filers are selected for audit by random drawing at Commission meetings, or are targeted based on preliminary staff reviews. In addition, all publicly financed candidates are audited. In 2008-2009, staff completed audits of

committees selected for audit from the year 2007 audit pool and commenced audits of supervisorial candidates who received public funds in the November 2008 election.

Sunshine Ordinance Declarations

The San Francisco Sunshine Ordinance requires department heads and commissioners who are required to file Statements of Economic Interests (“SEIs”) with the Ethics Commission to sign an annual declaration stating under penalty of perjury that they have read the Sunshine Ordinance and have attended, or will attend, an annual training on the Sunshine Ordinance. The training program is and remains available on the City Attorney’s web site and can be accessed from the Commission’s web site.

The adoption of the Netfile system enabled the Commission to provide for on-line filing of SEIs. In addition, the Commission has scanned the SEIs so that they are available for view on the Commission’s website.

The Commission also held a joint meeting with the Sunshine Ordinance Task Force to discuss issues of mutual concern, including ways to communicate better and the particular treatment of referrals from the Sunshine Ordinance Task Force to the Ethics Commission. Staff has proposed opening up part of the enforcement process when considering SOTF referrals. This proposal is pending before the Commission. Staff is also considering other ideas to follow-up on this particular meeting and is expected to produce recommendations in calendar 2009.

Lobbyist Registration and Reporting

Lobbyists are required by ordinance to register with the City and file quarterly reports of any activity intended to influence local legislative or administrative action. The Commission reviews lobbyist statements to ensure completeness and accuracy. It assesses penalties for failure to adhere to deadlines and other requirements.

Registration is triggered by a threshold level of activity based on the number of City officials contacted and/or the amount of payments received or made. The threshold varies according to the type of lobbying engaged in.

Statements must disclose which City officials were contacted, the positions advocated by the lobbyist, and any campaign contributions or gifts donated. Contract lobbyists are required to disclose the names of their clients and how much money they received from them. Lobbyists who advocate on their own behalf are required to disclose payments made for the purpose of influencing local legislative or administrative action.

The Commission summarizes statements in quarterly reports it issues soon after the filing deadlines. The reports are posted on the Commission's web site.

At the close of the fiscal year, there were 42 lobbyists registered with the Commission reporting more than \$6.5 million in earnings for the fiscal year.

During its extensive review of the Lobbyist Ordinance, the Commission determined that it would move to an electronic filing format which, if adopted by the Board of Supervisors and signed into law by the Mayor, will take effect on January 1, 2010. Complementing this decision, the Commissioners adopted the following major changes in the lobbyist program:

- Approved amending the Ordinance to state that providing oral information to a City officer in response to a request from that officer is not a contact for the purpose of determining whether the person providing the information qualifies as a lobbyist. But a person who otherwise qualifies as a lobbyist must report such a communication as a contact.
- Approved amending the Ordinance to provide that a communication seeking the status of an action is not a contact for the purposes of qualifying as a lobbyist. A person who otherwise qualifies as a lobbyist must report the communication as a contact if it is a communication to influence local legislative or administrative action under section 2.105(d)(2)(B).
- Approved amending the Ordinance to narrow the exception for expert communications such that only a person providing purely technical data, analysis or expertise in the presence of a registered lobbyist is not making a “contact” under the Ordinance.
- Approved amending the Ordinance to provide that a person negotiating the terms of a contract after being selected to enter into a contract with the City is not making a “contact” under the Ordinance.
- Approved amending the Ordinance to provide that a person appearing as a party or a representative of a party in an administrative adjudicatory proceeding before a City agency or department is not making a “contact” under the Ordinance.
- Approved amending the Ordinance to state that a person communicating on behalf of a labor union representing City employees regarding the establishment, amendment, or interpretation of a collective bargaining agreement (CBA) or memorandum of understanding (MOU) with the City, or communicating about a management decision regarding the working conditions of employees represented by a CBA or MOU is not making a “contact” under the Ordinance.
- Approved amending the Ordinance to provide that, unless representing a client, a person participating in a public interested persons meeting, workshop or other forum convened by a City department for the purpose of soliciting public input is not making a “contact” under the Ordinance.
- Approved amending the Ordinance so that the term “economic consideration” does not include salary, wages or benefits furnished by a federal, state or local agency.
- Approved amending the Ordinance to create a single category of lobbyists. A lobbyist would be defined as any individual who receives or is promised \$3,000 or more in economic consideration within three consecutive months for lobbyist services and makes at least one contact with a City officer on behalf of the person(s) providing the economic consideration.

- Approved amending the Ordinance to require any individual who qualifies as a lobbyist to register with the Ethics Commission no later than five business days after qualifying as a lobbyist and, in any event, prior to making any additional contacts with any City officer.
- Approved amending the Ordinance to require lobbyists to disclose activities on a monthly basis, and a Commission policy to revisit the frequency and timing of filing requirements within six months of the date of implementation of an electronic filing system; lobbyists will also be required to disclose the dates of their contacts with City officers.
- Approved amending the Ordinance to require lobbyists to disclose information such as the local legislative or administrative action that they sought to influence, including, if any, the time and file number of any resolution, motion, appeal, application, entitlement, or contact, and the outcome sought by the client, as well as the economic consideration received or expected by the lobbyist from each client during the reporting period.
- Approved amending the Ordinance to require disclosure of additional information regarding political contributions made, arranged, or delivered by a lobbyist or made by a client at the behest of the lobbyist or lobbyist's employer, including the amount and date of the contribution, name and street address of the contributor, contributor's occupation and employer, or if self-employed, the name of the contributor's business, and the committee to which the contribution was made.
- Approved amending the Ordinance to require lobbyists to undergo a training during the first year of registration and thereafter as necessary as determined by the Executive Director.

Campaign Consultant Registration and Reporting

The Regulation of Campaign Consultants Ordinance, passed in 1997, requires anyone who earns \$1,000 or more in a calendar year from activity as a campaign consultant to register with the City and submit quarterly reports.

Campaign consultants are required to report names of clients, services provided, payments received, contributions and gifts made to local officials, and other information. The Commission prepares summaries of the quarterly filings, posts them on the web site, and publishes a manual. During the fiscal year, 41 campaign consultants registered with the Commission, reporting earnings of \$5,690,080.

The Campaign Consultant Ordinance is the result of a voter referendum and therefore is not subject to changes without additional voter approval.

Investigations and Enforcement

The San Francisco Charter charges the Ethics Commission with authority to investigate alleged violations of laws governing campaign finance, lobbying, conflicts of interest, and government ethics. In addition, the Improper Government Activities Ordinance, also

known as the Whistleblower Ordinance, directs the Commission to investigate charges of retaliation directed against complainants.

During the year, the Enforcement staff resolved 32 cases, including four that went to settlement (settlement summaries are available on the Commission web site). Staff advanced one case to a hearing on the merits, the first in the Commission's history. A number of other cases remain under investigation.

Education and Outreach

The Commission has a strong institutional commitment to educate the public about San Francisco's ethics laws and to support campaign reform and government accountability efforts consistent with City policy throughout the state and elsewhere.

It conducts ongoing informational programs about ethics-related laws and requirements. It produces educational materials and actively publicizes its outreach activities through public notices.

Between July 2008 and June 30, 2009, staff conducted workshops and meetings on 71 occasions for at least 1,141 persons, on subjects that included, but were not limited to: public financing, on-line filing and the new electronic filing system, the Lobbyist Ordinance, candidate forums for Supervisor, forums for treasurers, Statements of Economic Interests, and individual City agency conflict of interest seminars. See Attachment 1. Staff also conducted one-on-one sessions with officials and employees. Staff also conducted seven ethics seminars for delegations of international visitors from over twenty nations.

The Commission works to educate City and County employees in individual departments regarding ethics rules with a focus on conflict of interest laws. Commission staff has created – and constantly updated -- presentations that instruct civic employees on the several laws – local and state – that prescribe conflict of interest rules. While complex, these trainings help present the requirements in a common-sense approach. The feedback from such presentations has been quite positive and the Commission will endeavor to continue such outreach on an ever-wider basis as staffing levels allow.

Advice and Opinions

The Commission is charged with interpreting and applying the conflict laws under its jurisdiction, requiring that it consider requests for waivers, which it routinely does, and that it issue formal and informal written advice on matters requiring interpretation.

Commission staff is available each workday to answer public inquiries about San Francisco ethics laws. During the course of the year, the number of inquiries run into the hundreds. In the fiscal year, the Commission issued six advice letters, covering compensated advocacy, mass mailings, liability for accrued expenses and cross-filing rules.

Electronic Advances

Starting in 2008, the Ethics Commission converted its on-line filing operations from the limited-capability system that it used previously to a state-of-the-art application operated by the private vendor Netfile. Working with Netfile, staff has been able to provide the user community with a much easier and comprehensive program. Five campaign finance forms are now available for submission in electronic format that are instantly accessible on-line to the public upon receipt. Staff continues to work with Netfile to upgrade and expand system capabilities.

Staff has created much greater access to filings made at the Ethics Commission for on-line users. The Commission's records database is now available on-line to the public. Staff continues scanning all forms on file at the Commission for recent years and posting them to the Commission's web site; this means that the public has access to paper-only documents that have never been available to on-line users. Previously, people searching for paper documents could only view them at the Ethics Commission office; now they have the option to view them on-line. Over 15,500 records are now viewable on the Commission's web site. In addition, the same campaign finance data report used by Commission audit staff has also been made available to the public.

The Commission has also made Ethics Commission training modules accessible on-line, so that the regulated community will have opportunities to attend public trainings or to satisfy training requirements at their own convenience.

The Commission launched a new web site and obtained its own web site domain at www.sfethics.org. The new web site offers a wealth of new services including:

- Better compliance with World Wide Web Consortium (W3C) and Federal Section 508 web accessibility standards;
- A calendar of deadlines, trainings and events;
- RSS feeds for the public to track new information posted to the site;
- Connections to social networking sites to expand the Commission's communications capabilities;
- Audio recordings of Ethics Commission meetings accessible on the web and the iTunes Local Government Podcast Directory;
- Improved back-end statistical reporting to help better understand how the public navigates and uses the web site; and
- Training and educational videos.

POLICY RECOMMENDATIONS

The Commission is charged with making policy recommendations on issues under its jurisdiction. The Commission endeavors to create new legislation that makes campaign finance and ethics laws and regulations more effective while being easier to comprehend and also works as a partner with the Board of Supervisors in effecting positive changes to the Administrative Code, the Campaign and Governmental Conduct Code and other

statutes governing the City. It has been energetically reviewing the breadth of its mission and continuously prioritizes its work as need and progress require.

The Commission seeks at all time to be proactive in its work, its outreach and its relations. For this particular year, the Commission determined that the following were areas of priority for the Commission to consider and improve.

1. Education and Technology
2. Campaign Finance Laws
3. Communications with the Public
4. Enforcement
5. Conflicts of Interest
6. Lobbyist and Campaign Consultant Ordinances.

Education and Technology – The Commission made significant technological advancements including: on-line training and education classes; a new web site that better connects with the community; digitizing Commission filings and making records accessible on-line; and enhancements to on-line filing including making additional forms available in electronic format.

Campaign Finance Laws – the Commission implemented complex changes to the public financing laws related to individual expenditure ceilings this fiscal year. In addition, it approved amendments to modify the calculation governing when a publicly financed candidate may access additional public funds. After the election, the Commission began taking steps to propose substantive amendments to the CFRO. The Commission also recommended and adopted regulations to implement the voter-approved Proposition H to provide guidance on when elected officials are barred from soliciting or receiving contributions from contractors.

Communications with the Public – the Commission set aside a portion of its November 2008 meeting to discuss this subject and some positive feedback was received from the Department of Human Resources and the general public on the quality of Commission communications. The Commission also scheduled a first-time joint meeting with the Sunshine Ordinance Task Force in April of 2009 which appears will result in changes in the methods the two bodies use to relate to each other.

Enforcement – after the Commission completed work on its first ever Hearing on the Merits, Commission staff worked closely with Commissioner Harriman to draft new and improved regulations related to the conduct of enforcement duties, particularly those governing procedures in probable cause hearings and hearings on the merit. The series of recommendations in these areas is currently pending before the Commission.

Conflicts of Interest – As noted earlier, the Commission completed its several-year review of Statements of Incompatible Activities, with the final SIAs for all departments, boards and commissions approved on September 8, 2008. On October 8, all the SIAs went into effect; Commission staff then worked with several departments to develop and present trainings on ethics and the SIAs. Such trainings remain ongoing. Earlier in the

fiscal year, the Commission proposed and approved regulations that address various aspects of the SIAs relating to the advance written determination, handling of complaints of alleged violations of the SIAs and penalties for violations.

This fiscal year, the Commission also proposed legislation to amend the post-employment restrictions set forth in section 3.234 of the Campaign and Governmental Conduct Code. The amendments, which will become effective on October 25, 2009, extend the one-year restriction on communicating with one's former department to employees and officers who have transferred departments within the City, and provide that an officer or employee may not be employed by a party to a City contract within one year after the contract date if the officer or employee participated personally and substantially in the award of the contract.

Lobbyists and Campaign Consultant Ordinances – as stated earlier, the Campaign Consultant Ordinance would require the approval of the voters; the Commission may choose in the future to offer a ballot measure on this subject. The exhaustive Lobbyist Ordinance proposals approved by the Commission involved not only a numerous Commission meeting hours but also a number of Interested Persons Meetings, one-on-one meetings and telephone calls, a great deal of public input and lots of background research by staff. The result is expected to be a better lobbyist program with more transparency and easier-to-attain and understandable information about who is working to influence and who is paying to influence governmental decisions.

AFFILIATIONS

The Commission is a member of the Council on Governmental Ethics Laws (COGEL) but due to budget limitations no longer attends the annual convention.

BUDGET

The Commission's annual approved budget totals are as follows:

FY 94 - 95	\$157,000
FY 95 - 96	261,000
FY 96 - 97	313,274
FY 97 - 98	394,184
FY 98 - 99	475,646
FY 99 - 00	610,931
FY 00 - 01	727,787
FY 01 - 02	877,740
FY 02 - 03	1,156,295
FY 03 - 04	909,518
FY 04 - 05	1,052,389
FY 05 - 06	1,382,441
FY 06 - 07	8,416,109* (1,711,835 non-grant funding)
FY 07 - 08	3,592,078 ** (2,261,877 non-grant funding)
FY 08-09	5,453,874 (2,241,818 non-grant funding)

*Includes 6,704,274 front-loaded funding for Mayoral Election Campaign Fund

**Includes 1,358,747 annual set-aside for the Election Campaign Fund

The Commission actually received an approximate 3% increase in its budget at a time when the City was required to institute many severe cuts in order to achieve a balanced budget. However, this increase did not prevent the Commission from losing a full-time permanent position in the new fiscal year.

MEMBERSHIP AND ADMINISTRATION

Commission membership was as follows:

<u>Commissioner</u>	<u>Appointed By</u>	<u>Dates of Service</u>
Jamienne S. Studley	City Attorney	1-2007 to 2-2008 2-2008 to 2-2014
Eileen Hansen	Board of Supervisors	2-2005 to 2-2011
Susan J. Harriman	Mayor	3-2006 to 2-2012
Charles L. Ward	District Attorney	7-2006 to 2-2007 2-2007 to 2-2013
Emi Gusukuma	Assessor	3-2004 to 2-2010

Commissioner Jamie Studley was elected to serve as Chair beginning in February 2008 and Commissioner Susan Harriman was elected Vice-Chair.

The Ethics Commission had a staff of nineteen, supported by temporary staff and interns throughout the year. Staff included Executive Director John St. Croix; Deputy Executive Director Mabel Ng; Assistant Deputy Director Shaista Shaikh; Auditors John Chan, Menaka Mahajan and Selina Chan; Public Finance Clerk Marvin Ford; Office Manager Jen Taloa; Campaign Finance Officer Jarrod Flores; Fines Collection Officer Oliver Luby; Campaign Finance Assistants Dawn Lin, Christian Narvaez and Demarie Dizon; Chief Enforcement Officer Richard Mo; Assistant Investigators Paul Solis, Garrett Chatfield and Catherine Argumedo; Investigations Clerk Carmen Torres; IT Officer Steven Massey; and Education and Outreach Coordinator Judy Chang. Temporary staff included Campaign Finance Assistants Felipe Colin, and Harley Chea. In addition to the staff above, interns included: Anna Schember from Bowdoin University, Jane Kim from St. Ignatius High School, Jamie Bricmont from Bard College and Kamal Boparani from San Jose State University.

FUTURE INITIATIVES

The Commission will continue to fulfill its mandated duties in the forthcoming years, with a particular focus on achieving the following priority objectives:

- The Commission is dedicated to increasing public confidence in its mission and to delivering fairness both in its actions and the perception of its actions.
- The Commission will actively demonstrate its commitment to the education of the public, the regulated community, the City's leadership body and the employees of the City and County through continued educational forums, seminars, on-line tutorials and other outreach mechanisms in order to strengthen both the understanding of and adherence to the laws under the Commission's jurisdiction.
- The Commission will continue the ongoing process of reviewing, updating and renewing the Campaign Finance Reform Ordinance in order to keep pace with changes in policy, technology, civic needs and campaign modernization.
- The Commission will expand its communications and improve its relations with the general public and work to ensure that there is general understanding in the community about the Commission's work, mission and decision-making processes.
- The Commission will work continually to expand the scope of its enforcement and investigation activity, to analyze the needs and accomplishments in this area and to make productive use of staff and other resources.
- The Commission will place new emphasis on resolving conflicts of interest and also the appearance of conflicts of interest by City agencies, officials, department heads and candidates and campaigns through both the education and investigations processes.
- The Commission will implement changes to the Lobbyist Ordinance and conduct a review of the Campaign Consultant program in order to seek improved regulations and reporting requirements.
- The Commission will continue to work with various City departments, boards and commissions to inform members and employees of the various ethics rules that govern them. The Commission and staff will take advantage of training, education and other opportunities that will help advance its capabilities.
- The Commission will endeavor to provide timely and comprehensible advice.
- The Commission will work to secure sufficient budget resources to meet its mandates.
- The Commission will continue to monitor the application of laws within its jurisdiction and will continue to propose amendments and regulations as appropriate.

Respectfully Submitted,

John St. Croix, Executive Director

ATTACHMENT 1

Approximately 2,223 people participated in the 83 trainings and informational meetings sessions listed below.

Date	# of Trainings or Meetings	Training Name and Description	Approx. # of People
July 8 and August 25, 2008	2	Staff conducted a Candidates' Training which covered filing requirements for potential candidates for the City elective offices of Board of Supervisors for Districts 1, 3, 4, 5, 7, 9, 11, Board of Education, and Community College Board for the November 4, 2008 Election.	40
July 9 and 15, 2008	6	Staff facilitated small group hands-on clinics for users of the San Francisco Electronic Disclosure System (SFEDS).	20
July 15, 2008	2	Staff facilitated a SFEDS Training for first-time SFEDS users. Some of the participants followed up the training with a SFEDS clinic to receive support on how to enter in their committee's specific filing information.	25
August 6, 2008	1	Staff met with a State Department delegation of visitors from Central and South America. The 18 visitors, who are active in the politics and communities of their home countries, were part of a regional project on Anti-Corruption and Accountability in Government and Business. During their visit to the United States, they met with various governmental officials to examine the ethical standards of conduct in government and business that underlie the American democratic system and to explore how ethical standards are defined, monitored and enforced. It was the first time that staff experienced simultaneous translations through transmitters as the visitors asked questions in Spanish and interpreters translated them into English, or staff spoke in English and interpreters translated into Spanish.	18
August 15, 2008	1	Staff attended the quarterly meeting of the California Political Treasurers Association. Staff provided information regarding the new standards of service to the public and Commission operations, as approved by the Commission at its meeting in March of this year.	20
August 18, 2008	1	Staff conducted a Recipient Committee Training for treasurers who were interested in fulfilling the training requirement under the Campaign Finance Reform Ordinance.	35
August 21 and September 2, 2008	3	All of the Ethics staff received training on all ethics laws governing City employees as well as the provisions of the Commission's Statement of Incompatible Activities. The training was very well received.	22
August 28, 2008	1	Staff made a presentation on the gift rules that govern City employees to attendees at the Management Academy I of the Human Services	22

		Agency, which provided training and orientation about City processes to new supervisors and managers at HAS.	
September 9, 2008	1	Staff conducted a Candidates' Training which covered filing requirements for potential candidates for the City elective offices of Board of Supervisors for Districts 1, 3, 4, 5, 7, 9, 11, Board of Education, and Community College Board for the November 4, 2008 Election.	38
September 9, 2008	1	Staff conducted a Recipient Committee Training for treasurers who were interested in fulfilling the training requirement under the Campaign Finance Reform Ordinance.	25
September 9, 29, and 30, 2008	3	Staff facilitated San Francisco Electronic Disclosure System (SFEDS) Trainings for first-time SFEDS users.	55
September 17, 2008	1	Staff participated in an overview presentation of the Statements of Incompatible Activities before City departmental personnel officers.	102
September 18, 2008	1	Staff met with a group of visitors from Spain who were sponsored by the Department of State's International Visitor Leadership Program to study the American political system. They were here to listen to how the Ethics Commission works to affect public policy by taking the initiative to solve problems and create a healthy environment for business and economic growth. In the process, they learned about our campaign finance system, how the Commission is structured, and how we conduct audits and investigations, among other things. The group was accompanied by simultaneous interpreters.	5
October 2, 2008	1	Staff made a presentation on the SIA to the general managers of the General Services Agency.	15
October 2, 2008	1	Staff met with Mr. Afzal Latif, Deputy Secretary of the Cabinet Secretariat of Pakistan, who was a guest of the U.S. Department of State's Institute of International Education/West Coast. Mr. Latif was in the U.S. to discuss civil service reform and political independence in government agencies; in particular, he was interested in discussing how the Ethics Commission uses education and enforcement to promote higher standards of ethical behavior in government.	1
October 6, 2008	1	Staff conducted a Candidates' Training, which covered filing requirements for potential candidates for the City elective offices of Board of Supervisors for Districts 1, 3, 4, 5, 7, 9, 11, Board of Education, and Community College Board for the November 4, 2008 election.	30
October 23, 2008	1	Staff met with Laura Alonso, Executive Director of Fundacion Poder Ciudadano, Buenos Aires, Argentina, a chapter of Transparency International, who was visiting the U.S. as an Eisenhower Fellow in the 2008 Latin American Regional Program. The Eisenhower Fellowships is a non-profit and non-partisan international leadership organization based in Philadelphia that brings emerging leaders from around the world to the U.S. for two months to meet with experts in their fields of interest. Ms. Alonso was here to explore the U.S. political system,	1

		campaign financing, public administration, and mechanisms for promoting an open, pluralistic society.	
October 8, 2008	1	Office of Citizen Complaints Statement of Incompatible Activities Training and Ethics Training for City Employees	45
October 20, 2008	1	Department of Public Health Statement of Incompatible Activities Training and Ethics Training for City Employees	34
October 27, November 24, December 16, 2008	3	Controller's Office S Statement of Incompatible Activities Training and Ethics Training for City Employees	160
October 28, November 12 and 13, 2008	3	Board of Supervisors Statement of Incompatible Activities Training and Ethics Training for City Employees	82
November 19, 2008	1	Staff met with 23 members of the Yunnan Public Administration. The delegation was sponsored by the U.S.-China Exchange Council, a California non-profit organization that conducts various professional exchange programs in order to deepen economic and cultural ties between the U.S. and China. The discussion focused on the mission of the Ethics Commission, conflicts of interest, investigations and education.	23
November 24, 2008	1	Staff met with representatives of the Provincial Department of Supervision from Henan Province, China. The delegation was hosted by the Triway International Group of Falls Church, Virginia, which provides professional training and designs visits to Chinese delegations in the U.S. The discussion focused on the mission and structure of the Ethics Commission, conflicts of interest, investigations and penalties.	20
November 21, December 29, 2008 January 14, 2009	3	Department of Human Resources Statement of Incompatible Activities Training and Ethics Training for City Employees	294
December 18, 2008	2	Human Services Administration and Department of Aging Statement of Incompatible Activities Training and Ethics Training for City Employees	25
January 6 and 29, 2009	3	Department of Recreation and Park Statement of Incompatible Activities Training and Ethics Training for City Employees	90
January 13, 2009	1	Staff met with Akram Belkaid, a visitor from France who was visiting to discuss the structure and function of democracy in the United States; the interaction of federal, state and local government; and approaches to civil service reform. Mr. Belkaid was a participant in the U.S.	1

		Department of State's International Visitor Leadership Program and was sponsored by the International Visitor Leadership Program and the Institute of International Education/West Coast Center.	
January 23, 2009	1	Staff conducted a Statement of Economic Interests (SEI) Training for Filing Officers and Commission secretaries covering roles and responsibilities, how to conduct a facial audit if the SEI, how to manage the filings of designated employees, department heads, and members of boards and commissions.	12
February 19, 2009	2	Treasurer and Tax Collector Statement of Incompatible Activities Training and Ethics Training for City Employees	200
February 23, 2009	3	Adult Probation Department Statement of Incompatible Activities Training and Ethics Training for City Employees	105
March 3, 2009	1	Staff conducted a Statement of Economic Interests (SEI) Training for Filing Officers and Commission secretaries covering roles and responsibilities, how to conduct a facial audit if the SEI, how to manage the filings of designated employees, department heads, and members of boards and commissions.	15
March 3 and 10, 2009	2	Staff conducted a Statement of Economic Interests (SEI) Training for Filing Officers and Commission secretaries covering roles and responsibilities, how to conduct a facial audit of the SEI, and how to manage the filings of designated employees, department heads, and members of boards and commissions.	34
March 18 and 26, 2009	2	Staff conducted SEI trainings for members of boards and commissions and department heads, covering and responding to questions about their filing requirements.	17
March 16, 2009	1	Staff provided a Lobbyist Ordinance Training for lobbyists, their representatives, elected officials, the media, department heads, and other interested persons.	5
March 23 and 24, 2009	4	Department of Building Inspection Statement of Incompatible Activities Training, Ethics Training for City Employees, and Statement of Economic Interests Training.	90
April 2, 16 and 21, 2009	3	Port of San Francisco Statement of Incompatible Activities Training and Ethics Training for City Employees	330
April 28, 2009	1	General Services Agency Statement of Incompatible Activities Training and Ethics Training for City Employees	28
April 28, 2009	1	Staff met with Elena Panfilova, Director of the Center for Anti-Corruption Research and Initiatives, Transparency International – Russia. Ms. Panfilova, an expert in anti-corruption in transitional economies who works to develop and encourage an engaged citizenry to promote the rule of law within Russia, is an Eisenhower Fellow traveling in the U.S. to visit with governmental agencies to learn about systems that have advanced anti-corruption efforts.	1
April 13, 2009	1	Board of Supervisors Statement of Incompatible Activities Training and Ethics Training for City Employees	35
June 22,	1	Staff provided an SEI Training for the Civil Grand Jury.	15

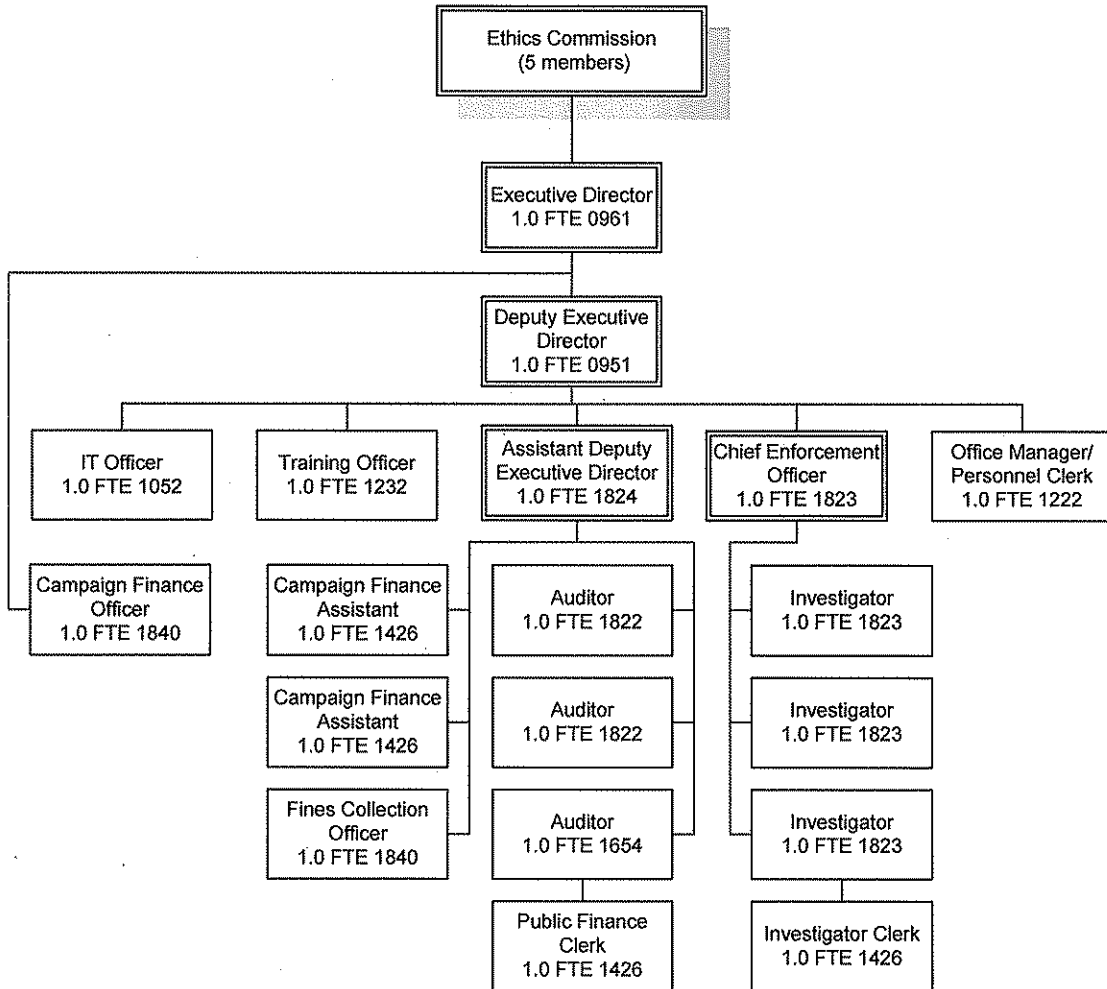
2009			
June 29, 2009	1	Staff provided a Lobbyist Ordinance Training for lobbyists, their representatives, elected officials, the media, department heads, and other interested persons.	6
Total trainings:	71		Total in attendance: 1,141

**Trainings/Meetings offered by the Ethics Commission
July 2008 through June 2009**

- California Political Treasurers Association Meeting: 1
- Candidates' Training: 4
- Delegates meetings: 8
- Ethics Training for City Employees and Statement of Incompatible Activities Training for various City departments, boards, and/or commissions: 33
- Lobbyist Ordinance: 2
- San Francisco Economic Disclosure System Training: 11
- Statement of Economic Interests Training: 9
- Statement of Incompatible Activities and Public Records Training: 1
- Training for Treasurers of Non-Candidate Recipient Committees: 2

San Francisco Ethics Commission

FY 08-09



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"Michele Gutierrez"
<mgutierrez@famsf.org>
02/01/2010 05:51 PM

To "Rebekah Krell" <Rebekah.Krell@sfgov.org>,
<Board.of.Supervisors@sfgov.org>,
<performance.con@sfgov.org>
cc "John Buchanan" <jbuchanan@famsf.org>, "Gary Landis"
<glandis@famsf.org>, "Simon Chiu" <schiu@famsf.org>
bcc

Subject Efficiency Plan

Dear Rebekah, Board of Supervisors, and Controller's Office,

Please find attached the Fine Arts Museums of San Francisco Efficiency Plan and Performance Measures for Fiscal Year 2010-2011. Do not hesitate to contact me if you have any questions.

Sincerely,

Michele Gutierrez-Canepa

Director of Finance
deYoung Museum
50 Hagiwara Tea Garden Dr.
San Francisco, CA 94118
Phone: 415-750-3682
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FINE ARTS MUSEUMS OF SAN FRANCISCO
Efficiency Plan and Performance Measures
2010-2011

1. Strategic Planning

The Mission of the Fine Arts Museums of San Francisco

The mission of the Fine Arts Museums of San Francisco (deYoung and Legion of Honor) is provide, through the development and utilization of the collections, exhibitions, education, and community outreach programs, a rich and diversified experience of art and culture for the Bay Area, Northern California, and national and international audiences.

The Vision of the Fine Arts Museums of San Francisco

Our vision is to continue to maximize the success and resources of the de Young and the Legion of Honor, to maintain, display and expand upon the Museums' collections, to increase the scope and reach of our educational programs, and to bring to the Museums' the finest art from around the world. In so doing, we look to ensure that the Museums reach the broadest, and most diverse audiences possible in the most appropriate and effective ways.

To ensure the Museums' vision, it is essential that San Francisco apply the tool of institutional advancement through all aspects of the Museums' operations thereby linking together the members of the community, trustees, staff, and other stakeholders in the successful movement forward into the future. The incorporation of institutional advancement into the very fabric of the Museums' management will result in higher, more distinguished levels of artistic and educational achievements that will be made possible by a more secure, enthusiastic and diverse audience base. Thus, the Museums will be assured the strongest possible positioning as they meet the challenges of the future.

The Program area of greatest significance is the overall provision of quality art and educational experiences to attract a large and diverse audience.

- The Special Exhibition schedule is the primary program area that builds and sustains our audience, it brings exciting artistic diversity, accessibility and breadth to the Museums.

- The exhibition of the permanent collection maintains our position as a preeminent international collector and displayer of the greatest objects of fine art.
- The Education program seeks to share the regular and special exhibitions and related programming of the Museums to the broadest and most diverse audiences possible.

The Fine Arts Museums is a major public institution in San Francisco and projects 1,900,000 visitors this fiscal year. It is a public-private partnership that is able to supply over three dollars of private monies for every dollar provided by the City. It serves the people of the City through its Special Exhibition program, Educational programming and the stewardship of its permanent collection. The Museums' steadfast commitment to the people of San Francisco has been displayed through dramatic growth in the diversity of its Special Exhibitions, its free public spaces which invite all people to enjoy the Museums at no cost and its Educational programming, which works closely with the San Francisco Unified School District to augment educational offerings in the fine arts. Finally, the quality of artistic programming at both the de Young and the Legion of Honor serves as a major attraction to residents of neighboring counties and to tourists from around the world. In fiscal year 2009, the Fine Arts Museums of San Francisco presented the return of King Tut at the de Young Museum. The appeal of this exhibition attracted nearly 750,000 visitors; 82,000 of which were students from all over San Francisco Bay Area and of these nearly 21,000 were from San Francisco. The Tut Exhibition audience characteristics were as follows:

- 47% were first-time visitors.
- 53% were visiting from outside the Bay Area.
- 84% of Bay Area visitors were visiting San Francisco to see the Tut Exhibition, which indicates the exhibition drove visitation to San Francisco.
- Bay Area visitors stayed an average of 1.7 nights.

King Tut proved to be a major draw for the Museums as well as the City of San Francisco.

Indeed, the economic vitality of the City is directly and greatly enhanced by all of the activities of the Fine Arts Museums.

In the fiscal year, the Museums' continue to build upon a hugely successful special exhibition program with international projects that will enable our visitors to view masterworks from across the globe without leaving San Francisco. Highlights include:

- *Impressionist Paris: City of Light*
- *Birth of Impressionism: Masterpieces from the Musée d'Orsay*
- *Van Gogh, Gauguin, Cézanne and Beyond: Post-Impressionist Masterpieces from the Musée d'Orsay*

To accomplish the management of this enormous undertaking and successfully realizing these objectives is heavily dependant on the City's continued financial support for the de Young's and the Legion of Honor's infrastructure, security and building maintenance at an adequate level. The Mayor and the Board of Supervisors approved sufficient resources in FY 09-10 to secure and maintain both buildings at a basic level for an entire year of operations. In FY 10-11, continued City support will be necessary to maintain the significantly expanded use of the Legion and the de Young buildings. Sustained support will be required to pay for guarding and maintaining the Museums at a level commensurate with their renowned positions in the local, national and international cultural communities.

Although in recent years security and building maintenance have been the City's primary budget role, the Charter has a broader financial mandate. Namely, "To annually appropriate to the Fine Arts Museums Board of Trustees, an amount sufficient for the purpose of maintaining, operating, providing for the security of, expanding and superintending the fine arts museums and for the purchase of objects of art, literary productions and other personal property;" (San Francisco Charter Section 16.106)

2. Customer Service.

The Fine Arts Museums conduct periodic exit surveys during which a random selection of the visiting public to the de Young and Legion of Honor are asked various questions about their visit.

The questions deal with customer service and are benchmarked against industry standards. The results from the surveys conducted Summer 2009 are as follows:

de Young Museum

- 70% rated overall satisfaction as excellent and 26% rated it as good, which indicates nearly all visitors were satisfied with their visit. The Benchmark Average is 70%.
- The Net Promoter Score (which subtracts the percentage who would not recommend visiting from the percentage who would strongly recommend visiting) was 73%, which is similar to the Benchmark Average of 76%.
- 59% rated admission value as excellent compared to the Benchmark Average of 73%. This is reflective of a higher admission price for Tut, but is an appropriate rating given most art museums do not charge enough to maximize revenue.
- 68% rated entertainment experience as excellent, which is higher than the Benchmark Average of 61%.
- 79% rated educational experience as excellent, which is also higher than the Benchmark Average of 66%.
- 82% rated employee courtesy as excellent.
- 95% rated cleanliness as excellent, which is high. The Benchmark Average is 90%.
- The Tut Exhibition was highly rated for overall satisfaction, educational experience, and entertainment experience.

Legion of Honor

- 40% are visiting the Legion of Honor for the 1st time.
- 53% of 1st time visitors are coming from outside of California. First time visitors are more likely to be younger and more ethnically diverse than previous visitors.
- Among those that have previously visited the Legion, 38% are frequent visitors (four visits or more).
- 53% of visitors rate their overall experience at the museum as "excellent".
- 60% would "definitely recommend" visiting the museum.
- 47% rated the permanent collection as "excellent" compared to 20% for the special exhibit.
- 61% are visiting from San Francisco and other Bay Area counties.
- 26% are visiting from outside California. Visitors from outside California are more likely to be younger and more ethnically diverse than other visitors.
- 58% rated employee courtesy as excellent.
- 53% rated cleanliness as excellent, which is high. The Benchmark Average is 90%.

3. Performance Evaluation.

The primary performance measures of the Fine Arts Museums are:

A. The number of visitors to the Museums on an annual basis.

Measure	Fiscal Year	Actual	Target	Projected
<i>Public Visits to de Young and Legion of Honor</i>	2006-2007	1,673,269	1,050,000	
	2007-2008	1,529,028	1,525,000	
	2008-2009	2,355,575	1,600,000	
	2009-2010	1,216,444(mid-year)	1,600,000	1,800,000
	2010-2011		1,800,000	
	2011-2012		1,800,000	

We have exceeded projections since 2006 and anticipate exceeding 2009-10 projections with the hope that this trend continues in future fiscal years.

B. The number of participants in Education Programs on an annual basis.

Measure	Fiscal Year	Actual	Target	Projected
<i>Education Program Participants</i>	2006-2007	263,713	100,000	
	2007-2008	273,406	250,000	
	2008-2009	238,275	250,000	
	2009-2010	112,000 (mid-year)	250,000	
	2010-2011		250,000	
	2011-2012		250,000	

C. The number and type of Special Exhibitions on an annual basis.

Measure	Fiscal Year	Actual	Target	Projected
<i>Number of Special Exhibitions</i>	2006-2007	12	8	
	2007-2008	12	9	
	2008-2009	9	9	
	2009-2010	5 (mid-year)	7	
	2010-2011		8	
	2011-2012		9	

We have historically exceeded the total number of Special Exhibitions targeted between the two Museums, between eight and nine Special Exhibitions per year is likely to remain the optimal target into the future. Special Exhibitions are measured in total numbers but are also measured in duration of the Special Exhibition itself. Most Special Exhibitions are scheduled for between 3-4 months duration.

D. The number of paid memberships to the Museums on an annual basis.

Measure	Fiscal Year	Actual	Target	Projected
<i>Number of Memberships</i>	2006-2007	77,948	65,000	
	2007-2008	78,992	75,000	
	2008-2009	95,500	74,000	
	2009-2010	91,607 (mid-year)	88,000	94,000
	2010-2011		88,000	
	2011-2012		88,000	

Membership levels at the Fine Arts Museums have grown over the past three years to rank among the highest in the nation. (Exceeded only by the Metropolitan Museum and Museum of Modern Art in New York and the Art Institute of Chicago.) Strong membership growth can be attributed to our Special Exhibition and Educational Programs.

E. The number and type of acquisitions from gifts, bequests and purchases.

Measure	Fiscal Year	Actual	Target	Projected
<i>Number of acquisitions from gifts, bequests and purchases</i>	2006-2007	1,166	1,000	
	2007-2008	660	1,000	
	2008-2009	1,000	1,000	1,100
	2009-2010	189 (mid-year)	1,000	500
	2010-2011			500
	2011-2012			500

The Museums are much more inclined to accept fewer objects of greater significance and value than to greatly expand the number of items in the collection. The vast majority of acquisitions to the permanent collection of the Museums come from gifts and bequests. The Museums is insufficiently funded to acquire a great deal of art in the marketplace but builds its collection through the generosity of its art donors.

City and County of San Francisco

**Gavin Newsom
Mayor**



Department of Human Resources

**Micki Callahan
Human Resources Director**

Department of Human Resources

Efficiency Plan FY 2009-10

I. THE DEPARTMENT

DHR's Mission Statement

DHR recruits, engages, and develops the City's workforce to meet the expectations and service needs of San Franciscans.

DHR's Vision Statement

We strive to provide expert human resources services through leadership, facilitation and innovation.

DHR's Values

In meeting our Mission, we value:

Accountability

We take pride in our work and are responsive to each other and those who depend on our services.

Caring

We understand that our work affects individual lives and the delivery of important City services. For this reason, we are communicative with those who depend on us.

Excellence

We strive for the highest levels of individual and organizational achievement. We recognize exemplary and dedicated performance.

Fairness

We act with honesty, integrity and ethics. We are committed to merit-based employment principles and equal employment opportunity.

Respect

We recognize the value of each individual and view our diversity as a strength.

Teamwork

We perform our work with collaboration and cooperation. We support each other through honest communication and a safe and learning environment.

The Department of Human Resources (DHR) is organized into the following broad functional areas: Employment Services, Employee Relations, Equal Employment Opportunity, Workers' Compensation, Workforce Development, Budget and Finance, Information Technology, and Administration. Each of these functional areas provides a broad scope of human resources services that support our mission.

Employment Services

The functional areas of the Employment Services Function include:

Client Services

The Client Services team provides generalist human resources services to all City Departments. While every City Department has been assigned a DHR Client Services Representative, eleven departments have contracted with DHR to provide direct human resources services. The Client Services team is responsible for providing human resources solutions (direct services and indirect services) to all departmental challenges regarding City employment, personnel, discipline matters, and Civil Service Rule application and implementation.

Recruitment and Assessment Services

The Recruitment & Assessment Services team is responsible for evaluating, planning, and prioritizing departmental and city-wide recruitment and examination requirements. It is also responsible for ensuring equal employment opportunity and the application of merit system principles, with a focus on recruiting and examining highly qualified applicants for appointments to the City and County workforce that is reflective of the diversity of our community. The team consistently looks for innovative ways to increase testing efficiency and effectiveness, using, among other mechanisms: position-based hiring processes that meet the changing services needs of the city; a new web-based, integrated application, testing and referral program; and mechanisms designed to reduce the examination needs by capitalizing on apprenticeships, licensing, certifications, and educational programs to fill positions.

Employee Relations

The Employee Relations team is responsible for negotiating and administering the provisions of the many collective bargaining agreements between the City and County of San Francisco and labor organizations representing City employees; the City's compensation program; and grievance and discipline management. Staff advises departmental personnel representatives in the interpretation of contractual provisions, manages and reviews all grievances related to contract interpretation/application and disciplinary actions, and evaluates bargaining unit assignments for City classifications.

In addition, the employee relations staff also conducts meet and confer sessions with employee organizations regarding proposed amendments to the City Charter and Administrative Code.

Equal Employment Opportunity

The focus of the Equal Employment Opportunity (EEO) function is to assist applicants, employees, and departments in the areas of employment discrimination, harassment, and

employment of persons with disabilities. The EEO Unit coordinates EEO-related staff development, alternative dispute resolution, investigation of complaints, and accommodation of persons with disabilities.

The EEO staff provides direct services and consultation to all City departments in the areas of equal employment opportunity, including resolving discrimination issues through investigation of complaints and alternative dispute resolution. Other services include training to prevent workplace harassment and providing reasonable accommodation to individuals with disabilities.

Workers' Compensation

The Workers' Compensation team focuses on the administration of workers' compensation benefits and all other benefits related to work injuries in compliance with state and local laws and regulations, coordinates citywide safety and prevention efforts, and coordinates cross-departmental temporary and transitional work placements.

Workers' Compensation staff is organized into four service areas: General Administration, Claims Adjusting, Fiscal and Accounting Services, and Safety and Prevention. The in-house claims adjusting staff directly administers approximately two-thirds of the City's workers' compensation claims and a contracted third party administrator is responsible for one-third. The Workers' Compensation staff provides individual case handling and plans of action to maximize each employee's speedy recovery; injury prevention programs to ensure employee safety and minimize workers' compensation costs; coordination of citywide modified work programs designed to return injured employees to work quickly, whenever possible.

Workforce Development

The Workforce Development team provides a broad range of programs designed to address the organizational and professional development needs of all City departments, including Citywide Training and Organizational Development, Succession Planning and Performance Management.

Budget and Finance

The Budget and Finance staff focuses on providing professional and technical internal support to the operation of the department. Services include: preparation of the department budget, monitoring of expenditures during the fiscal year, preparation of departmental financial analysis and reports, and the management of the department's performance measures.

Information Technology Services

The Information Technology Services staff provides expert technical and functional support of the Human Resources Information System (HRIS) and the department's technology infrastructure.

Administration

The Administration staff provides internal personnel and payroll services and administers and performs all payroll, personnel, and employment functions affecting DHR staff and management.

II. STRATEGIC PLAN

A. CIVIL SERVICE REFORM

The Mayor requested that DHR conduct a thorough review of the City's human resource system and provide recommendations for modernizing the system to better address current trends and demands. In May 2005, DHR published its report, Civil Service Reform: Preserving the Promise of Government. The report identified 46 recommendations designed to reform our human resources system, and has served as the strategic road map for department.

The following outlines DHR's most Civil Service Reform efforts and key project accomplishments as well as DHR's future reform goals for the next three fiscal years.

1. Civil Service Reform Phase I

Although Phase I of Civil Service Reform is now complete, DHR continues to evaluate the effectiveness of the programs implemented pursuant to the May 2005 report findings and recommendations to ensure that their outcomes are meeting expectations for service delivery. DHR also continues to implement new pilot programs and strengthen the systems created in Phase I through ongoing training and improvements.

The sections below, detailing DHR's Phase I-related accomplishments and prospective goals, are grouped into four areas according to the organizing principle of the May 2005 Civil Service Reform report (hiring, employee investment and performance management, separations, and governance).

Area 1: Hiring – Our goal in this area is to hire the most qualified candidates in a timely manner.

Project: Position Based Testing Program

Position Based Testing (PBT) has been fully implemented, and DHR has created a list of over 550 pre-approved classes for which the new PBT selection process is used. As a result of the training program and consultative services DHR provided to departments in fiscal years 2008-2009 and 2009-2010, the average amount of time required to issue a PBT eligible list is now 63 days.

In fiscal years 2009-2010, 2010-2011 and 2011-2012, DHR will continue to expand the use of the PBT program with support to departments in order to ensure that provisional testing by departments is the exception rather than the norm.

Project: Reduction in Provisional Hiring

By concentrating on examinations that involve classes with provisional employees (37% of the 92 exams administered), DHR has been able to reduce the City's total provisional count down to 426. This represents a dramatic 41% decrease in the number of provisional employees compared to last year's count of 716, and is the City's lowest provisional level in

10 years.

Also, the average number of days from announcement to list adoption has dropped from 111 days last year to 81 days this year for Class-Based examinations, and from 82 days last year to 67 days this year.

DHR will continue its efforts to reduce provisional hiring over the next three fiscal years.

Project: Streamlined Electronic Review

DHR initiated a streamlined electronic review process in fiscal year 2009-2010 to grant preliminary approval of new and substituted positions for the new budget cycle.

**Area 2: Employee Investment and Performance Management –
Our goal in this area is to motivate and inspire high levels of employee performance through career development, performance assessment, effective management, accountability, and flexible compensation.**

Project: Citywide Mandatory Performance Evaluations

Since the Mayor's directive requiring performance evaluations for all employees, DHR has continued to provide performance planning and appraisal training to City staff to facilitate this progress. DHR also assisted the expansion of performance evaluations to department heads.

DHR will continue to provide performance planning and appraisal training, set performance measures for all City departments, and track departmental compliance progress efforts year-by-year.

Project: City University and Employee Training

DHR continues to offer and expand upon learning opportunities to City employees through the City University Program (CU), a partnership between the City, San Francisco State University-College of Extended Learning and City College of San Francisco. DHR partnered with the Department of the Environment to sponsored two Leadership in Energy and Environmental Design (LEED) training workshops. In conjunction with the Controller's Office, continued to sponsor a Municipal Government Accounting class.

DHR will continue to expand and seek new learning opportunities for City employees through its own training curriculum as well as through CU. Such training programs will include the development of customized programs targeted to address the need for succession planning and/or skill development. Further, DHR will implement a human resources fundamental program for personnel analysts citywide in fiscal years 2009-2010 and 2010-2011.

Project: New & Experienced Supervisors and Managers Core Curriculum and Consulting Services

Over 760 supervisors and managers have attended DHR's highly successful 24-PLUS training. This training provides supervisors with the core curriculum needed for an effective

manager. DHR has expanded its consulting services to City departments, working with 29 departments on special projects including customized training and retreat facilitations.

DHR will continue to offer a variety of educational opportunities to employees. Over the next few fiscal years, DHR will look to expand its consulting services and serve as a resource for City departments.

Area 3: Separation – Our goal in this area is to minimize the disruption to employees and departments caused by separations.

Project: Succession Planning Report

- DHR issued a 2009 Workforce and Succession Planning Report and organized the first citywide Workforce and Succession Planning Conference. This conference addressed the need to continue this work in the midst of the current budget situation and also provided an opportunity for City departments to share lessons with other departments on Best Practices.
- DHR has initiated Brown Bag workshops on a number of workforce and succession planning topics in fiscal year 2009-2010 to allow City staff to discuss ideas and share lessons.
- DHR continues to administer the City Hall Fellows Program, a year-long fellowship for recent college graduates to gain work experience in local government. The goal of the program is to encourage the fellows to consider local government as a career.
- Over the next several fiscal years, DHR will work with departments to plan for their future workforce needs. DHR plans to implement programs for employee development, mentoring and knowledge management within the department.

Project: Job Transition Services Program

DHR developed the Job Transition Services Program (JTSP) for employees who were laid-off or displaced by layoffs. Additionally, DHR developed a program for supervisors and managers to assist in performance management during layoffs.

In FY 2010-11, DHR will continue to offer the JTSP and looks to expand the types of training available for employees affected by layoffs.

Area 4: Governance – Our goal in this area is to make personnel administration more functional and streamlined by simplifying and harmonizing overlapping rules, regulations and responsibilities into a more cohesive system.

Project: Civil Service Rule Review Taskforce

The Civil Service Rules provide the framework for the operation of the city's civil service system. Often, rules established in the past to address specific issues may no longer be

relevant. Antiquated rules may often lead to unclear policy directives, making them cumbersome and difficult to administer.

In FY 2010-2011, the Human Resources Director will convene a Civil Service Rule Review Taskforce with the President of the Civil Service Commission. The taskforce will be charged with the updating, simplification, and consolidation of Rules.

2. Civil Service Reform Phase II

In addition to its ongoing efforts to expand upon the remaining recommendations of Phase I of Civil Service Reform, DHR is undertaking additional reform efforts in Phase II of its efforts in fiscal years 2009-2010 and 2010-2011. DHR's four reform goals, and some projects underway in each goal area, include:

1) Modernize and streamline the hiring and promotive process to ensure that the City can hire the best and the brightest candidates in a timely and efficient manner.

Project: Achieve Cost, Resource and Time Efficiencies in Examinations and Hiring

- DHR is conducting large-scale job analyses in fiscal year 2009-2010 for approximately 200 discrete classifications within the Clerical, Supervisory Trades and Administrative Analyst title series. The purpose of these studies is to identify testable elements across each title series so that one examination test battery can be developed and used, per series, to measure candidate competencies. During fiscal years 2009-2010 and 2010-2011, DHR will develop and administer these examination batteries, with the goal of standardizing and improving the selection process for these classifications, along with maximize test utility.
- In calendar year 2009, DHR created and administered a hybrid examination for two announcements for class Police Sergeant (Q-50) and class Assistant Police Inspector (Q-35). DHR received over 700 applications for both announcements. Since the hybrid examination consisted of a common set of test questions to measure candidate knowledge and abilities for both of classifications, all candidates were efficiently processed and assessed using one examination during one test session. With the issuance of these lists in February 2010, this will be the first time in at least the last forty years that five police promotional lists have been issued within four consecutive years.
- The San Francisco Fire Department Examinations Unit was transferred to DHR in calendar year 2009 in order to consolidate and more efficiently use City testing resources.
- DHR examination staff will continue to pursue ways to minimize costs over the next few fiscal years by exploring alternative testing methods such as computer-

administered examinations and developing video-based selection components in-house.

2) Do a better job of managing performance and attendance.

Project: Leave and Attendance Management Training

DHR is in the process of developing a leave and attendance management training component to assist supervisors. DHR expects to roll out this training no later than 2010-2011. DHR will Training component focused on leave management training.

3) Rationalizing the City's separation policies and procedures to ensure that they: meet operational needs; are fiscally responsible; and ARE consistent with best practices.

Project: Layoffs and Special Conditions

DHR revised the review and application of special conditions during the layoff process to better ensure that individuals who displace other employees are qualified for their positions.

Project: Revise the Rules regarding Bumping

DHR has proposed some revisions to the Civil Service Rule that would limit or eliminate interdepartmental bumping and other practices that are operationally disruptive and serve to reduce employee morale. DHR hopes to engage the Civil Service Commission in discussions over Rule revisions in the winter of 2010.

4) Modernizing and simplifying the governance of our personnel system.

Project: Online Automated Application and Testing System

DHR received an efficiency grant to purchase software for an online, integrated job application, examination development and administration, and referral processes. With the implementation of this software, departments have had access to more accurate on-demand data for all components of the selection process.

DHR continues to help develop the proficiency of departmental HR analysts who work with its automated testing system to ensure the success of the streamlined system, with 19 training sessions conducted calendar year 2009. In addition, 30 departmental HR analysts were trained to conduct testing under delegation agreements.

Project: Classification and Compensation

DHR established a Classification and Compensation Team, responsible for overseeing the City's classification plan and managing the City's compensation structure.

Over the next three fiscal years, the Team will work to modernize the City's classification system to reduce the number of classifications with overlapping responsibilities and limit inconsistency in utilization and compensation of classifications. The team will also work to ensure that appointments are made to appropriate classifications and levels within job code series.

Project: Classification Database

Newly automated classification processes and materials have been developed for human resources analysts in order to streamline and expedite the hiring and classification processes. A key deliverable was the design of a comprehensive database of core classification data to assist in position classification and to perform analyses of classes for consolidation. In early fiscal year 2009-2010, DHR will implement this new classification tool, which includes the use of a dictionary of core competencies for workforce development and planning purposes.

Project: Real-time Electronic Posting of Pending Actions

DHR successfully launched a pilot program for electronic public posting of pending actions on the DHR website. The pilot program provides real-time information to the public regarding pending classification actions, personal services contract (PSC) proposals, tentative eligible lists, and exceptions to the order of layoff (EOL).

B. ADDITIONAL KEY HR PROJECTS AND INITIATIVES

In addition to civil service reform-related initiatives, DHR also has a number of other key projects:

Project: Amend the Employee Relations Ordinance (ERO)

The ERO is the local agency implementation of state law governing labor relations. It includes procedures for certification and decertification of labor organizations representing City employees and provisions for the resolution of unfair labor practices claims and collective bargaining disputes. The ERO has not been amended since 1976, and is now at odds with provisions of state law and the City Charter. In fiscal year 2009-2010, Employee Relations staff will identify outdated provisions, recommend streamlined processes, craft new language consistent with state law, and bargain with all employee organizations and other interested parties regarding these updates. The result of this update is to bring City procedures into conformance with state law and to eliminate obsolete and redundant provisions.

Project: Substance Abuse Testing

The City currently only tests employees in the approximately sixty job classes designated as safety sensitive by the Department of Transportation. However, employees and managers citywide have indicated that current testing levels are inadequate in detecting and addressing threats to health and safety posed by employees with substance abuse problems.

During the last round of negotiations with the City's non-safety labor unions, Employee Relations staff negotiated language into many of the City labor agreements that provided for a process by which the City could broaden the scope of situations in which it can test for substance abuse among affected employees.

In fiscal year 2009-2010, DHR will work with departments to negotiate and implement expanded substance abuse testing for employees in high-risk occupations. We believe that earlier detection of such problems could lead to faster rehabilitation for employees,

improved attendance and productivity, fewer work place injuries, and increased health and safety for the public.

Project: Transition to iVOS Workers' Compensation Claims Administration Software

The Workers' Compensation Division current claims administration software, in place for nearly eight years, has limited capabilities and is heavily dependent on paper transactions.

In fiscal years 2009-2010 and 2010-2011, the Division will transition to a new updated program that will allow the division to go paperless, improve communication with departments and expand the ability to track and measure benchmarks. The new system will better support identification of risks as the causes of injuries and give departments the focus needed in developing safety programs and implementing effective training.

Having a paperless system will reduce the need to file and store paper copies of medical reports, correspondence and other documents that are received in a large volume every day by the Workers' Compensation Division. Allowing entire medical reports and records to be scanned and attached to the claims file will allow the claims staff to be more effective and efficient in the handling of the cases. DHR expects that this will also help reduce potential abuse and fraud of the system by both injured workers and their medical providers.

III. CUSTOMER SERVICE PLAN

Customer Groups (Internal and External)

The Department of Human Resources defines its customers very broadly; ultimately, we view *everyone* as our customer because we serve all of the individuals and groups identified below, and the products and services we produce ultimately impact City and County services that in some way affect all citizens and visitors to San Francisco. Given this, DHR views its customers in four broad categories:

1. The Public
2. Regulatory Agencies
3. City Departments and Employees
4. Advocacy Groups

Some individuals or organizations fall by definition into multiple categories, depending on the nature of the transactions/services provided.

The Public

This category of customers is comprised of: citizens, visitors, applicants for employment, colleagues and employees from other jurisdictions, professional organizations, and community groups.

Regulatory Agents

This category of customers is comprised of: Board of Supervisors, Civil Service Commission, Mayor, Controller, Health Service Board, Workers' Compensation Council, Controller's Staff, Budget Analyst, Local, State, and Federal Regulatory agencies, State & Federal Court System.

City Departments and Employees

This category of customers is comprised of: appointing officers and/or designees from all city departments, all city employees and their dependents, decentralized personnel and workers' compensation units, employees of the San Francisco Unified School District, and Community College District.

Advocacy Organizations

This category of customers is comprised of labor unions, the press, professional organizations, and community groups.

Services and Products

The primary services and products provided by the Department of Human Resources are listed in the chart below:

Service or Product Provided	Public	Regulatory	City Depts.	Advocacy Orgs.
HR information, consultation, and advice	X	X	X	X
Access to City employment	X		X	X
Represents City to public, i.e., job fairs, announcements and communications, public contact, website content management	X	X	X	X
Post & distribute public notices (postings)	X	X	X	X
Conduct recruitment processes	X		X	X
Develop & maintain class plan & Annual Salary Ordinance	X	X	X	X
Conduct Examinations	X		X	X
Resolve complaint, appeals, grievances, arbitrations	X	X	X	X
Respond to Sunshine Ordinance requests	X	X	X	X
Provide information and	X	X	X	X

statistics				
Prepare statistical reports, analysis.	X	X	X	X
Data centralization and management	X	X	X	X
Propose legislation/rule changes	X	X	X	X
Respond to proposed resolution, legislation, Charter & rule changes	X	X	X	X
Conduct research, compile & provide data	X	X	X	X

Service or Product Provided	Public	Regulatory	City Depts.	Advocacy Orgs.
Provide expert testimony		X	X	
Provide training & professional development	X	X	X	X
Assist with organizational planning – restructuring, transfer of functions & forming new depts.	X	X	X	X
Requisition oversight, approval, processing, and monitoring			X	
Study and classify positions			X	X
Provide workers' compensation claims administration and benefits payments		X	X	X
Provide technical & information systems services and support			X	
Provide investigation services		X	X	
Provide services related to reductions in workforce		X	X	X
Develop policies & procedures	X	X	X	X
Provide workforce & succession planning systems & services & consultation	X		X	X

Provide professional labor negotiations and other consultation services in support of bargaining process			X	X
Implement MOU provisions & other agreements			X	X

Customer Service Complaint Resolution Process

The current processes for resolving complaints from customers include:

- Investigate and respond to complaints received in a timely manner.
- Meet with complainants to facilitate resolution, including engaging in the mediation process or the grievance resolution process.
- Ensure compliance with relevant rules, regulations, and legal considerations.
- Prepare formal written responses (when necessary) and provide process for appeals. Involve the individuals, divisions, agencies as appropriate (e.g. other city departments, City Attorney).

Complaint Resolution Plan for FY 2009-10

The Department of Human Resources is committed to resolving customer complaints in a timely and efficient manner. In addition to the processes identified above, the department will:

- Provide staff training on DHR Policies and procedures and complaint mitigation/resolution.
- Develop electronic, on-line reference resources to help departmental staff respond to customer inquiries.

Current Customer Service Feedback Processes, Measurement, and Maximization

Customer satisfaction feedback regarding DHR products and services is currently received via:

- Complaints/feedback through the DHR website.
- Verbal and written feedback.
- Feedback via phone calls, letters, protests, appeals, grievances, arbitrations.
- Data gathering through Workforce and Succession Planning.
- Employee Recognition notices, internal recognition program.

Means currently utilized to measure satisfaction

- Satisfaction is measured as part of project development through meetings and focus groups. For example, various groups of employees participated in focus groups and formal surveys to aid in the design of City University course offerings and content.
- We conduct ongoing satisfaction measurement with specific services or programs in the following ways:
 - The Employee Relations team convenes evaluation meetings at the conclusion of each round of labor negotiations to assess satisfaction with all aspects of the process and to determine what improvements can be made in successive rounds.
 - DHR training Participant Feedback Worksheets. Among other questions, participants are asked to rate the quality of the training they attended as a

whole, and the relevance of the training to their jobs. Results are included in our performance measure reporting.

- At the end of each fiscal year, the Workers' Compensation unit surveys department liaisons on the quality and timeliness of their claims administration services. Results are included in our performance measure reporting.

Customer Service Access Process

Customers currently access Department of Human Resources services by visiting the DHR office at One South Van Ness, 4th Floor. The DHR office maintains a public lobby. In addition, selected services are accessible by e-mail, voicemail, or DHR Website.

IV. ANNUAL PERFORMANCE MEASURES

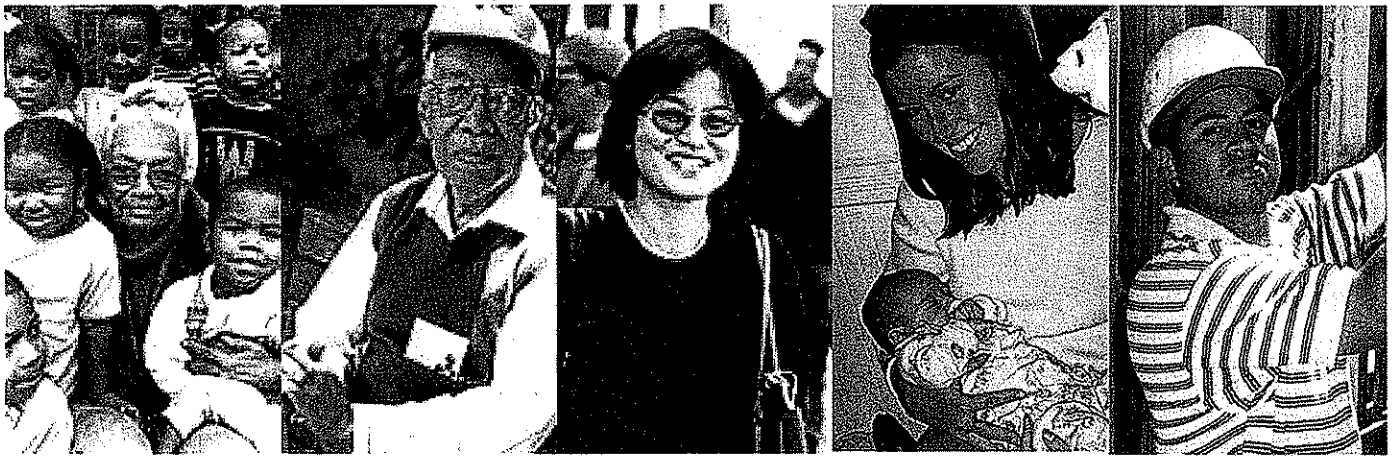
DHR has conducted extensive review and revision of its performance measures in the past two fiscal years to better capture the breadth of work performed in the department and the quality of information available to assess progress toward our goals. The current list of performance measures is in the table below.

Since 2006, DHR has included measures to capture data on completion of performance appraisals. Each City department submits the number of appraisals scheduled and completed in their database. DHR staff will follow up with departments to confirm and revise data, and to report the citywide percentage of scheduled performance appraisals that were completed. Performance appraisal data are collected in the month of October.

Measure		Definition	FY 2008-09 Actual	FY 2009-10 Target
1	Average rating of DHR workshops by participants (1-5 scale)	Average participant workshop rating on 1-5 scale.	4.4	4.4
2	Participants' average rating of relevance of DHR workshops to their jobs (1-5 scale)	Average participant workshop rating on 1-5 scale.	4.4	4.5
3	Number of training hours delivered	Number of training hours delivered by DHR staff and City University.	15,467	15,000
6	Percentage of employees for whom scheduled annual appraisals were completed	Citywide ratio of the number of employees for whom performance appraisals were scheduled and completed during the fiscal year.	75%	100%
7	Percent of grievances proceeding to arbitration in which the City prevails	Percent of grievances proceeding to arbitration in which the City prevails	52%	70%
8	Percent of identified policy initiatives implemented through MOUs and other mechanisms	The proportion of policy initiatives identified at the start of the fiscal year that are adopted into MOUs or other mechanisms.	75%	70%
9	Percent of wage rate calculations not requiring pay corrections	Percent of manual salary grade calculations that are calculated correctly and do not result in under/overpayment.	100%	100%
10	Percentage of employees citywide that are provisional	Percentage of provisional appointments to among total workforce.	2.10%	3%
11	Average time between examination announcement closing and list adoption, in months	Average days between final closing of a discrete recruitment for permanent employment and adoption of an eligible list.	2.0	2.5
12	Percentage of discrimination complaints investigated within 6 months of receipt	Complaints completed during the fiscal year and completed within six months of filing. Excludes MTA complaints.	61%	70%
13	Number of position classifications in the Civil Service Plan	Number of job codes/position classifications in the Civil Service Plan.	1,178	1128
14	Workers' Compensation claims closing ratio	Idemnity claims closed as a percentage of new and reopened claims.	103%	102%
15	Average rating by departments of their claims administration services (1-5 scale).	Average satisfaction rating by departments using a 5 point scale, where 1=fair, 3=average, 5=excellent.	4.5	4.8
16	Number of hours worked by employees through the Transitional Work Program	Number of hours worked by employees participating in the interdepartmental Transitional Work Program coordinated by DHR.	360	1500
17	Claims per 100 FTEs (full time equivalents)	Number of claims (excluding future medical and MTA claims) filed per 100 FTEs.	13%	14.4%
18	Number of DHR employees for whom performance appraisals were scheduled	Number of DHR employees for whom a performance appraisal is to be conducted.	138	138
19	Number of DHR employees for whom scheduled performance appraisals were completed	Number of DHR employees for whom a performance appraisal was completed.	138	138

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Subject Law Library 2010 Efficiency Plan



Feb 2010 Efficiency Plan.doc

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**San Francisco Law Library
Efficiency Plan & Performance Measures**

February 1, 2010

Background

The Law Library is an autonomous agency established in 1870 by state law and governed by a Board of Trustees. It was the first county law library in California, a model for the statewide county law library system, and has been a leading law library with an exceptional collection since its inception. The Law Library maintains the second largest county law library collection in the state after Los Angeles. Operations of the Law Library are funded by civil filing fees and administered by its Board of Trustees pursuant to state law. The City and County funds only a small portion of the Library's expenses, primarily for three salaries and utilities, and must provide quarters pursuant to the Charter.

Section 1. Strategic Plan

A. Mission

The Library's mission is to provide the public, elected officials, members of the judiciary and the bar free access to legal information materials. Approximately half of the patrons served by the Law Library are non-attorneys, many of whom are self-represented litigants. The remaining patrons are attorneys and the judiciary. The Law Library also serves city departments and public officials.

B. The Library's Major Programs, Services and Goals

The provision of legal information is fundamental to a democratic society and essential so that its people may protect their rights and handle their legal affairs. The Law Library's programs and services provide the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials.

The Law Library must maintain an up-to-date, comprehensive legal collection which includes current and archived state, local and federal laws, ordinances, regulations, and cases; legal and court forms; self-help materials; legal treatises, texts, encyclopedias and practice manuals; legal periodicals; electronic and Internet legal databases; and legal finding aids and reference tools.

Both attorney and non-attorney patrons require staff assistance to navigate the law and find the information and resources they need, however non-lawyers require more assistance because they are not familiar with the principles and labyrinth of the legal processes. Staff thus provides many types of reference services, including orientations regarding the use of legal resources both print and electronic, bibliographies, pathfinders, and other patron services in furtherance of the Law Library's mission. Electronic resources in public law libraries also require additional support from library professionals as it is necessary to instruct, train and guide patrons in the use of these confusing, changing, and often complex tools.

To achieve its objectives, it is essential that the Law Library provides comprehensive legal resources for its patrons both in print and by electronic databases. To meet the growing demands of patrons for access, the Library public computer system and databases must be continually updated, enhanced and expanded. Automated library systems must be maintained and improved constantly to ensure that materials are accurately and efficiently processed, purchases and updates are monitored, and the catalog is accurate and comprehensive, in order to provide critical services, resources and accurate legal information access to patrons. The Law Library's specialized library systems software requires updates for new releases, databases must be enhanced and added as critical new legal products develop, outdated staff and public access computers must be periodically replaced and legal reference software updated to provide efficient, accurate and comprehensive legal information services, and to enable patrons to utilize the web page, catalog, and automated legal resources. The Law Library's automated systems also provide access to legal information databases, forms, and services, which are the core of the department's mission. This critical system is maintained in part from the ISD appropriation.

C. Resource Impact on Goals & Objectives for FY 2010

1. Frozen Filing Fee Funding

The Library's primary source of revenue is civil filing fees pursuant to state law. Filing fees fund library operations including print and electronic collections, staff salaries and benefits, taxes, equipment, and all other general operating expenses. This has been the funding scheme for the Law Library for 130 years. Regular increases to the Law Library's fee are necessary to maintain library programs and services and are authorized by state law. Until January 2007, California county law libraries were eligible to obtain \$3 filing fee increases annually, which the Law Library received regularly. After 2007, there was no longer any legislative mechanism provide for periodic fee increases in court filing fees through 2012. Therefore, the Law Library's funding base rates will remain the same for at least five years, while normal expenses have and will continue to increase during this period. Fee revenues are not consistent; fluctuating month to month depending on the number of civil cases filed in San Francisco and historically, the state of the local economy. The costs of legal materials are extraordinarily expensive and increase dramatically each year, way beyond the cost of living index. To maintain up-to-date laws and cases, the Law Library must acquire materials despite the cost. The Law Library must continue to fund increases in salaries, taxes, medical insurance, and the retirement plan as well. How this can be achieved is uncertain and creates a tremendous challenge to the provision of services for the next several years.

2. The Inadequate, Unsafe Library Facility

The Law Library's most significant challenge and critical need are to obtain a safe, permanent, full-service library facility. The Law Library was housed in City Hall when the building opened in 1914 until the temporary closure in 1995 for a

two year seismic retrofit project. Yet after the retrofit was completed, unexpectedly the Law Library did not return to the building as had been planned. Now fourteen years later, the Law Library remains in the drastically reduced, *temporary* quarters that were to serve as the interim space for two years during the retrofit. Although the Charter requires that the City provide full-service law library quarters, these facilities in the Veterans Building are grossly inadequate for patrons, staff and the collection, and now known to be unsafe.

As a result, the Law Library is not able to provide the services its patrons need, and which are standard in other California county law libraries. Two-thirds of the Library's collection could not fit into the temporary facility and were placed in inaccessible storage where they remain today. Current quarters in the Veterans building do not have room for the normal growth of legal materials because the Library's space was only intended and sufficient to tide it over for the brief retrofit period. Materials that should be archived must be discarded. The Veterans Building space is not a library space so that patron areas, collection shelving and staff areas are grossly deficient. The space lacks adequate security to protect the collection. The collection is damaged by unfiltered skylights over the stacks; there is not enough seating or room for sufficient public access computers to meet patron needs; there is no HVAC system so patrons and staff must work in temperatures exceeding 85 degrees or barely reaching 65 degrees for many weeks per year; workspaces are inadequate impeding productivity; the quarters are insufficient to meet minimum standards for essential services and programs, and both patrons and staff suffer as a result.

The Veterans Building was constructed in the early 1930's and complies with the building code in effect at the time of its opening over 75 years ago, not current seismic and safety code requirements. The recent *War Memorial Veterans Building Life Safety Study* found that the conditions of the building are so deficient that "all building occupants currently are at significant risk."¹ "...[S]tructural damage to the [building] from a 6.6 or greater magnitude earthquake could result in a significant loss of life and loss of building function"² and [t]he risk of structural and non-structural building component collapse and loss of life are possible even in a moderate earthquake."³ Many of the walls are constructed from clay brick; walls and stairwells are likely to fail in the event of an earthquake. There are no alternate means of exit from the building in the event of a seismic or other dangerous structural calamity. Substantial property loss will also occur.

¹ *Executive Summary, Memorial Veterans Building Life Safety Study*, Tom Eliot Fisch, December 2004, at page 3.

² *id.* page 2.

³ *id.* page 3.

The life and fire safety systems are outmoded as are the original mechanical and electrical systems.⁴ The *Life Safety Study* concludes that “in the absence of improvements, the potential for significant loss of life remains unmitigated.”⁵ Law Library staff, patrons, other building occupants, and visitors are at great risk in this building and the risk increases with time as the probability of a seismic catastrophe draws closer. Fourteen years occupancy in this unsafe building, with no remedy in sight, is tremendously difficult conditions in which to work. The lack of such a facility dramatically affects the Library’s ability to accomplish its mission. Building conditions have posed problems retaining and recruiting staff, further affecting the delivery of services.

The Law Library has devoted maximum effort the past 15 years to create a resolution to this crisis with the City, yet no solutions have been offered or developed by the City, nor is any site or option currently under consideration by the City, despite the critical need for the Law Library to be housed in a facility that protects rather than threatens the life safety of staff and the public, and that enables it to provide its mandated services. Furthermore, the Veterans Building is scheduled to close for renovations in January 2013 and no contingency arrangements have been made for the Law Library although it took three years to plan and execute the Law Library’s move out of City Hall in 1995.

Section 2. Customer Service

A. Library customers and the provision of services

The Law Library’s customers are the people of San Francisco as well as people in the Bay Area and Northern California region. In addition to attorneys, the judiciary, the Board of Supervisors, city departments, state, local and federal agencies, non-profits, legal services organizations, the courts, small and large businesses, corporations, law firms, students and the arts, the Law Library serves members of the general public who do not have any legal background or training. This latter group has grown in the past 15 years to account for half or more of the Library’s patrons. This group also requires the most in-depth, technical assistance so it receives a greater proportion of reference time and services.

Reference librarians provide legal information services at the time of request in person, and on the phone; online at our Web page through numerous direct links to legal resources; by Internet email requests which are answered normally within one or two business days; and by live, online interactive questions and answer sessions with reference librarians.

⁴ *id.* quoting Rutherford & Chekene engineering evaluation, 1996, page 1.

⁵ *id.* page 13.

The inadequacy of the library facility prevents the Law Library from providing basic but critical services to patrons, such as privacy for reference interviews, the use of the Library's full collection, and program space.

B. Customer Feedback

The Law Library regularly invites commentary from patrons and users on its services by means of annual surveys. Input is solicited continuously by the use of patron comments and suggestion forms on display at all locations. Information for the submission of comments, questions, complaints or suggestions is provided on the online catalog and Library web page. The Law Library welcomes and encourages suggestions from patrons regarding services and collection needs, and often implements suggestions made by patrons in person, by phone, email and the catalog and web page links. Patron complaints are referred directly to the Law Librarian for immediate response and resolution within seven days, although the number of complaints is very small annually; usually less than five. Performance Goal 3 measures customer satisfaction as discussed in Section 3 below.

Section 3. Performance Measures

The Law Library's mission is a straightforward one which is primarily service driven, in addition to the basic provision of the necessary legal materials. It is the primary task of the Law Library to ascertain the most effective resources and services available to meet the mission objectives. To meet performance goals, the Law Library must continually add updates to codes and regulations, new case law reports, and current practice materials to the collection in print and electronic formats. It must provide a comprehensive range of legal resources and services. The Law Library monitors the range of legal information materials both in print and in electronic formats to determine what will best serve its patrons and the people of San Francisco. Services are continuously refined and enhanced, within the restrictions and limitations of the budget and inadequate facility.

Performance Goal 1: Ensure that the public has access to the most current legal information

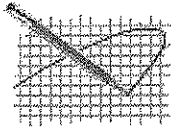
Measure: The Law Library measures the actual number of items added to and processed into the Library's collection. The automated library systems software collects the statistical data as materials are checked in, processed and catalogued. The Law Library has met or exceeded its goals and targets for this measure for the past several fiscal years.

Performance Goal 2: Provide comprehensive and readily accessible legal information resources and services

Measure: This measure is being revised for FY11, to include data regarding legal database resources, and catalog and web page searches. The data is collected by the Law Library's automated library systems software.

Performance Goal 3: Ensure customer satisfaction with Law Library services

Measure: Percent of library users whose legal research needs are usually or definitely met by the Law Library. The Law Library conducts an annual survey to determine how users rate the Library's success in meeting their legal information needs. The percent of satisfied users in the last fiscal year was 98.1%.



**Kenneth
Bukowski/SFPD/SFGOV**

02/01/2010 04:47 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV, Performance
Con/CON/SFGOV@SFGOV

cc

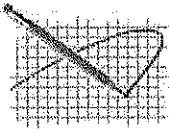
bcc

Subject Police Department 2010-2011 Efficiency Plan

Attached please find the 2010-2011 Efficiency Plan for the San Francisco Police Department. Please let me know if you have any questions.

Ken Bukowski
Chief Financial Officer
San Francisco Police Department
Phone: (415) 553-1425
Email: Kenneth.Bukowski@sfgov.org

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



Andres
Acevedo/SFPORT/SFGOV
02/02/2010 04:26 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV, Performance
Con/CON/SFGOV@SFGOV
cc John Woo/SFPORT/SFGOV

bcc

Subject (REVISED) Port of San Francisco's FY 2010-2011 Efficiency
Plan

Attached is a revised version of the Port of San Francisco's FY 2010-2011 Efficiency Plan. This version was revised to correct several editing errors. Please substitute this version instead of the one sent yesterday.

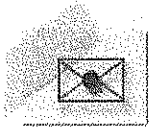
If you have any questions please don't hesitate to contact me.



Efficiency Plan FY 10_11 Revised Final.pdf

Andrés Acevedo
Port of San Francisco

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



Angela
Auyong/PUBDEF/SFGOV
02/01/2010 03:47 PM

To Rebekah Krell/MAYOR/SFGOV@SFGOV,
Board.of.Supervisors@sfgov.org,
Performance.Con@sfgov.org

cc

bcc

Subject PDR Efficiency Plan

Hello,

Attached please find the efficiency plan from the Office of the Public Defender. I can be reached at 553-1677 if you have any questions.

Thank you,
Angela



Public Defender Efficiency Plan.pdf
Angela Auyong
Executive Assistant
Office of the Public Defender
555 Seventh Street
San Francisco CA 94103
Tel: 415-553-1677
Fax: 415-553-1607

Office of the Public Defender

Efficiency Plan and Performance Measures FY 2010-2011

I. Long-Term Strategic Planning

A. Mission

The United States Constitution and the Constitution of the State of California require the City and County of San Francisco to provide effective and competent legal representation for people who are charged with a crime and cannot afford a lawyer. The Public Defender's Office delivers these constitutionally mandated services to over 28,000 people each year.

The mission of the Public Defender's office is to provide vigorous, effective, competent and ethical representation to persons who are accused of crime and cannot afford to hire an attorney.

The Public Defender provides staffing for each of the misdemeanor and felony preliminary hearing courts, the mental health and juvenile courts, Drug Court, Proposition 36, Domestic Violence Court and Behavioral Health Court. The Juvenile Justice Placement and Education unit helps young people incarcerated at the Youth Guidance Center resume their education, and locates appropriate out-of-home placements when necessary. The Public Defender also provides ancillary services to its clients through a number of special programs: Operation Clean Slate provides assistance to individuals who wish to clear their records. The Re-entry Unit provides clients who are re-entering their communities following incarceration assistance in the areas of housing, employment, education, health, mental health and substance abuse, family counseling and other support.

II. Major Program Areas

A. General Goals & Objectives

Beyond the mission of the office, the general goals and objectives are focused on ensuring that the office's attorneys and support staff have sufficient time and resources to provide high quality representation to its clients. These goals are separate from performance goals, which relate primarily to the number of cases which the office handles each year, and measures the quantity of cases the office handles. The office has developed specific performance goals for each of the units within the office: felony,

misdemeanor, juvenile, mental health and special units (i.e. Clean Slate, Drug Court, Behavioral Health Court, and Re-Entry). The goals and objectives identified in this section relate to the quality of representation provided to our clients.

Attorneys have a professional and ethical duty to perform all necessary tasks related to the legal representation of each individual client, and can face disciplinary proceedings or even disbarment for failing to do so. Additionally, if the attorney acts incompetently, by performing at a lower standard than is required of the average practitioner, the City and County may be liable for damages suffered by the client.

In order to do their jobs, attorneys must have sufficient time and resources, including investigators, paralegals and support staff, to work on their cases. It is also essential that there exist available funds to allow attorneys to retain experts to assist, prepare and sometimes testify at trial in defending his or her client.

Management meetings, training and performance evaluations are utilized to provide the attorney with feedback on his or her performance. Thus, the following goals and objectives have been established to ensure that competent representation is rendered and that the quality of the legal work is monitored:

(1) Setting Caseload Standards and Reducing Attorney Caseload

The department has established caseload standards, setting forth the maximum number of cases each attorney is permitted to handle. The target standards are as follows: Felony attorneys should not handle more than 165 cases per year, misdemeanor attorneys not more than 250 cases per year and juvenile attorneys, not more than 200 cases per year. These standards are consistent with the standards established by the American Bar Association. We have also established caseload standards regarding the number of cases attorneys should be allowed to represent at any given time. They are as follows: (a) felony attorneys – 35 cases; (b) misdemeanor attorneys – 125 cases; juvenile attorneys - 75 cases; (d) mental health – 100 cases.

(2) Increase Attorney-Support Staff Ratio

The attorney-support staff ratio provides a measure of whether attorneys have adequate support staff to work on their cases. Support staff includes investigators, paralegals and legal assistants. Currently, the Public Defender's office has 13 paralegals to support the work of 88 attorneys. Without sufficient paralegal and support staff, attorneys must perform work which should be delegated to non-attorney personnel. Sufficient paralegal and staff support is more cost effective, since paralegals and support staff cost less than attorneys.

The ratio of paralegal support staff to attorneys is 1:7.¹

(3) Compliance with the Manual of Policy and Procedures

The Public Defender has developed a Manual of Policy and Procedures which sets forth the standard of representation which is expected and required of all attorneys and staff. Because law is a profession governed by its own Code of Professional Conduct and rules, the Manual of Policy and Procedures contains a detailed mandate and office policies for attorneys and staff to follow.

(4) Launch an Information-Technology System

The Public Defender's office anticipates that it will implement an operating system (known as *Gideon*) to assist its attorneys in managing their cases in 2010. This system is specially designed to assist defenders and managing attorneys in tracking their cases and perform casework. Repetitive paper intensive tasks which are done manually, such as expert witness requests, motions, forms, will be performed in an automated, interactive system. The system will also allow the Public Defender to record case statistics and produce regular reports on individual attorney workload, overall office workload, and fluctuations in the mix of types of cases assigned to the office.

The goal of launching the office's Case Tracking System is essential to meeting our performance goals. Currently, the Public Defender must rely on the antiquated CMS (Case Management System), created in the late 1970's, to obtain necessary case and court information. The office must request caseload reports and other statistical information, which often takes weeks to compile. The case tracking system will give the department and its managers the ability to run its own reports and will automate many tasks now performed manually by its employees.

This system is part of the city-wide JUSTIS project. Each public safety department is responsible for planning, designing and developing its own tracking system of criminal and juvenile cases, which will link to a master warehouse of data. JUSTIS has been in the planning stages for over 10 years.

¹ A comprehensive four-month study of caseloads and workloads at the Public Defender was conducted by the Controller in January-April 2003. This Controller's report concluded that the office's 85 lawyers and 34 staff at the time were woefully inadequate to meet the Herculean task of representing 30,000 persons each year. The study found that defenders in San Francisco are handling three to four times as many cases their counterparts in other defender offices. For example, felony defenders in the San Francisco office continue to carry approximately 55-60 cases, while felony defenders in Santa Clara and San Diego carry an average of 25 cases. The study also found that the San Francisco office had too little staff to support the work of the defenders. For example, the study found that San Diego and Santa Clara defenders have a 1:1 ratio of support staff to defenders (which includes investigators, paralegals, clerical and secretarial support staff), while San Francisco's ratio remains at 1:3.

(5) Reduce the costs of private counsel by limiting the number of cases referred to the private bar to only those cases where an actual ethical conflict of interest exists

When the Public Defender declares a conflict of interest or otherwise states that it is unavailable to represent a particular defendant, the case is assigned to private counsel. Private counsel is appointed from a panel administered by the Bar Association of San Francisco, called the "conflicts panel." The office's Manual of Policies and Procedures sets forth the specific circumstances under which a conflict may be declared and is designed to limit the Public Defender unavailability only to cases in which an actual conflict exists.

(6) Improve Public Safety by Expanding Re-Entry Programs for Returning Prisoners

The Public Defender's office has helped lead new initiatives known as the "Safe Communities Re-entry Council" formed in 2005 to enhance public safety by providing coordinated, efficient and effective services to prisoners re-entering society from a period of county jail or prison. The Public Defender's office began working in the area of re-entry in 1998, when it initiated its Clean Slate program, which now helps over 2,500 people clear their criminal records so they can qualify for employment, education and housing assistance.

The Board of Supervisors, recognizing the office's efforts in this area, set aside \$550,000 dollars for re-entry services in the department's 06-07 budget. Included in these funds were funding for re-entry social workers to provide housing, employment, substance abuse and education support to returning prisoners. The department now has two social workers dedicated to servicing its adult clients in re-entry. The department's re-entry unit serviced approximately 500 clients in the past year.

B. How to Achieve Goals and Objectives

As mentioned above, the performance goals and objectives relate primarily to the quantity of cases the office will handle, and the attendant numeric goals. Of the approximately 28,000 matters handled by the office each year, we have specific goals as to how many cases each unit, each attorney and each investigator will handle. These goals are determined by the number of cases filed by the District Attorney, with a few exceptions. There are two exceptions to this: One exception is the Clean Slate program, where we provide rehabilitated ex-offenders with the opportunity to clear their past criminal records; the other exception is the office's Reentry Unit where trained social workers provide clients who are re-entering their communities with assistance in

the areas of housing, employment, education, health, mental health and substance abuse, family counseling and other support. Here, our annual goals are based, in part, on projected clients based on our community and neighborhood outreach efforts.

The general goals and objectives, by contrast, address the quality of representation. The quality of legal representation is measured by the work that is done on a particular case. Each case, whether the potential penalty is community service or the death penalty, has an objective number of tasks --- client and witness interviews, investigations, legal research, motions, pretrial negotiations, trial preparation and post-trial work. All of these tasks must be performed diligently when required.

Because the office hires attorneys who have received professional training and education, we must measure the quality of their performance by ensuring that they have sufficient time and resources to work on their cases, and by providing training. Only by monitoring caseloads and providing necessary resources can we have a baseline on which we can gauge performance. The office also conducts annual performance evaluations and requires attorneys to meet periodically with their Managing Attorneys. The attorneys also receive feedback from their Manager Attorneys and the Training Director, who observes their courtroom and trial work, and may choose to review the case file.

Caseload goals are met by monitoring the caseload of each attorney on a monthly basis. Every month, each unit manager will prepare a report showing the number of cases handled by each attorney (both current and year-to-date). The target standards are then measured against the attorney caseload numbers, and from this, it can be determined whether the caseload goals and objectives are being met.

The attorney-support staff ratio is maintained by providing sufficient investigators, paralegals and support staff to the attorneys and overseeing their work to ensure that support staff is used properly and to each individual's full potential. The paralegals are trained, and assigned to work with a team of attorneys. Their work is carefully monitored by a Managing Attorney.

The Managing Attorneys of each of the office's units (felony, misdemeanor, juvenile, mental health, support staff and research) are in charge **of enforcing the Manual of Policy and Procedures**, and ensuring that all employees comply. A number of approval mechanisms exist to ensure compliance. For example, before declaring the Public Defender unavailable to represent a client based on a conflict of interest, the attorney must consult the Manual's conflict policies. The attorney must then fill out a form, which explains the reason for the declaration of the conflict, and the form is submitted to his managing attorney, and then to the Chief Attorney for approval.

The office is currently in the process of implementing its **Information Technology System**. With the help of the Department of Technology and Information

Systems and JUSTIS (a committee led by the Mayor's Criminal Justice Council to oversee an integrated criminal justice database), the Public Defender anticipates having its Case Tracking System up and running in 2010.

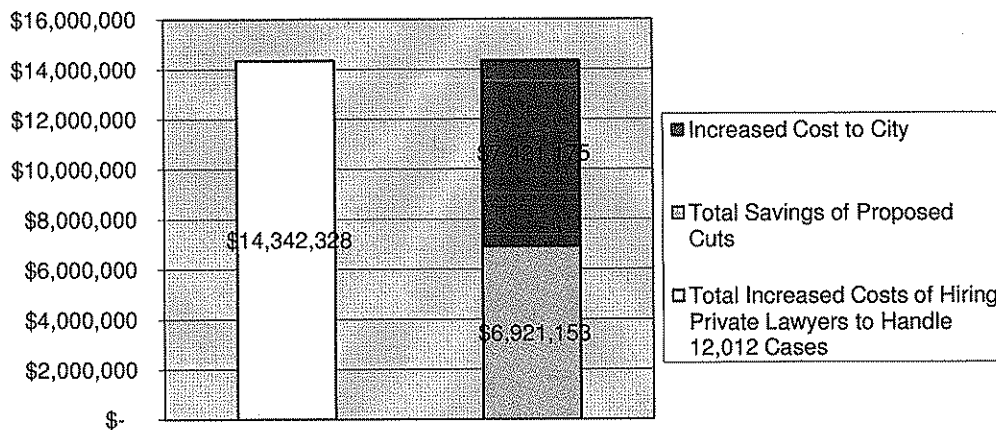
Reducing the costs of private counsel appointed in cases in which a legal, ethical conflict of interest exists will be achieved by ensuring that the Public Defender's office is properly staffed and funded, and that the Public Defender only declares itself unavailable in cases where an actual ethical conflict of interest exists.

In FY 10-11, the Public Defender's office, **working in collaboration with the Safe Communities Re-entry Council, will seek to expand its re-entry efforts.** Each of the programs is carefully tracked, and the program outcomes are reported annually. The Council hopes to expand this program to serve more prisoners, the department will continue to seek additional grant funds from state and federal funding initiatives that become available.

C. How Reductions in Public Defender Resources Impact Objectives & Major Issues Concerning the Department's Budget

A reduction in General Fund dollars to the Public Defender in the proposed amount of 30% would require the Public Defender to layoff 44 trial attorneys. If the Public Defender is forced to cut 30% (\$6,921,153) in FY 2010-11, 44 lawyers would have to be laid off and the department would declare unavailability in 12,012 cases. The average cost per felony case is \$1,194. This would require the city to pay approximately \$ 14.3 million to private counsel through the city's indigent defense fund, i.e. "conflicts panel." This would be an increase of \$ 7.4 million to the city's expenses.

Increased Indigent Defense Costs to the City with Proposed Cuts



Unlike other city departments and services, the Public Defender cannot "cut" its level of service to clients. The Sixth Amendment of the United States Constitution, the California Constitution and ethical and professional codes require that the Public Defender provide effective, competent and professional legal representation to each of the 28,000 clients it is assigned each year. When the department is unable to provide such representation due to lack of staffing or funding, the Public Defender is both empowered and obligated to declare itself unavailable to represent clients, and to direct the court to appoint private counsel at the city's expense.

(1) Staffing:

Investigators

Currently, the investigator to attorney ratio is 1:5, when it should be closer to 1:3. The Controller conducted a study in 2003 which recommended that additional investigators be hired. The study cited other comparable jurisdictions, such as San Diego and Santa Clara, which have many more investigators to support the work of its lawyers than San Francisco.

Currently, the Public Defender has only 18 investigators to support the work of 88 lawyers. This ratio makes it difficult to properly investigate cases in a timely manner. This results in continuances and delays, racking up jail incarceration costs and court time.

Two investigators are assigned to the department's juvenile division, which handles over 1,500 juvenile cases each year.

The adult division has only 14 investigators (the 2 remaining two investigators are assigned to the mental health unit, which handles 3,000 cases each year). Investigators handle up to 50-60 cases. Santa Clara County caps its investigator caseloads at 35-40 cases. The department has already eliminated one investigator position in 2009. Any further reductions to the department's investigations staff would increase caseloads, thereby lessening efficiency and causing legal continuances which increase jail overcrowding costs.

Paralegals

The formation of a paralegal unit was recommended by the Controller in its 2003 study. The Controller's study found that it was inefficient to have attorneys performing work which could be easily delegated to a lower paid but trained paralegal. The Controller studied other jurisdictions, which used paralegals to perform document

requests, prepare legal motions, copying, client interaction and trial preparation. As a result, the Public Defender hired 10 paralegals in 03-04, and then hired 6 additional paralegals over the next four budget cycles.

Paralegals play a critical role in assisting attorneys in preparing their cases for court. Each paralegal is assigned to support 6 felony attorneys. Each felony attorney carries an average daily caseload of 60 cases and brings 4 cases to trial annually. The ideal paralegal to attorney ratio is 1:4. When fully staffed, each paralegal is assigned to a team of 6 felony attorneys; paralegals are responsible for all aspects of trial preparation, preparing subpoenas, exhibits, voluminous record keeping and assisting the attorneys in court. Paralegals are also trained to assist attorneys with bail motions which are time intensive to prepare. If successful, the client is released from custody and jail housing costs are reduced.

Each misdemeanor attorney carries an average monthly caseload of 100 cases and brings 10 cases to trial annually. The 15 misdemeanor attorneys do not have an assigned paralegal, however due to the large volume of misdemeanor cases going to trial; the department recently implemented the Misdemeanor Paralegal of the Day (MPOD) program. Paralegals are assigned on a daily rotational basis to assist misdemeanor attorneys with matters that arise during trial, e.g. emergency subpoenas, trial exhibits, changes in jury instructions etc. Paralegals average 45-50 hour workweeks in order to complete assigned projects.

Currently, the department has 3 vacant paralegal positions. Without the support of paralegals, attorneys are unable to handle the high volume of cases they are normally assigned. The department does not have secretaries or other support staff that can fulfill the role of a trained paralegal. Because these 3 paralegal positions are unfilled, 21 attorneys are presently without paralegal assistance. Without adequate paralegal support, the department must declare itself unavailable to represent indigent persons charged in select homicide and other major cases that the department is currently handling. The department must also decline representation in an undetermined number of new homicide and other major felony cases.

If the Public Defender is forced to decline representation, the city must pay private attorneys at \$85-\$106 an hour (nearly twice what our attorneys earn) to handle these cases. A paralegal works on several homicide cases at a time. One homicide case alone would cost the City between \$150,000- \$200,000 if farmed out to a private attorney. The Public Defender estimates that the city will pay at least \$ 500,000 (the cost of 5-7 major felony cases) in order to save \$ 254,941, the cost of three paralegal positions, which will only worsen the city's current fiscal deficit. This, of course, does not include the new cases that the department will decline to provide representation in the months ahead.

Clerical Support

As the department has grown to meet the demands of high caseloads, and the increasing needs of its client base, the number of clerical staff members has remained the same. The Public Defender's clerical staff handles all of the documentation of the office: it distributes mail, files legal documents with the court and District Attorney's office, maintains the office's files, orders files from outside storage agencies, orders court records, transcribes taped statements, and handles telephone inquiries from clients and the public. One example of how workloads have impacted clerical staff is in the area of filing court documents. For example, filing motions which would previously take a clerk one hour per day to complete this task now consumes almost an entire workday of one clerical staff member. Increase court requirements and decreasing options available to clients from the District Attorney result in more legal documents generated and processed by the Public Defender's clerical staff.

Re-entry Support

The Public Defender's re-entry social workers play an integral part of the defense team. In addition to placing clients in programs and making referrals for services, including housing, benefits, jobs, and vocational training, they also advocate on behalf of clients in court at Motions to Revoke Probation hearings, pre-hearing conferences, bail hearings, and sentencing hearings. The expanding needs of many of our clients has dramatically increased the workload of the two social workers dedicated to the department's re-entry unit. These social workers routinely perform tasks of a legal nature that are not directly linked to providing social services but are often related and necessary to connect an individual with the services needed to remain stable and arrest free.

Juvenile Placement Attorney

The Public Defender has received a grant from the Juvenile Accountability Block Grant since 1999. These funds were used to hire an attorney who is a placement specialist. The placement attorney specialist advocates for juvenile clients and locates and supervises placement of juvenile clients who are ordered to out-of-home placements. Currently, only half of this position is funded by the grant.

This attorney performs a critical function, finding placements for over 300 youth each year. Many of these placements are "out-of-state" and require close monitoring of the juvenile's success. The City incurs civil liability for inadequate placement, and the attorney ensures that the placement meets all of the legal requirements imposed by the court and, at the same time, is beneficial to the minor.

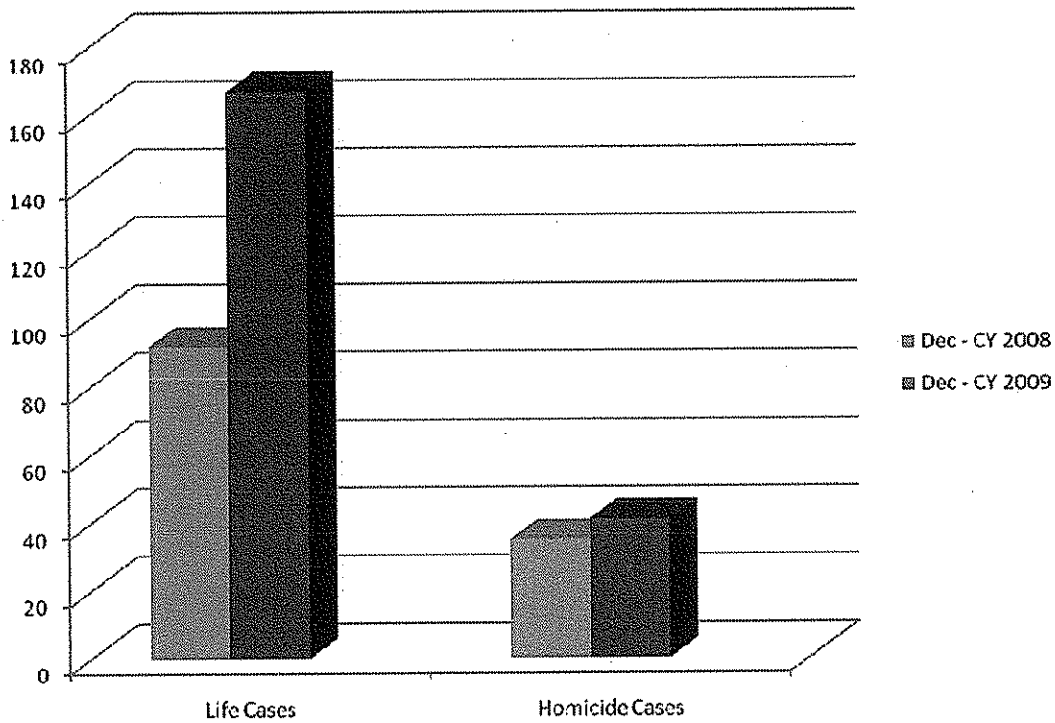
The work of the placement attorney is critical to the functioning of the juvenile

justice system and saves thousands of dollars by decreasing incarceration times at the Youth Guidance Center. It is estimated that the placement attorney saves the City as much as \$8,000-\$12,000 (\$100 multiplied by 80-120 custody days saved) per client placed by providing both timely and effective placements.

Summary

Any decrease in Public Defender staff and resources will prevent the department from providing the necessary support attorneys need to handle large caseloads. As the chart below illustrates, clients facing serious felony charges (life and homicides) – an area where the attorneys need support staff the most, has increased 81.5%, and 17.1%, respectively. This obviously increases the number of cases the Public Defender handles in a year.

Public Defender Special Assignment Cases Comparisons			
	Dec - CY2008	Dec - CY 2009	Difference
Life Cases	92	167	+ 81.5 %
Homicide Cases	35	41	+ 17.1 %



(2) Technology:

Computing resources are essential to the Public Defender's ability to execute its mission. Hardware and software tools provide attorneys with the means to obtain, store, and analyze information efficiently. These tools also enhance client representation by maximizing the benefits of information sharing and teamwork between attorneys, investigators, and paralegals.

Computing Hardware

For the Public Defender, having up-to-date computers is just as important as having up-to-date law books. When attorneys are not physically in court, they are in front of their computers researching the law, writing motions, and reviewing digital evidence. Paralegals use their computers to create trial exhibits. Investigators cannot perform witness searches or upload crime scene videos without their computers.

In light of the critical role technology plays in the day-to-day operation of the office, two current technological forces, if unaddressed, threaten the Public Defender's ability to effectively carry out its constitutional duty. First, the Public Defender faces an increasingly demanding world of digital evidence. Surveillance videos on VHS, interviews on tape, documents on paper are all going the way of digital video files, mp3s, and pdf documents. The defense team and their computers are being asked to perform more intensive data management than ever before. Second, the Public Defender's computers get older as the data demands increase every year.

Computing Software

In addition to physical hardware, equal funding needs to be allocated to software and database programming. Attorneys and paralegals need software to create trial exhibits that expand upon simple text. The creation of animation and the editing of videos are just some of the ways of advocating that require specialized software tools and training.

The ability to share information and harness the power of teamwork between an attorney, investigator, and paralegal depends on the ability to program databases that allow for the storing, sharing, and analyzing of data. The department's proposed hardware and software budget for the next fiscal year will allow the Public Defender to not only address deficiencies in its technology infrastructure, but also provide the tools necessary to increase productivity and efficiency in the Public Defender's representation of its clients.

III. Customer Service

A. Define Customers

The "customers" of the Public Defender are its clients. The attorney has a professional and ethical obligation to provide effective and competent legal representation to each and every client the Public Defender is assigned to represent. Under the Code of Professional responsibility, the Public Defender owes this duty to anyone who enters into the attorney-client relationship with the office, including persons who seek legal advice and other services of the office, such as record expungement (Clean Slate Program).

The office provides legal representation to 28,000 people each year. The majority of these clients are assigned to the office by the judge at the person's first court appearance. The judge reviews a financial declaration, and determines whether the person qualifies for the services of the Public Defender. If so, the Public Defender is appointed, and an attorney is assigned to represent the person. The attorney assigned represents the client throughout the entire proceeding, until the case is resolved by plea, dismissal or trial.

B. Establish Service Quality Standards and Set Customer Service Objectives

Because the office provides a professional service, the work of the attorney and the quality standards are governed by standards of representation within the legal profession. For example, attorneys are required by the Code of Professional Responsibility to communicate with their clients. Another rule requires that attorneys communicate any settlement offer with the client. Attorneys' conduct is overseen by the California State Association, which is charged statutorily with the responsibility of enforcing the Code of Conduct.

In addition to these professional canons, the office has established its own Manual of Policy and Procedures, issued by the Public Defender in July of 2003. The Manual sets forth with specificity the quality service requirements and objectives which all employees must adhere to.

The quality standards and customer services are enforced by the Managing Attorneys. Each unit has a Managing Attorney, who is responsible for ensuring that quality standards are followed by the attorneys and staff. Failure by an employee to follow the quality standards are first brought to the attention of the employee, who is given an opportunity to correct the error. If the problem persists, a written warning memorandum is created and given to the employee and placed in the employee's personnel file. If the employee refuses to rectify the problem or insists on engaging in

the same pattern of behavior, then the employee will be disciplined.

Each year, employees are evaluated by their Managers. The Performance Evaluations provide a means by which the employee's performance is evaluated against specific criteria by the Managing Attorney. Managers also interview clients, co-workers, prosecutors and judges in order to complete the evaluation process. The employee is also given an opportunity to provide a written self-evaluation. The Managing Attorney also works with the employee to identify at least three goals which the employees will work towards over the next 6-12 months.

C. Establish Procedures to Meet Customer Service Objectives

(1) Provide Convenient Public Access

The office represents clients who are in custody and who are out of custody. For those clients who are not in custody, the main office is located at 555 7th Street, 2nd Floor, conveniently within walking distance of the Hall of Justice, which is located at 850 Bryant Street. The building is wheelchair accessible and confidential meeting rooms are available on site to meet with clients. Clients are asked to contact their attorneys to arrange an appointment, but often clients will drop in unannounced to arrange an appointment with their attorneys. In most cases, if the attorney is available, the attorney will speak or meet with the client even if no previous appointment was made.

Currently, the front desk is staffed with two telephone operators, who must answer hundreds of telephone calls. If the telephone operator is not available or taking another call, the call will go to office's voice mail. The office's voice mail system directs the caller to an attorney, investigator or staff employee. The voice mail system is accessible to English, Spanish or Chinese speakers. One telephone operator is bilingual (Spanish). We also have an employee who works in the office's Word Processing unit who speaks Cantonese, and Cantonese calls are directed to her.

According to the Manual of Policy and Procedures, telephone calls received by the attorney from clients must be returned within 48 hours, and attorneys are required to meet with their clients regularly. Clients who are in custody may call without charge by dialing a special number from the jail, which dials the office telephone number directly. Clients who are in custody and wish to meet with their attorneys generally contact their attorney and ask to meet with him or her.

The office also receives calls from the public requesting legal advice and assistance. These calls, which are received daily, are assigned to a deputy public defender who serves as the "Deputy Public Defender of the day." A rotating list which includes all attorneys is used by staff to direct callers or visitors

to the attorney of the day, who will meet or speak with the person requesting assistance.

Each Tuesday morning, the office provides a "drop-in" service for persons interested in utilizing the services of Operation Clean Slate. Operation Clean Slate is a service the Public Defender offers to rehabilitated ex-offenders who wish to clear their criminal record. The person can "drop-in" and fill out papers to begin the legal process of removing a misdemeanor or felony conviction from their record. An attorney is available to meet with the client during drop-in hours. The Clean Slate program also conducts monthly outreach to various agencies and organizations in the community.

The office also produces a number of informational brochures which are distributed to clients and the public. For example, brochures which explain the Clean Slate and Drug Court programs are distributed to clients and potential clients.

(2) Solicit Public Comment/Measure Customer Satisfaction

The primary measure of client satisfaction in providing legal representation in criminal cases is largely determined by the outcome of the case. Once a case has been fully investigated and all legal avenues of redress have been explored, the client and the attorney agree on a course of action and an outcome. The outcomes in a criminal case include a dismissal, plea bargain or a jury or court trial.

A secondary measure, equally important, is whether the client is satisfied with the legal representation provided by the office. While a particular client's "feeling" about the quality of representation is necessarily subjective, it is an important factor in determining the level of client satisfaction.

In addition to measuring customer satisfaction, it is critical that clients have the opportunity to voice any complaints they may have concerning their attorney at any time during the course of the representation. If a problem arises with respect to the legal representation, then the office needs to resolve it immediately. The complaint cannot wait until after the legal representation is concluded, because by then, it may be too late. For this reason, clients are encouraged to contact the Managing Attorneys to report any problems they may be experiencing with their attorneys or other staff members.

Each client receives a court slip listing the name and phone number of their attorneys, and the Managing Attorneys responsible for overseeing the attorney's work. Clients who have special requests are first asked to contact their attorney, and then the Managing Attorney if further action is necessary.

(3) To Resolve Complaints and Address Requests

The primary responsibility of the Managing Attorneys of each unit is to resolve complaints from clients and address any special requests or accommodations. When a complaint is received, the Manager immediately contacts the attorney assigned to the case and schedules a case conference. A case conference is a meeting to discuss the status of a particular case. The attorney is advised of the complaint, and is asked to address the concerns raised by the client.

There are two Managing Attorneys for the Felony unit, who supervise 40 attorneys. The Managing Attorney in charge of the Misdemeanor Unit supervises 16 lawyers. The Managing Attorney of the Mental Health unit supervises one attorney and two investigators. The Juvenile Unit is supervised by one Managing Attorney, who oversees seven attorneys and one investigator. The Director of Support Services supervises special programs, including Re-entry, Drug Court and Proposition 36, and responds to any complaints from clients who are participants in these programs.

If the client feels his or her complaint has not been adequately responded to, the client can appeal to the Chief Attorney for relief. The majority of complaints received are resolved by the Managing Attorneys.

(4) Train Workforce to Accomplish Service Objectives/Improve Quality

All attorneys and staff participate in regular training sessions designed to improve the quality of legal representation and the experience base of the attorneys. Attorneys are required to participate in mandatory continuing education by the California State Bar. The office provides over 50 in-house trainings each year to attorneys and staff. Attorney trainings cover a wide array of subject areas, including trial skills, new laws, expert witnesses, specialty practice areas and ethics.

The training sessions are designed, developed and presented by the office's Training Director, an experienced attorney who is responsible for training new attorneys and providing continuing education. The Training Director works with the Managing Attorneys to identify attorneys who have requested or need assistance in working on their cases. The Training Director is available as a resource to all attorneys.

Many attorneys and staff also elect to attend outside trainings, through the City, or other professional organizations which provide training. The California Public Defender's Association and the California Attorneys for Criminal Justice are

among the main providers of educational seminars for the profession in the Bay Area.

In addition, all employees undergo mandatory training as part of their orientation to the office. Employees receive extensive training on office policies, the Manual of Policy and Procedures, the mission statement and core values of the organization. The mission statement and core value, which includes client service objectives, is posted prominently in the office.

IV. Conclusion

Adequate funding for the Public Defender is critical to the office's continued growth and viability. The Public Defender simply seeks the same tools that are provided to its counterpart, the District Attorney, as well as other public safety departments.



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02/01/2010 04:41 PM

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cc

bcc

Subject SFPL FY10-11 Department Efficiency Plan and FY10
Performance Measures

Hi, Rebekah, et al.

Attached, please find the Public Library's FY10/11 Efficiency Plan and FY10 Department Short Summary Annual Report of SFPL's performance measures.

Please feel free to contact me if you have any questions or feedback.

Thanks,

Jill

Jill Bourne
Deputy City Librarian

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SECTION 1: LONG-TERM STRATEGIC PLANNING

MISSION STATEMENT

The San Francisco Public Library is dedicated to free and equal access to information, knowledge, independent learning, and the joys of reading for our diverse community.

MAJOR PROGRAM AREAS AND OPERATIONAL FUNCTIONS

The **Public Library**, through the Main Library, twenty-seven Branch Libraries, bookmobiles, and public website, provides a wide-array of public services and programs. In addition to providing information and access to the City's collection of 2.5 million items in a variety of formats (print, microform, digital, video, and audio) and in over 50 languages (including English, Chinese, Russian, and Spanish), providing citizens with both general and in-depth informational services, books, materials, and electronic resources, the Library also offers educational, literary, and recreational programming for children, teens, and adults. The public has online access to over one hundred databases at 711 public access computers and specialized CD-ROM stations. Special services and programs include children's and teen Summer Reading Programs, the Project Read adult literacy program, the Friends for Life services for patrons whose permanent or long-term disabilities prevent them from visiting Library facilities, the Juvenile Justice Center Library and Log Cabin Library, and numerous exhibits, lectures, and author readings that are all free to the public. The Library is organized into eight programs: the Main Library; Branch Libraries; Children and Youth Services; Information Technology; Technical Services; Communications, Collections, and Adult Services; Facilities; and Administrative Services. Services provided by each program are described below. **The Public Library is staffed by 636.4 FTE and has a department budget of \$80,544,890, including \$9,020,000 to purchase books and materials for the Library's public collection.**

The **Main Library Program** administers public services in the Main Library, the central and largest library facility in the City which directly serves the Tenderloin, Hayes corridor, Financial District, Civic Center, Nob Hill and South of Market neighborhoods. Special centers within the Main Library offer focused collections and services for specific needs or interests: Library for the Blind, Library for the Deaf, African-American Center, Gay and Lesbian Center, Chinese-American Center, Filipino-American Center, Jobs and Careers Center, Small Business Center, Music Center, Environmental Center, Patent and Trademark Center, Book Arts & Special Collections Center, and San Francisco History Center. The Main Library is open a total of 60 hours per week, serves approximately 2.3 million visitors, and circulates 2.8 million items annually. The Main Library program (EEF) is staffed by 169.68 FTE, and has a budget of \$16,127,864.

The **Branch Library Division** encompasses the activities and programs of the 27 branch facilities and the Branch Library Improvement Program (BLIP) Bookmobile that currently serves four communities in which branch libraries are closed for renovations, plus Treasure Island and mobile locations at many community events. Collectively, branch libraries are open a total of 1,234 permanent service hours per week, serve 4.1 million visitors and circulate 6.8 million items annually. The Branch Libraries (EEG) are staffed by 202.63 FTE and have a combined budget of \$18,446,141.



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The **Children and Youth Services Program** promotes literacy, reading, and information access for children and teens, from birth through age 18. Major projects include: the early literacy initiative *Every Child Ready to Read*; *Supporting Successful Teens*; and the *Partnership for Achievement* which works to develop a more coordinated and supportive relationship with the San Francisco Unified School District. The Children and Youth Services program (FAL, CBF) is staffed by 75.89 FTE and has a budget of \$9,613,239.

The **Technical Services Program** supports the Library's mission by coordinating all aspects of book and material selection, acquisition, and maintenance. Specifically, the program orders books, audiovisual materials, and periodicals, receives ordered materials, processes invoices, catalogs newly acquired or donated materials, and maintains the bibliographic database for the online catalog. Technical Services (EGD) is staffed by 46.67 FTE and has a budget of \$4,637,567.

The **Information Technology (IT) Program** administers and maintains the Library's information technology systems, network, online catalog, library website, and other related systems. This program is responsible for: strategic technology planning; new technology service innovations; all public access and staff computers, printers, and other peripheral devices; direct services and resources to the public via the library's website; desktop applications; telephone and onsite helpdesk support for staff and managing and coordinating data and voice communication activities for the department. The Information Technology (EGG) program is staffed by 22.43 FTE and has a budget of \$4,351,748.

The **Communications and Adult Services (CAS) Program** plans, coordinates, and stages a wide variety of cultural, literary, educational, and artistic public programs and exhibitions at the Main Library and 27 branch libraries, including: city-wide events such as *One City One Book*, the *Poet Laureate* selection and inaugural address, and the monthly reading program, *On the Same Page*; publicity and support for branch opening day events. Through the Media Services Unit, meeting rooms and technical audio/visual support are provided for community and City department meetings, events, seminars, and training sessions. The Communications and Adult Services program (EGF) is staffed by 21.96 FTE and has a budget of \$9,462,609.

The **Facilities Division** oversees the preventive maintenance, building and systems repair, custodial services, security, and fleet maintenance for the Main Library, 27 Branch Libraries, and the Support Services Building. The program coordinates with the Department of Public Works and Recreation and Parks Department regarding infrastructure and landscaping projects, manages capital improvements, and provides assistance as required on various BLIP construction projects. Library materials are also delivered daily to all branches by the drivers and vehicles of the delivery services unit. The Facilities program (EGH) is staffed by 75.37 FTE and has a budget of \$10,701,692.

The **Administrative Services Program** includes the City Librarian's Office, the Library Commission Secretary's Office, the Finance Office, and the Human Resources Office. The City Librarian's office provides oversight and leadership toward the achievement of system-wide vision and goals. The Commission Secretary's office provides support to the Library Commission in the preparation of meeting materials, while acting as Custodian of Records and a liaison to both the Library administration and the community. The Human Resources unit provides system-wide support in personnel management and training. The Finance unit provides support in budgeting, accounting, contract management, grant coordination, and purchasing. The Administrative Services program (EIB) is staffed by 21.76 FTE and has a budget of \$6,925,233 including system-wide allocations for workers compensation, training, travel, and institutional memberships.



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GOALS AND OBJECTIVES

In FY 2010-11, building upon the stated goals and major focus areas in the 2003-2006 Strategic Plan, the Library has continued the overarching strategic direction by defining updated priority areas, goals and objectives that direct department-wide work planning and performance management, across the individual programs described above.

Priority Area	Goals
I. Services, Programs and Outreach	1. Maintain library open hours for public access. 2. Sustain early literacy workshops for parents, caregivers and young children. 3. Sustain support for area schools through targeted programs and outreach, in partnership with the San Francisco Unified School District (SFUSD) and the Department of Children, Youth, and their Families (DCYF) 4. Implement public service efficiencies
II. Library Collections	5. Maintain strong library collections responsive to diverse community needs 6. Sustain strong international languages collections 7. Implement collection development efficiencies
III. Targeted Technologies	8. Provide Wi-Fi, broadband, and a robust IT infrastructure 9. Enhance direct service to the public via the Library's new web site, virtual library, online public catalog and e-resources 10. Expand laptop lending program as a means of increasing public technology capacity and access citywide
IV. Workforce Development	11. Implement staff training plans to promote growth, skill-building, and leadership competencies 12. Increase educational and workforce skill building opportunities for the public through innovative partnerships, online tutorials, and support for YouthWorks
V. Public Safety & Security	13. Provide safe and welcoming library facilities and maintain partnerships with the Department of Public Health (DPH), SFHOT, and the San Francisco Police Department (SFPD) 14. Maintain security equipment and personnel training
VI. Facilities and Asset Management	15. Provide library facilities that are seismically safe, accessible, and ergonomic through the Branch Library Improvement Program (BLIP), additional capital improvement projects, and ongoing building maintenance activities 16. Create efficiencies in staffing, space, and equipment use through reorganization of bookmobile services and materials delivery processes 17. Support citywide energy and water conservation initiatives



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ALLOCATION OF RESOURCES

I. Services, Programs and Outreach

Goals 1-4:

1. *Maintain library open hours for public access.*
2. *Sustain early literacy workshops for parents, caregivers and young children.*
3. *Sustain support for area schools, in partnership with the San Francisco Unified School District (SFUSD) and the Department of Children, Youth, and their Families (DCYF)*
4. *Implement public service efficiencies*

Objectives and Resources:

The Library's objectives related to customer service, programs, and outreach will be achieved through a reorganization and effective allocation of staff resources and continued partnerships with city agencies and community based organizations:

- Maintain commitment to public services hours, ensuring that each library location is open 6 or 7 days.
- Consolidation of the Library's three bookmobile programs to ensure continuity of a high standard of service through efficient management of staff and vehicle resources, ensuring that vacancies and vehicle failures do not impact services to the public (*see Facilities and Access Management*).
- Temporary services will be established to provide uninterrupted services during facility closures for construction at Anza, Bayview, Golden Gate Valley, Merced, Ortega, Park, Parkside, Presidio, Visitacion Valley neighborhoods.
- Public programs and information services regarding sustainability and environmental issues, "Green Stacks," will be implemented by existing staff of the Wallace Stegner Environmental Center, jointly funded through an MOU with SF Environment.
- Early literacy workshops for parents and caregivers to meet growing demand will be funded through reallocation of existing monies.
- Support for area schools and summer care programs will be provided with existing staff and funding to augment school resources, provide in-service training for educators, and benchmark student achievement expectations related to literacy and information literacy.
- Redefine Access Services, including Wise Up! services to seniors and modified staffing allocations.
- Sustained collaborative relationships with community based groups and library stakeholders, such as, the Council of Neighborhood Libraries, the Friends of the San Francisco Public Library, and the Library Citizen's Advisory Committee.



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II. Library Collections

Goals 5-7:

5. *Maintain strong library collections responsive to diverse community needs*
6. *Sustain strong international languages collections*
7. *Implement collection development efficiencies*

Objectives and Resources:

In FY 2010/11, the Library proposes an amount of funding for books, media, and other collection materials that equates to the FY2008 level. A budget of approximately \$9M will provide:

- Opening day collections for branches that are new or have been renovated.
- Funding for existing database contracts.
- E-media collections, including downloadable books, music, and films.
- Resources to support schools and education.
- Audio-visual media materials, such as books on CD and DVDs.
- A continued commitment to print materials in English and international languages.

Reorganization of collection development functions will result in streamlined acquisition processes for popular materials, requiring fewer staff hours and enabling a continued focus of staff time on unique resources, such as collections in international languages and special collections.

Development of a digital collections strategy will address issues of access, storage, display, integration with digital service delivery and other electronic resources, preservation of materials, and recommendations for digitized management of San Francisco Documents and archives. Further commitment to the JobsNow!/Internet Archives scanning project (*See Workforce Development*) could result in a significant increase in documents available digitally and a reduced need for costly physical storage space for library and city archive materials.



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III. Targeted Technologies

Goals 8-10:

8. Provide Wi-Fi, broadband, and a robust IT infrastructure

9. Enhance direct service to the public via the Library's new web site, virtual library, online public catalog and e-resources

10. Expand public laptop lending program as a means of increasing public technology capacity and access citywide

Objectives and Resources:

Library computers and electronic resources are a vital, heavily used public asset. Increased public computing capacity through both desktop computers and the "laptop lending program," which was piloted in FY09 at four branch libraries and will expand to all branches that have completed renovations or new construction, will be accomplished using existing operational and grant funding in FY11. Innovative programmatic enhancements will include:

- Expand laptop lending program to post BLIP branches through new grant funding, repurposing laptops and implementing related wifi upgrades to maintain services.
- Provide improved public access through electronic resource management software.
- Implement potential Broadband Technology Opportunities Program (BTOP) proposal project (*see Workforce Development*).
- Implement fiber, equipment setup, and telecommunications for branches in construction in FY11.
- Develop efficient means of providing virtualization technology.
- Developing digital programming and outreach strategy for future digital service delivery.
- Improve connectivity at Log Cabin Ranch library facility.
- Engage in database clean up and vendor services to improve access in public catalog.



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IV. Workforce Development

Goals 11-12:

11. Implement staff training plans to promote growth, skill-building, and leadership competencies

12. Increase educational and workforce skill building opportunities for the public through innovative partnerships, online tutorials, and support for YouthWorks

Objectives and Resources:

The Library will support goals related to staff development and succession planning by realigning existing efforts and resources, including a targeted staff training program, leadership development opportunities, and ongoing skill-building. Internal objectives include:

- Cross training for staff to allow for assistance across units to flexibly respond to departmental service demands.
- Implement staff scheduling efficiencies system-wide.
- Reduce workers compensation costs by identifying accommodation placement options, pursuing investigation of fraud, and ensuring ergonomic appropriateness of tasks and equipment.
- Reduce turnaround time for the reassignment process.
- Emergency response training for all staff.

Public workforce development will be a focus of service, provided in the form of:

- Growth and support of the **JobsNow!** program with partnership of the Internet Archives, placing up to 100 formerly out-of-work citizens in positions as scanning assistants and creating digital access to unique city and library documents.
- Application for **ARRA Broadband Technology Opportunities Program (BTOP)** funding for a public computing center – or mobile hotspot – bringing technology, instruction, and wi-fi access to targeted audiences, in partnership with the Office of Workforce Development and related community-based organizations.
- Resources and instruction made available in the Jobs and Careers Center and Jobs Lab at the Main Library.
- Support for the YouthWorks youth employment program.
- Early literacy workshops for care-providers and parents.
- Volunteer services opportunities and internship programs.
- Outreach to high schools regarding library employment and Library and Information Science (LIS) degree options.



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V. Public Safety and Security

Goals 13-14:

13. Provide safe and welcoming library facilities and maintain partnerships with the Department of Public Health (DPH), SFHOT, and the San Francisco Police Department (SFPD)

14. Maintain security equipment and personnel training

Objectives and Resources:

To continue the Library's commitment to Public Safety and Security, the Library will utilize existing staff and funding resources to address security coverage needs, ensure that facilities are clean and well-maintained, and continue the following ongoing relationships with partner departments:

- Department of Public Health (DPH)
 - A "Marriage, Family, and Child Counselor" or Social Worker position for the Main Library provides a close connection with and direct referral to public health and human services resources.
 - Up to three part-time health and safety monitors in key areas such as public restrooms.
 - Continuation of SFHOT presence around the perimeter of the Main Library facility.
- San Francisco Police Department (SFPD)

Disaster recovery preparations will continue in FY11:

- Creation of materials recovery manual for assessing and rescuing potentially damaged collections.
- Placement of disaster recovery barrels in each library facility.
- Implementation of community disaster recovery HUB plan at selected branch libraries and mobile HUB bookmobile, in partnership with the Department of Emergency Management and Department of Neighborhood Services.



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VI. Facilities and Asset Management

Goals 15-17:

15. Provide library facilities that are seismically safe, accessible, ergonomic, and well maintained through the Branch Library Improvement Program (BLIP), additional capital improvement projects, and ongoing building maintenance activities

16. Create efficiencies in staffing, space, and equipment use through reorganization of bookmobile services and materials delivery processes

17. Support citywide energy and water conservation initiatives

Objectives and Resources:

Continued progress on the Branch Library Improvement Program (BLIP) is a top priority for the Library in FY11. To date, 14 branches and the support services facility have been completed, 7 projects are in construction, 2 projects are in bid and award phase, and one is in design. In FY11, the Anza, Golden Gate Valley, Merced, Ortega, Park, Parkside, Presidio, and Visitacion Valley branches are scheduled to be completed and the Bayview and North Beach branches will be in construction. The FY11 budget proposal includes a debt service payment of \$2.5M.

Consolidation of the Library's three bookmobile programs will maintain a continuity of service through efficient management of staff and vehicle resources, centralizing vehicle management and ensuring that vacancies and vehicle failures do not impact services to the public, while providing staff savings.

A re-examination of delivery services, the movement of library collection materials between library facilities for patron use, will accommodate a trend of increasing demand by utilizing and reorganizing existing resources.

In addition, the Library will utilize existing funds to address the following priorities in FY11:

- Ongoing building maintenance needs.
- Development of a space plan for Library facilities (Main, 190 9th Street, Brooks Hall).
- Fully implemented recycling and composting at all branch libraries; increasing zero waste activities.
- Reduction of energy use and expenditures through implementation of recommendations from Public Utilities Commission audit.
- Reduction of water use and related expenditures.



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SECTION 2: CUSTOMER SERVICES

EXTERNAL AND INTERNAL CUSTOMERS

The Library serves all members of the diverse communities of the City and County of San Francisco by providing access to information, materials, assistance, and programs at the Main Library, 27 Branch Libraries, the public website, and bookmobile services. Special programmatic consideration is given to meeting the needs of children, teens, adults acquiring literacy, patrons with differing abilities, physical limitations, ethnic and international communities, and adults interested in literary pursuits.

While all divisions of the Library department contribute to the delivery of public services, the Main Library, Branch Libraries, Children and Youth Services, Information Technology, and Communications, Collections, and Adult Services programs have most direct impact to serving customers. The Administrative Services, Technical Services, and Facilities programs each provide a great deal of support to public services programs, ensuring that staff have the tools, equipment, training, and resources to serve the public, as well as the collections and materials that customers need and want. Within the city context, the Library additionally supports internal customers by actively partnering with other city agencies and departments (such as the Department of Public Health, the Department of Children, Youth, and Families, the San Francisco Arts Commission, the San Francisco Police Department, the Department of Public Works, the Department of the Environment, and the San Francisco Unified School District) to advance city initiatives, promote the role and resources of the Library, and enhance the joint impact of both partners' programs.

BENCHMARKS OF QUALITY SERVICE

Quality service is measured through direct input from Library program participants, Library users, and the general citizenry. Surveys are utilized as a tool to gauge the user experience and satisfaction with assistance, the quality and availability of collections, the quality and effectiveness of programs, and the quality of facilities. Currently, the Library engages in three separate forms of surveying:

1. Site surveys completed following participation in individual and series programs
2. A continual online Library Satisfaction Survey that will also be available in print and in Chinese, Russian, and Spanish
3. A portion of the Citizens' Survey administered by the Controller's Office

The Library added several measures in 2007 to begin assessing performance in key areas of public computer usage, use of collections and resources in international languages, early literacy programming, and outreach to schools. In 2009, the Library revised several longstanding patron survey measures to synchronize with the format of the new online public satisfaction survey. At the mid-year point of FY2010, additional satisfaction measures in priority areas of safe and well-maintained facilities, customer service, and overall satisfaction, were added with 6 months of feedback data.



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SECTION 3: PERFORMANCE EVALUATION

FY 2010 MID YEAR ANALYSIS

I. Services, Programs and Outreach

Patron satisfaction with the quality of library assistance is measured via an online continual satisfaction survey: [<http://sfpl.org/sfplonline/survey.htm>]. The Library's FY11 target in this measure for both the Main Library (*EEF, Goal 3, Measure 6*) and Branch (*EEG, Goal 3, Measure 3*) programs is in the "high satisfaction" range – 8.5 and 8.25 (scale of 10), respectively. Both programs are close to target (-1.4% and +.9%, respectively). Library staff review survey results and individual patron comments to identify areas of service improvement.

Services provided are also measured quantitatively, including:

- Number of questions answered annually at the Main (*EEF, Goal 3, Measure 1*) and Branch libraries (*EEG, Goal 3, Measure 1*). Informational questions at the Main are 6.4% above mid-year target, while questions at the Branch libraries are on track to be 8% higher than predicted.
- Number of persons entering the Main (*EEF, Goal 2, Measure 2*) and Branch libraries (*EEG, Goal 2, Measure 2*). Library use continues to rise, as shown by the number of visits to library buildings – currently on target at the Main Library and 44% higher than targeted in the Branches. Factors contributing the increased use of public libraries include: the current economic climate, expanded open hours, enhanced services and outreach efforts, and the availability of strong collections and computer resources.
- Hours of operation at the Main (*EEF, Goal 2, Measure 1*) have remained steady in the past year, while permanent hours at the Branch libraries (*EEG, Goal 2, Measure 1*) have continued to increase in the fiscal year, with current hours higher than anticipated, due to expanded efforts to mitigate the impacts of branch renovations. Extended hours at neighboring branches, programming services in community facilities, and bookmobile services have all helped ensure that branch library services remain accessible to patrons during the Library's capital program.

Free, high-quality public programs are an important way in which the Library provides information, increases access, and reaches out to diverse communities and patrons of all ages. In addition to providing high-quality programs for children and teens, the Library aims to support education through instruction on library resources and how to use them. Quantitative measures include:

- Number of programs provided for children and teens (*FAL, Goal 1, Measure 1*) is currently on pace to exceed the annual target by 9%, in part due to increased demand for lapsit and storytime programming and a commitment to continue children's program throughout branch closures for renovation.
- Number of children and youth attending programs (*FAL, Goal 1, Measure 2*) is likewise showing an increase above the target of 3.2%. The Library's early childhood programs have developed a loyal and growing following, and newly added teen librarian positions are creating an impact in communities by engaging teens in more programs and library initiatives.
- Number of instructional visits or programs for school classes (*FAL, Goal 2, Measure 1*) are exceeding the target by 2.3%, reflecting an ongoing commitment to partnering with the SFUSD, private, and independent schools in each neighborhood.



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- Number of children and teens receiving instruction via school visits or library visits (FAL, Goal 2, Measure 2) midyear numbers are approximately 15% below target, but are expected to increase in the 3rd and 4th quarter when librarians visit schools in preparation for the Summer Reading Program.
- Number of people attending adult programs (EGF, Goal 4, Measure 1) is showing a typical midyear trend lower than the annual target by 21%, due to fewer programs during November and December, but is expected to finish on target with numerous programs and public events, including two branch openings, in the 3rd quarter.
- Attendance at public programs and trainings offered for speakers of languages other than English (EGF, Goal 5, Measure 1) has improved significantly from FY10, but is still 13% below target for the year.

II. Library Collections

Patron satisfaction with the quality of library collections (EGF, Goal 1, Measure 3) and databases (EGF, Goal 3, Measure 3) is measured via an online continual satisfaction survey: [<http://sfpl.org/sfplonline/survey.htm>]. The Library's FY10 targets for these measures are in the "high satisfaction" range – 8.00 and 9.00, respectively (scale of 10). Midyear results for collections are within .05 of target ratings, while databases are below target by 13%.

Additional measures related to library collections include:

- Number of new materials made available to the public (EGD, Goal 1, Measure 1) is currently 28% higher than target due to new efficiencies created in the Technical Services division and a commitment to making library materials available to the public more quickly.
- Number of items bound and repaired for public use (EGD, Goal 1, Measure 2), 6% higher than target, due to the increased number of items preserved in preparation for digitization.
- Number of items in languages other than English added to the library's collections (EGD, Goal 2, Measure 1), this measure is 8% below target at midyear. The majority of purchasing language materials will be done in the second half of the fiscal year. It is anticipated that the target will be met by the close of FY10.
- Circulation of materials at the Main (EEF, Goal 1, Measure 1) and Branch libraries (EEG, Goal 1, Measure 1) are on target at the Main library and an impressive 42% higher in Branch libraries, demonstrating an overall trend of increased library usage citywide.
- Two measures related to database use – the number of uses of the Library's subscription databases by staff and public (EGF, Goal 3, Measure 1) and the number of uses of the Library's subscription databases in languages other than English (EGF, Goal 5, Measure 2) - show a growth in usage of 22% and 1% higher than target, respectively, since the prior year.
- Number of books and library materials distributed to community groups for public benefit purposes (EGF, Goal 2, Measure 1) midyear results are a surprising 112% above target, making up for the past year's cancelled shipments and a previous trend toward fewer receiving organizations.

III. Targeted Technologies

The Library's goal of meeting patron needs for access to technology is measured, as follows:

- Growing use of online Library resources is shown in the number of web pages viewed (or hits) to the Library's web server (EGG, Goal 1, Measure 1) and the number of uses (or hits) to the Library's web pages in Chinese and Spanish (EGG, Goal 2, Measure 1), both higher than the midyear target by 22% and 2%, respectively.



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- Number of public computers available for public use (EGG, Goal 1, Measure 2) shows the Library's commitment to increasing capacity to meet the community's needs for free computer access with a 9% increase beyond the annual target, despite the fact that 8 branch libraries were closed for renovation this year. The Library will continue to increase this measure through the Branch Library Improvement Program and new public laptop lending program.
- To ensure that public computer resources are available and accessible to patrons, the Library tracks the percentage of available time (booking slots) reserved by patrons at public computer terminals (EGG, Goal 1, Measure 3), which continues an upward trend at 85% (80% in FY09). The Library is attempting to address this demand for public computer resources with an expanded laptop in-house lending program.

IV. Workforce Development

The Library contributed to public workforce development through provision of numerous free instructional sessions on topics such as basic computing, internet searching, information literacy, specific subject resources like job searching, and a series of early literacy workshops for childcare providers and parents.

Success of public trainings, currently offered predominantly at the Main Library, is measured by both the number of attendees at public trainings and instructional classes (EEF, Goal 3, Measure 4) and the percentage of participants who rate public trainings and classes as good and very good (EEF, Goal 3, Measure 5). Attendance at trainings is trending below target by 14%, but may rebound by the close of the fiscal year. Participant ratings of instructional training are higher than anticipated, at 100%.

Early literacy workshops are offered throughout the Library system and in partnership with numerous community-based organizations. These programs show a dramatic -84% change in the midyear result for number of caregiver/parent participants in ECRR trainings and workshops (FAL, Goal 3, Measure 2) from target due to a temporary change in staffing levels. Quality of these services is measured through participant feedback, as follows:

- Percentage of caregiver/parent participants who rate ECRR trainings and workshops as important in fostering early literacy (FAL, Goal 3, Measure 1) is above target with a high satisfaction rating of 100%.

Internally, annual performance appraisals are scheduled and completed as required.

- Number of employees for whom performance appraisals were scheduled (EIB, Goal 1, Measure 1) is currently 16% above target for midyear.
- Number of employees for whom scheduled performance appraisals were completed (EIB, Goal 1, Measure 2) is currently 4% below target for midyear, but should be corrected by year end.

V. Public Safety and Security

To track progress in the Library's Public Safety Plan, two measures have been added in FY10:

- Number of security incidents reported in Library facilities (EGH, Goal 1, Measure 6)
- How patrons rate their sense of safety and personal security in the Library on a scale of 1 to 10 (EGH, Goal 1, Measure 7), showing an "8" at midyear.

VI. Facilities and Asset Management



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February 1, 2010

To ensure that all library facilities are safe, accessible, and sustainable public spaces, the Library is currently monitoring progress toward the completion of the Branch Library Improvement Program (BLIP) with the following measure:

- Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant (EEG, Goal 4, Measure 1) is currently on target with 2 additional branch libraries scheduled to open before the close of the FY.

Performance benchmarks and measures have been added in this category at mid-year FY10 to assess patron satisfaction with Library facilities, including:

- How patrons rate the cleanliness and maintenance of Library facilities on a scale of 1-10 (EGH, Goal 2, Measure 1), showing a score of “7.5” for the first half of the year.
- Average response time in days for completion of routine facilities service requests (EGH, Goal 2, Measure 2), data for which will be gathered in the current fiscal year.

Finally, measures of sustainability have been added to track the Library’s energy and water use, and waste redirection. Data related to the following new measures will be analyzed at the close of FY10.

- Number of kilowatts used in Library facilities (EGH, Goal 1, Measure 3)
- Gallons of water used in Library facilities (EGH, Goal 1, Measure 4)
- Percentage of waste stream recycled or composted in Library facilities (EGH, Goal 1, Measure 5)

Please note: Several Library performance measures are based upon the Citizens’ Survey administered by the Controller’s Office and have not been completed at midyear FY2010.

DEPARTMENT SHORT SUMMARY ANNUAL REPORT

The SFPL mid-year 2009-2010 Department Short Summary Annual Report is attached. The full entry of performance measurement data will be entered by March 1, 2010.

PUBLIC LIBRARY - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
CHILDREN'S BASELINE					
Provide high quality programs for children and youth					
• Number of programs provided	n/a	4,354	3,500	4,545	4,350
• Number of children and youth attending programs	n/a	156,938	137,000	205,212	205,000
• Percentage of San Franciscans who rate the library's programs and activities for children under 18 as good or very good	n/a	n/a	72%	72%	72%
Support education of children and youth through instruction on library resources and how to use them					
• Number of instructional visits or programs for school classes	n/a	2,952	2,700	2,819	2,750
• Number of children and teens receiving instruction via school visits or library visits	n/a	75,265	76,000	81,208	77,000
• Percentage of participants who rate instructional visits or programs for school classes as good or very good	n/a	94%	95%	95%	95%
Support early literacy through "Every Child Ready to Read" (ECRR) program					
• Percentage of caregiver/parent participants who rate ECRR trainings and workshops as important in fostering early literacy	n/a	98%	99%	98%	98%
• Number of caregiver/parent participants in ECRR trainings and workshops	n/a	1,379	1,200	1,375	1,200

PUBLIC LIBRARY - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
BRANCH PROGRAM					
Meet citizens' needs in quantity and availability of library collections at the branch libraries					
• Circulation of materials at branch libraries	n/a	6,116,233	5,400,000	6,849,515	5,400,000
• In-library use of materials at branch libraries	n/a	2,156,971	2,000,000	2,076,051	2,000,000
Provide hours of operation at the branch libraries that respond to user demand					
• Weekly hours of operation in the branch libraries	n/a	1,091	1,035	1,075	1,040
• Number of persons entering branch libraries	n/a	3,885,975	3,300,000	4,072,757	3,300,000
Ensure customer satisfaction with services at the branch libraries					
• Number of questions answered annually	n/a	1,216,701	1,200,000	1,398,732	1,200,000
• Percentage of San Franciscans who rate the quality of assistance from staff as good or very good	n/a	n/a	78%	79%	n/a
• How patrons rate the quality of library staff assistance in the branch libraries on a scale of 1-10	n/a	8.39	8.25	8.35	8.25
Ensure that all library facilities are safe, accessible and sustainable public spaces					
• Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	n/a	41%	48%	48%	62%

PUBLIC LIBRARY - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
COMMUNICATIONS, COLLECTIONS & ADULT SERV					
Provide high quality collections and resources					
• Percentage of San Franciscans who rate the quality of the library's collections as good or very good	n/a	n/a	70%	71%	n/a
• How patrons rate the quality of library collections on a scale of 1-10	n/a	7.91	7.90	7.88	8.00
Provide beneficial uses for materials no longer needed by the library					
• Number of books and library materials distributed to community groups for public benefit purposes	n/a	56,066	65,000	27,296	40,000
Provide access to quality online computer resources and databases					
• Number of uses of the Library's subscription databases by staff and public	n/a	1,629,766	1,850,000	1,846,483	1,600,000
• How patrons rate the quality of library databases on a scale of 1-10	n/a	8.63	9.00	8.09	9.00
Provide for and inform the public on high quality educational and cultural programs and services offered by the library					
• Number of people attending adult programs	n/a	45,499	65,000	46,210	50,000
• Percentage of San Franciscans who rate the library's programs and activities for adults as good or very good	n/a	n/a	62%	62%	n/a
Ensure access to materials and services for patrons who speak/read a language other than English					
• Attendance at public programs and trainings offered for speakers of languages other than English	n/a	1,548	1,500	2,153	1,500
• Number of uses of the Library's subscription databases in languages other than English	n/a	31,917	33,500	32,056	35,000

PUBLIC LIBRARY - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
INFORMATION TECHNOLOGY					
Meet patron needs for access to technology					
• Number of web pages viewed (or hits) to the Library's web server	n/a	13,354,169	12,000,000	15,594,408	13,000,000
• Number of public computers available for use	n/a	621	607	675	650
• Percentage of available time (booking slots) reserved by patrons at public computer terminals	n/a	79%	80%	83%	80%
• Percentage of available time used by patrons at public computer terminals, including both reserved and walk-in use	n/a	59%	60%	58%	60%
Ensure access to materials and services for patrons who speak/read a language other than English					
• Number of uses (or hits) to the Library's web pages in Chinese and Spanish	n/a	470,998	450,000	547,102	500,000
• Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	n/a	n/a	n/a	n/a	n/a

PUBLIC LIBRARY - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
MAIN PROGRAM					
Meet citizens' needs in quantity and availability of library collections at the Main Library					
• Circulation of materials at Main Library	n/a	2,218,158	2,250,000	2,788,645	2,962,400
• In-library use of materials at Main Library	n/a	1,361,000	1,360,000	1,146,502	963,060
Provide hours of operation at the Main Library that respond to user demand					
• Weekly hours of operation at the Main Library	n/a	60	60	60	60
• Number of persons entering the Main Library	n/a	2,077,222	2,100,000	2,265,209	2,300,000
Ensure customer satisfaction with services at the Main Library					
• Number of questions answered annually at the Main Library	n/a	920,500	1,000,000	927,194	875,000
• Percentage of San Franciscans who rate the quality of staff assistance as good or very good	n/a	n/a	78%	79%	n/a
• Number of attendees at public trainings and instructional classes provided at the Main Library	n/a	3,359	3,600	5,238	3,750
• Percentage of participants who rate public trainings and classes at the Main Library as good or very good	n/a	0%	90%	98%	90%
• How patrons rate the quality of library assistance at the Main Library on a scale of 1-10	n/a	8.24	n/a	8.47	8.50
Ensure that all library facilities are safe, accessible and sustainable public spaces					
• Percent completion on Main Library renovation project, improving direct customer service, maintenance and mechanical systems, restrooms, and access to popular materials	n/a	100%	n/a	n/a	n/a

PUBLIC LIBRARY - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
OPERATIONS AND MAINTENANCE					
Ensure that all library facilities are safe, accessible and sustainable public spaces					
• Number of training sessions provided to Library Security staff members	n/a	30	30	49	45
TECHNICAL SERVICES					
Acquire, prepare and maintain library materials for public use					
• Number of new materials made available to the public	n/a	262,753	338,000	406,852	374,000
• Number of items bound and repaired for public use	n/a	25,351	25,000	26,668	25,000
Ensure access to materials and services for patrons who speak/read a language other than English					
• Number of items in languages other than English added to the library's collection	n/a	50,394	58,500	65,132	65,000
DEPARTMENT-WIDE/OTHER					
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	n/a	714	793	723	793
• # of employees for whom scheduled performance appraisals were completed	n/a	376	525	336	525

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BOARD OF SUPERVISORS
SAN FRANCISCO

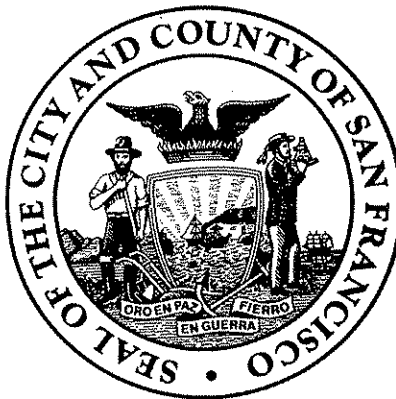
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San Francisco Public Utilities Commission

2010 Efficiency Plan



Introduction

The San Francisco Public Utilities Commission (SFPUC) is part of the government of the City and County of San Francisco. The SFPUC provides four distinct services: Regional Water, Local Water, Wastewater (collection, treatment and disposal), and Power. The Department supplies water to 2.5 million people in San Francisco and the San Francisco Bay Area. One-third of the water is supplied directly to retail customers, primarily in San Francisco (including residential, commercial and industrial customers), and the remaining two-thirds is supplied to wholesale customers by contractual agreement. Wastewater services are provided to both residential and non-residential customers within the City of San Francisco, as well as three neighboring jurisdictions. Power is primarily supplied to municipal customers within the City and County of San Francisco.

Mission, Vision and Values

Mission

To provide our customers with high quality, efficient and reliable water, power and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted to our care.

Vision

We are the sustainable utility leader, recognized for superior results in service, value, environmental stewardship and innovation.

Values

- **Communication:** We listen and communicate honestly and openly.
- **Equal Opportunity:** We provide opportunities to all staff to contribute and reach their potential. To achieve this, we must be a learning organization.
- **Excellence:** We strive for personal and professional excellence. We recognize exemplary performance as we seek continuous improvement.
- **Inclusiveness:** We provide access and transparency to stakeholders and community members.
- **Respect:** We understand and appreciate the inherent value of our staff, customers and community.
- **Safety:** We take the health and safety of our employees, customers and communities seriously.
- **Service:** We focus on customer satisfaction.
- **Stewardship:** We are accountable for, responsibly manage and conserve the human, financial and environmental resources entrusted to our care.
- **Teamwork:** We support a cooperative work environment. Our team is strengthened by the diversity and contributions of its members.
- **Trust:** We act with honesty, integrity and fairness.

Enterprises and Bureaus

The SFPUC is comprised of three “Enterprises” and four “Bureaus” that provide services to our customers.

Enterprises

1. **Water Enterprise:** Responsible for the collection, treatment transmission and distribution of high quality water to 2.5 million customers.
2. **Hetch Hetchy Water and Power, including the Power Enterprise**
 - **Hetchy Water:** The Hetch Hetchy Reservoir is the main source of water for the Hetch Hetchy System. Hetchy Water and Power is responsible for the operation, maintenance and improvements of dams and reservoirs, water transmission systems, power generation facilities and power transmission assets, including transmission lines to the Newark substation.
 - **Hetchy Power:** The core business of Hetch Power is to provide adequate and reliable supply of electric power to meet the electricity needs of the City and County of San Francisco municipal customers. In addition, it must satisfy the municipal loads and agricultural pumping demands of the Modesto and Turlock Irrigation Districts consistent with prescribed contractual obligations.
3. **Wastewater Enterprise:** Responsible for the operation, maintenance, capital improvements, repair and replacement of San Francisco’s wastewater facilities and assets.

Bureaus

- **Business Services Bureau:** Responsible for Customer Services, Finance, Human Resources, Information Technology, Fleet Management, and Assurance and Internal Controls.
- **External Affairs Bureau:** Responsible for Communications, Governmental Affairs, and Real Estate Services.
- **Infrastructure Bureau:** Responsible for Construction Management, Contracts Administration, Engineering Management, Environmental Management, Project Controls and Support, and Project Management.
- **General Manager:** Responsible for all oversight, security and Commission support.

Water System Improvement Program

The SFPUC is implementing and is well into actual construction of the Water System Improvement Program (WSIP). The WSIP is a multi-year, \$4.6 billion to upgrade the SFPUC’s Regional and Local Water Systems’ aging and seismically vulnerable pipelines, tunnels, reservoirs, dams and treatment facilities. The program will deliver capital improvements that enhance the SFPUC’s ability to provide reliable, affordable, high quality drinking water to its wholesale and retail customers. The WSIP is structured

to meet water quality requirements, improve seismic and delivery reliability, and meet water supply objectives for the year 2030. Forty local projects and 46 regional projects are being designed and built in seven different counties under this program.

Sustainable delivery of high quality water demands dedicated stewardship of natural resources. The SFPUC is committed to thoroughly assess and mitigate the environmental impacts that the WSIP may create, and deliver the program in a manner that is consistent with the organization's environmental stewardship policy. The WSIP Program Environmental Impact Report (PEIR), which analyzed the potential effects of the overall program on the environment, was certified in October 2008. In addition to the ongoing project-specific environmental review, permitting and mitigation activities, the SFPUC is pursuing two initiatives under the WSIP that will benefit the environment – Watershed Environmental Improvement Program and Habitat Reserve Program.

The SFPUC recognizes the importance of transparency and accountability in the delivery of a capital improvement program as large as the WSIP, and welcomes it daily, having more than 10 oversight bodies who are involved in reviewing and monitoring various aspects of the WSIP.

The SFPUC uses two main vehicles to share information about the progress made to-date. First, the SFPUC publishes a number of reports made available to the public, including a comprehensive quarterly report that includes updated schedules and budget forecasts for every project. This report also provides an update on a number of program areas such as program management, planning/design, environmental, right-of-way and construction. Finally, the quarterly report includes a milestones update that shows the progress made against hundreds of project-specific milestones. Second, the SFPUC created a program-dedicated website (sfwater.org/WSIP) to share timely information about the program. The website is continuously updated to reflect ongoing activities, and the recent addition of blogging capabilities to the website will allow members of the public to interact directly with WSIP staff.

Sewer System Master Plan and Improvement Program (SSIP)

San Francisco's sewer system has served San Franciscans well, operating beyond its useful life in fact. The challenges facing the system include: aging infrastructure, funding constraints deferred maintenance, and the need for adaptation to achieve long-term sustainability, highlighting the need for a new Wastewater Master Plan, which is now known as the Sewer System Master Plan (SSMP).

The SSMP evaluates the current treatment and collection system and provides long-term strategies for wastewater and stormwater management. The Plan identifies challenges and future needs to ensure reliable service and meet regulatory requirements, and identifies near-term and future operational and capital programs to meet these needs.

A Technical Advisory Committee, made up of eight nationally renowned experts in disciplines related to wastewater, worked with SFPUC staff and the consultant team that prepared the SSMP to provide a neutral and independent review of engineering and technical work.

The goals of the SSMP are to:

- Develop a long-term vision and strategy for the management of the City's wastewater, stormwater and biosolids;
- Develop a Sewer System Improvement Program (SSIP) that provides the detailed capital planning roadmap for improvements needed;
- Identify approaches for addressing specific challenges facing the system; and
- Develop strategies for improving and maximizing system reliability and flexibility.

The Sewer System Master Plan provided the vision and approach for the capital program. The SSIP will include the specific details, projects and actions that achieve the vision and approach.

Environmental review is anticipated to begin in 2010. This process will identify environmental impacts of proposed actions, identify ways to avoid or reduce environmental damage, and enhance public participation in the planning process. During the environmental review phase, public workshops will be hosted by the San Francisco Planning Department's Major Environmental Analysis Division.

The projects in the SSIP will address aging infrastructure, flooding, reliability, redundancy and odor control. A series of workshops are being held with the San Francisco Public Utilities Commission to establish the desired measurable future performance of the system based on a Level of Service. Staff will continue to refine goals specific to the SSIP for proposed adoption by the SFPUC. As part of the SSIP an implementation plan will be developed for planning, alternative analysis, design and construction of the recommended projects.

One of the largest projects in the SSIP is a Biosolids Digester Facility to replace the seismically-unreliable Southeast Plant digesters with a modern design that employs the latest technology and meets the needs of the community. To ensure the community is involved, a Digester Task Force was initiated has been actively working with staff for past year to review project plans. The Digester Task Force functions as an advisory group. It is comprised of local residents that represent community and business interests that will review and make recommendations to the Commission to help shape the final project.

Some of the key issues the task force will review include:

- Site selection;
- Placement and profile of the digester vessels;
- Facility design themes;

- Cost;
- Architectural improvements;
- Street facade; and
- Overall community integration of the project.

The other projects that will be included as part of the SSIP include:

- Collection System Rehabilitation;
- Treatment Plant Upgrades;
- Outfall Rehabilitation;
- Drainage Improvement;
- Low Impact Design;
- Channel Tunnel Transport; and
- System-wide Seismic Upgrades.

A detailed scope, budget and timeline for the completion of each project are being developed.

Customer Service

Our Customers

The San Francisco Public Utilities Commission serves both external and internal customers:

- **Retail Customers:** San Francisco residents and businesses that purchase our water and wastewater services.
- **Wholesale Customers:** Regional water districts who purchase water for their retail customers from the Hetch Hetchy Regional Water System, and the Modesto and Turlock Irrigation Districts, who purchase hydroelectric power at cost from the Hetch Hetchy system.
- **City and County of San Francisco Customers:** City departments that receive SFPUC's water, wastewater and power services.

Most of our customer service focus is on retail customers, whom we serve through three main points of contact: (1) the Customer Services Bureau; (2) the SFPUC Emergency Interactive Voice Response System (24/7); and (3) Public Outreach.

The Customer Services Bureau provides services in English, Cantonese and Spanish. We also provide written materials in all three noted languages, as well as other languages as requested. We will work with the Office of Language Services to assist and facilitate access to language translation as needed.

Customer Services Bureau

The Customer Services Bureau is the primary point of contact for water and wastewater customers promptly responding to over 140,000 customers' inquiries, complaints and requests for services annually either by the Interactive Voice Response System (IVR)

or by service representatives. This responsibility includes new water and wastewater service installation applications, billing and collections for 180,000 meter reading and field investigations.

We are responsible for the billing and collection of electric services provided to City departments, as well as retail customers that are City tenants. This involves maintaining approximately 2,400 electric service accounts, and for the billing and collection of \$90 million annually in electric sales. Further, Customer Services is responsible for the billing and collection of land leases and permits, which generates some \$10 million in annual revenue, when also factoring in royalties.

- We provide on time and accurate billing of 180,000 water and wastewater customer accounts.
- We assist approximately 38,000 customers in person in our office every year.
- We bill and collect over \$500 million in water, wastewater, and power and utility revenues.
- Field Service staff complete over 1 million meter reads each year, with a goal of no more than 1 error per 1,000 meters read. In fiscal year ending June 2009, the error rate was less than 0.1% of meters read.
- Our customer service representatives promptly respond to over 140,000 customers' inquiries, complaints and requests for services annually.
- Our service level goal is to answer 80% of calls within 20 seconds. In fiscal year ending June 2009 we achieved an 86% service level, answering 108,718 calls in an average of 14 seconds.

To achieve its mission and its responsibilities, Customer Services has 107 employees and operates on an \$11 million annual budget.

To provide as much flexibility and convenience as possible for customers, the SFPUC accepts cash, checks, and credit card payments, as well as electronic bill presentment and payment, home banking, pay-by-phone, direct debit, office payment, payments at City Hall and on-line payments.

The SFPUC has implemented a range of performance measures to gauge our customer service. The Customer Services Bureau annually surveys our customers, and results of recent customer satisfaction surveys indicate that 94% of customers who contact Customer Services rate their service as "good" or "excellent".

We also measure the following:

- Number of answered customer calls.
- Number of customer complaints received for poor customer service.
- Call Center Service Level Goal of responding to 80% of telephone calls within 20 seconds.
- Accuracy of billing based on the number of billing adjustments made per the number of bills generated and meter reading accuracy (less than 0.1% per thousand meter reads).

- Effectiveness of collection/delinquency methods based on bad debt ratio.
- Number of times bills are processed within two days of meter reading.
- Number of times payments are processed within 24-hours of receipt.

Staying Connected with our Customers

The SFPUC responds to water, wastewater and streetlight problems. SFPUC staff responds to telephone inquiries immediately upon a call being routed to an available operator; within 24-48 hours via email; and within 10-15 days via written correspondence, except for those issues requiring extensive research and/or field investigation.

For water emergencies, all incoming calls related to water service problems, hazardous conditions, leaks, or breaks are routed to the City Distribution Division. The SFPUC responds to all service and meter leaks within two hours of notification. All large or damage-causing leaks, as well as any hazardous conditions, are immediately investigated. All two-alarm fires or larger issued to radio dispatch are responded to immediately. Incoming calls received after business hours or on weekends and holidays are received through the emergency dispatcher.

Wastewater inquiries may include emergencies or complaints of odors originating from pump stations, treatment plants and the vast network of collection systems. Odor complaints regarding treatment plants and pump stations are handled 24 hours a day by the Chief on-watch at the Southeast Water Pollution Control Plant. The Chief on-watch responds to odor complaints and is to investigate within one hour of the initial complaint. The response time is tracked, and we meet the one-hour goal in over 95% of cases. Complaints are documented with a note from the Chief on-watch detailing the action taken to resolve the complaint.

Streetlight complaints are received through 3-1-1, the SFPUC website, or by phone calls to the streetlight repair number as published.

The SFPUC works closely with the City's 3-1-1 call center on the referral of and response to customer inquiries and/or complaints. 3-1-1 service requests are monitored daily and are used to manage our customer service requests via the 3-1-1 Virtual Office on-line web tool. The SFPUC has coordinated with 3-1-1 to integrate service requests (RCS) into our business processes. SFPUC staff, across all three enterprises, responds daily to RCS via telephone, Virtual Office on-line and integration through a work order transfer system with the Department of Public Works. On average the SFPUC receives between 200-400 referrals from 3-1-1 each month.

Public Outreach

The SFPUC Communications Division serves our customers through public affairs, legislative affairs, community and public relations, publications, media relations and outreach services. We offer tours of our facilities to a variety of public groups, schools

and other interested parties. We attend and host neighborhood meetings and community fairs to share information regarding important SFPUC and City goals of promoting water conservation, solar panel installations, safe medicine disposal and the capture and reuse of storm water. Our major campaigns include the "Water Savings Hero", "Big Blue Bucket", "SFGreasecycle", and "GoSolarSF". We also provide vital information on important local and regional construction projects part of the Water System Improvement Program and Sewer System Improvement Program and facilitate discussions on important issues and resource stewardship.

SFPUC Sustainability and Strategic Plans

Consistent with the requirements of San Francisco Charter, Article VIII B, section 8B.123 (A) (3), the SFPUC institutionalizes a comprehensive Strategic Plan as well as a Sustainability Plan and Program. The Sustainability Plan was published in December 2008 and is available on the SFPUC website at www.sfwater.org/sustainability. Its creation is the result of a three-year effort undertaken through a collaborative process involving the leadership, staff and stakeholders of the SFPUC. Quarterly updates and monitoring occurs.

The Plan is a system for evaluating SFPUC's Department-wide performance that takes into account the triple bottom line impacts of SFPUC's business activities. The Plan activates an integrated, systematic and long-term approach to sustainability at the SFPUC, whereby SFPUC continues to track and monitor performance, assess results, refine and implement a useful reporting protocol, and take needed actions to improve strategic management and decision-making. The Plan includes a baseline assessment that scores SFPUC's performance and sets out specific strategies and initiatives, with targets to begin improving sustainability performance in priority areas. Using a subset of The Plan's performance indicators, SFPUC completed quarterly reporting for Fiscal Year 08-09 and, in fiscal year 2009-10 have been integrating the Plan with other strategic performance evaluation efforts, including the SFPUC Action Plan.

In addition, the SFPUC developed the "SFPUC Strategic Plan", which was developed as a result of extensive goal setting and planning sessions with the SFPUC's Commission and senior staff. The Strategic Plan is a performance matrix designed to be used among senior managers to chart progress on four key goals:

- Provide High Quality Services;
- Promote a Green and Sustainable City;
- Engage the Public; and
- Invest in People and Communities.

The Strategic Plan outlines key strategies, actions and measures. This document is evaluated annually by the Commission and senior staff and modified as necessary.

Performance Evaluation

The SFPUC is committed to performance measurement and management. Our day-to-day operations and our long-term capital projects are subject to regular, public performance measurement processes.

The SFPUC's capital programs receive systematic review by multiple stakeholders, and over the past few years we have updated the reporting processes of these programs to allow for periodic reporting and monitoring by stakeholders and the public.

- We will continue working with the Commission, the Mayor's Office, the Board of Supervisors, the State legislature, local and regional oversight bodies, and the public to closely track the performance of our long-term capital programs.
- The SFPUC Citizens' Advisory Committee (created by Proposition E in 2002) reviews operational issues and implementation of the capital improvement program.
- The Revenue Bond Oversight Committee (created by Prop. P, 2002) monitors expenditures of revenue bond funds (approved by Prop. A, 2002) to ensure those funds are spent appropriately on the capital improvement projects.

Asset Management

The SFPUC's Asset Management Program is active throughout the fiscal year and is coordinated with the periodic update of the Capital Plan and budget. The Capital Plan outlines assets and investment required to maintain the adopted level of service, while the asset management plan outlines the programs that efficiently maintain the assets in good working order.

The Asset Management Program involves the following:

- **Asset Inventory and Condition:** With a standard asset hierarchy and nomenclature, SFPUC assets will be grouped by function or location, maintained in a database, and identified by a unique asset identification number. The asset and relevant asset data, including financial and operating parameters, will be stored in the Computerized Maintenance Management System (CMMS), Maximo which is being upgrade to version 7.1 in 2010. The asset management plan will direct SFPUC Enterprises to regularly evaluate asset condition, maintain accurate asset databases, track performance, record maintenance history and procedures, warranty information, and consequence of failure in order to develop an asset priority ranking.
- **Maintenance Program Review:** Review of maintenance data and procedures to ensure practices are appropriate relative to recorded performance, manufacturer's/builders recommendations and warranties. Ensures

programmatic maintenance activities are appropriate and completed (corrosion control, valve exercise program, etc.).

- **Financial Analysis:** Using the upgraded CMMS, Maximo 7.1, the SFPUC will ultimately be able to record annual expenditure by asset and replacement cost. This data in turn will be used to evaluate asset life-cycle costs and revise maintenance accordingly.
- **Key Performance Indicators (KPIs):** By measuring and evaluating asset performance as it ties to LOS objectives, the SFPUC will continuous assess the program and work processes to identify inefficiencies, develop recommendations and improve asset performance and cost effectiveness.



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To "Krell, Rebekah" <Rebekah.Krell@sfgov.org>, Board of Supervisors <Board.of.Supervisors@sfgov.org>, "Con, Performance" <Performance.Con@sfgov.org>

cc "Falvey, Christine" <Christine.Falvey@sfdpw.org>, "Reiskin, Ed" <Ed.Reiskin@sfdpw.org>, "Carlson, Robert" <Robert.Carlson@sfdpw.org>

bcc

Subject DPW's 2010 Efficiency Plan

Rebekah et al,

Please find attached DPW's 2010 Efficiency Plan, including our short summary annual report on our performance measures (an attachment to the Efficiency Plan). Please feel free to contact me if you have any questions or difficulty opening the attachments. Have a great day.

Maureen Singleton, Budget Manager
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PUBLIC WORKS - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
ARCHITECTURE					
Develop accurate construction cost estimates for City projects					
• Percentage of awarded contracts that are within 10% of the architect's estimate	50%	50%	n/a	n/a	n/a
• Percentage of lowest bid received for each advertised project that is within 10% of the architect's estimate	n/a	78.6%	75.0%	94.0%	n/a
• Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	n/a	n/a	n/a	53.0%	80.0%
Improve quality of service provided to customers					
• Average Score of Architecture customers that rated their overall satisfaction 7 or above	6	n/a	n/a	n/a	n/a
BUILDING REPAIR AND MAINTENANCE					
Provide high quality and cost-efficient repair, maintenance and cleaning of City buildings					
• Percentage of customers satisfied or very satisfied with service	100%	n/a	n/a	n/a	n/a
Improve quality of service provided to customers					
• Average Score of Building Repair and Maintenance customers that rated their overall satisfaction 7 or above	7	n/a	n/a	n/a	n/a

PUBLIC WORKS - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
CONSTRUCTION MANAGEMENT SERVICES					
Track City construction project costs					
• Percentage change order cost to original contracts, for projects exceeding \$2 million	6.31%	6.46%	7.10%	9.37%	7.10%
• Percentage change order cost to original contracts, for projects not exceeding \$2 million	6.95%	8.96%	10.00%	7.70%	10.00%
Improve quality of service provided to customers					
• Average score of Construction Management customers that rated their overall satisfaction 7 or above	6	n/a	n/a	n/a	n/a
ENGINEERING					
Develop accurate construction cost estimates for City projects					
• Percentage of bids that do not exceed 105% of the engineers estimate	65%	88%	n/a	n/a	n/a
• Percentage of lowest bid received for each advertised project that is within 10% of the engineer's estimate	n/a	78.3%	75.0%	94.7%	n/a
• Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	n/a	n/a	80.0%	50.0%	80.0%
Maintain quality of City streets through repaving program					
• Number of blocks of City streets repaved	243	334	300	310	300
Improve quality of service provided to customers					
• Average score of Engineering customers that rated their overall satisfaction 7 or above	7	n/a	n/a	n/a	n/a

PUBLIC WORKS - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
STREET ENVIRONMENTAL SERVICES					
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education					
• Percentage of San Franciscans who rate cleanliness of neighborhood streets as good or very good	49%	n/a	52%	51%	n/a
• Percentage of San Franciscans who rate cleanliness of neighborhood sidewalks as good or very good	45%	n/a	46%	45%	n/a
• Number of curb miles mechanically swept	189,941	185,452	180,000	167,573	167,000
• Percentage of supervisorial district inspections where evaluated streets met street cleanliness standards	100%	36%	100%	18%	36%
• Percentage of supervisorial district inspections where evaluated trash receptacles met street cleanliness standards	86%	70%	80%	80%	90%
• Percentage of graffiti requests abated within 48 hours (public property)	n/a	65.1%	80.0%	51.1%	80.0%
• Percentage of street cleaning requests abated within 48 hours	n/a	82.3%	80.0%	89.0%	85.0%

PUBLIC WORKS - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
STREET USE MANAGEMENT					
Provide approval for street use permits					
• Percentage of approved decisions rendered on street use permit total requests within established time frames changed	88%	85%	90%	80%	90%
Respond to street construction-related complaints on a timely basis					
• Percentage of complaints responded to within 24 hours	61%	57%	65%	47%	65%
Reduce the Subdivision Mapping Backlog					
• Percent of Maps reduced in the Backlog	14%	28%	10%	8%	10%
To process map actions in a timely manner					
• Percentage of all maps approvals issued within 50 days	79%	83%	75%	88%	75%
URBAN FORESTRY					
Expand the Urban Forest in San Francisco					
• Number of new street trees planted by DPW	2,125	2,727	1,968	1,354	375
DEPARTMENT-WIDE/OTHER					
All city employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	1,036	1,079	1,058	1,086	1,032
• # of employees for whom scheduled performance appraisals were completed	752	923	1,058	1,115	1,032

PUBLIC WORKS - Department Performance Measures

Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
STREET AND SEWER REPAIR SERVICES					
Maintain City streets in good repair					
• Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good	34%	n/a	45%	37%	n/a
• Number of locations pothole repairs performed	3,153	1,813	n/a	n/a	n/a
• Number of potholes repaired	n/a	13,513	12,000	14,631	8,000
• Percentage of potholes repaired within 72 hours of request	n/a	60.00%	80.00%	68.00%	75.00%

**San Francisco Department of
Public Works**

Efficiency Plan

February 1, 2010

Efficiency Plan

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I. Strategic Plan

Vision Statement

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable city.

Mission Statement¹

“DPW enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green, and improve the city’s infrastructure, public rights-of-way, and facilities with skill, pride, and responsiveness, in partnership with the San Francisco community.”

Program Areas

The Department of Public Works (DPW) is responsible for the management of the City’s Rights of Way and the provision of interdepartmental infrastructure services.

DPW has broad responsibilities within the City’s public rights of way. The Department coordinates and regulates private and public construction activity in the public rights of way; regulates physical and commercial encroachments; programs, designs, and manages capital improvement of the City’s streets; and cleans, landscapes, and maintains the City’s streets.

The Department is the City’s principal infrastructure agency. DPW is the centralized resource for infrastructure and facility services within the City. The Department provides, craft trades, design, and construction management services to other City agencies. For departments without contracting authority, DPW provides capital program and project management services.

Delivering world class public service is a primary goal of DPW. The Department works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanups and beautification projects to needs analyses for libraries, parks and other facilities for public use. The Department strives to design facilities and spaces that incorporate community needs and desires in a manner that effectively utilizes the limited public funds that are available, and the Department manages its construction activities and the activities of other public and private agencies to minimize the adverse impacts on the City’s residents and businesses.

¹ DPW released its final FY 2009 - 2012 Strategic Plan in September of 2009.

Major Activities

The Department has eight functional bureaus, and a general administration division (accounting, computer services, and finance, budget & performance). The GSA serves DPW for personnel and employee training needs. The primary work of the bureaus is outlined below. Budget amounts for each program area are for the approved FY 2009-10 budget, and include allocated bureau and department overhead.

Bureau of Street Environmental Services

Mechanical Street Sweeping (\$10.8 million). Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically once a week or twice per month, with several being swept seven times a week. Annually, DPW cleans more than 150,000 curb miles and removes more than 25,000 tons of debris from San Francisco's streets.

Manual Cleaning (\$20.2 million). DPW performs manual cleaning of streets, plazas and under the recently implemented Community Corridor Partnership Program, sidewalks in certain identified neighborhood commercial corridors in the City. Much of the manual cleaning is accomplished by apprentices who are receiving skills training to get and keep well paid employment as laborers.

Illegal Dumping Pickup (\$4.4 million). DPW's illegal dumping cleanup program removes debris left on the streets and sidewalks from contractors, haulers and residents. The Department of Public Works can cite owners for debris left in front of their property and will cite anyone caught leaving items on the sidewalk. Fines can range from \$200-\$1,000. In FY 08-09 127 citations were issued. DPW also inspects illegal dumping sites to check for evidence to capture illegal dumpers.

Graffiti Removal (\$3.7 million). DPW's graffiti removal program is working toward abating all graffiti on public property within 48 hours. DPW has work orders from MTA and PUC to abate graffiti on those agencies' property which is commonly found in the public right of way. In addition, DPW is responsible for monitoring and reporting on graffiti on private property. DPW now is responsible for notifying private property owners of their graffiti abatement responsibility. DPW's Graffiti unit notified 6,439 owners of being in violation of the City's Graffiti Ordinance in FY 2008-09.

Bureau of Urban Forestry

Planting And Maintaining Street Trees (\$4 million). DPW maintains about 35,000 street trees while private property owners and other agencies

maintain over 65,000 street trees. In FY 2008-09, the bureau planted 1,975 (862in-house) new DPW street trees and processed 777 tree planting permits for private property owners. By Arbor Day in 2009, the Department had planted 26,408 street trees, surpassing the Mayor's goal of 25,000 new trees. In addition to regularly scheduled maintenance duties, arborists respond to emergency calls regarding fallen trees and limbs, frequent during winter storms, to protect public safety for both DPW-maintained and private street trees.

Median Landscaping and Maintenance (\$5.7 million). DPW plants, weeds and maintains medians throughout the City. In FY 2008-09 the bureau implemented a number of beautification projects replacing concrete medians with planted medians on streets such as Howard Street and San Van Ness Avenue intersection.

Sidewalk Repair, Curb Ramps and Concrete Work (\$7.5 million). The bureau's concrete shop repairs sidewalks that are broken, mainly due to street trees, and that are the responsibility of the City. In FY 2008-09 BUF repaired sidewalks around 180 DPW street trees. The concrete shop also constructs a large number of curb ramps through work order funds from the Mayor's Office of Disability.

Bureau of Street & Sewer Repair

Repair of City Streets (\$7.6 million). DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles through filling of potholes and patch paving (which covers a larger area when multiple potholes are present).

Sewer Repair (\$5.5 million). DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding is minimized.

Asphalt Plant (\$4.3 million). The Municipal Asphalt Plant produces hot asphalt for DPW crews and contractors to pave City streets. Material is produced and stored in the silos and can be used on night and weekend paving projects without activating the entire asphalt plant. The Municipal Asphalt Plant was closed late in 2009. Asphalt will be purchased from vendors to pave City streets.

Bureau of Building Repair

Maintenance of Buildings, Bridges, Tunnels & Plazas (\$16.3 million). The Bureau provides professional construction, repair, remodeling and facility

management services to City-owned facilities. BBR also provides building operations, and maintenance services for DPW buildings and other City departments. Additionally, BBR operates the City's various draw bridges and repairs and maintains bridges, tunnels and City structures throughout the City BBR provides emergency repair services 24 hours a day.

Bureau of Street Use & Mapping

Street Use Permits, Inspections, Subdivisions (\$13.4 million). The bureau regulates use of the right-of-way by issuing permits for street and sidewalk use, utility excavations and inspecting to ensure city codes are met. As part of this right-of-way management function, the department manages the City's newsrack and automatic public toilet and public service kiosk programs. The bureau also maintains the City's official map, and approves all subdivisions, including condominiums.

BSM leads DPW's Sidewalk Improvement and Repair Program (SIRP), our proactive approach to improving public safety on the city's right of ways. The programs allow inspectors to canvas public sidewalks and identify potential defects. DPW works with private property owners, businesses, and city agencies alike to remediate any defects in a timely manner. Since the program began in early 2007, DPW inspected over 365 blocks and issued almost 9,706 citations. More than 300 blocks were repaired as a result of the inspections.

The Bureau is working collaboratively with the Department of Building Inspection, the City Attorney's Office and DPW staff to implement the newly passed Community Preservation and Blight Reduction Act. BSM will act as the lead agency investigating concerns about blighted private properties. Investigations will determine an appropriate response up to and including abatement by city contractors. Fines, administrative costs, and abatement costs will be deposited into the newly created Blight Fund.

Bureaus of Architecture, Engineering & Construction Management

Design and Construction Management Services (\$68 million). These bureaus provide project management, design and construction management services for the City's right-of-way capital projects, for general fund department capital projects, and for many projects at the Recreation and Park Department, MTA, PUC, Port and Airport.

Goals and Objectives

DPW developed and published a three-year Strategic Plan in September 2009, affirming and clarifying the department's mission, and establishing strategic goals to achieve a shared vision of becoming a world class public works organization.

The Plan is now operational and has become institutionalized through monthly reporting of the progress of each strategic goal and the implementation of the Plan is the department's organizational structure and performance management system. Implementing elements of the plan are integrated into managers' jobs; implementation tasks are integrated into employees' performance plans; measures of our performance on all aspects of Plan implementation are integrated into management and employee performance reviews. The plan focuses the department efforts in three goal areas: Goal 1: Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way, Goal 2: Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities, Goal 3: Deliver World Class Public Service. Objectives have been identified for each goal as follows:

Strategic Goal 1: Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way

- a) Enable the safe use of public spaces
 - Objective 1.1: Repair and maintain the city's streets and sewers to maximize public safety
 - Objective 1.2: Coordinate with other entities to ensure safety of streets, curb ramps, sidewalks, plazas, pedestrian walkways, stairs, bicycle routes/paths, and other public rights-of-way
 - Objective 1.3: Collaborate with public and private agencies to maintain properly functioning infrastructure

- b) Enhance the cleanliness of the city
 - Objective 1.4: Remove litter, debris, and graffiti from city streets, and other public spaces to meet or exceed cleanliness standards
 - Objective 1.5: Employ design and operating standards and best practices to improve the city's cleanliness
 - Objective 1.6: Foster a culture of cleanliness through education, enforcement, collaboration, and partnerships with stakeholders

- c) Green the city's infrastructure
 - Objective 1.7: Expand the city's green space by installing and maintaining trees, public landscapes, and medians
 - Objective 1.8: Increase sustainability of infrastructure to support natural and man-made systems
 - Objective 1.9: Demonstrate leadership in sustainability by developing and incorporating environmental standards into our business practices

- d) Enhance the attractiveness and utility of public rights-of-way
 - Objective 1.10: Improve aesthetic and other qualities of public space through innovation and collaborative projects
 - Objective 1.11: Ensure public rights-of-way are designed and maintained to be clean, safe, and welcoming
 - Objective 1.12: Coordinate improvements and competing use of the public rights-of-way through collaboration, permitting, and enforcement to maximize positive outcomes and minimize adverse impacts

Strategic Goal 2: Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities

- a) Design, build, and renovate facilities to meet and exceed intended uses
 - Objective 2.1: Deliver outstanding customer service by thoroughly identifying client department and public requirements, and working collaboratively within DPW and with our customers to meet expectations and milestones
 - Objective 2.2: Implement design, project management, construction management and maintenance standards and best practices
 - Objective 2.3: Cultivate public pride through world class design and maintenance
- b) Maintain city facilities to ensure long-term sustainability
 - Objective 2.4: Repair and maintain buildings and other city facilities to maximize lifespan and minimize capital improvements
 - Objective 2.5: Build and renovate facilities to the most applicable and highest achievable environmental standards
 - Objective 2.6: Employ asset management approaches to capital planning, design, and maintenance
 - Objective 2.7: Adopt life-cycle cost analysis for long-term budgeting

Strategic Goal 3: Deliver World Class Public Service

- a) Retain, develop, and recruit a capable, motivated, and diverse workforce

- Objective 3.1: Ensure employees understand their professional objectives and are recognized and rewarded appropriately
- Objective 3.2: Provide managers with the skills and authority they need to be successful and ensure accountability for management performance
- Objective 3.3: Provide a safe, healthy, and supportive work environment to ensure DPW employees are valued and respected
- Objective 3.4: Enhance DPW's capacity to provide career opportunities that reach San Francisco's diverse communities

b) Embrace organizational efficiency and innovation

- Objective 3.5: Improve the effectiveness and efficiency of DPW processes and organizational structure by encouraging and rewarding innovation
- Objective 3.6: Maximize existing and future revenue sources to ensure sustainable delivery of DPW services
- Objective 3.7: Leverage technology to improve services and increase operating effectiveness and efficiency
- Objective 3.8: Identify, engage, and partner with private and public organizations to further DPW's mission

c) Establish DPW as the Service Provider of Choice

- Objective 3.9: Identify customer requirements and deliver projects to meet or exceed expectations on quality, schedule, and budget
- Objective 3.10: Anticipate and prioritize services requiring routine and emergency responses
- Objective 3.11: Deliver unparalleled response through managing and exceeding stakeholders' expectations
- Objective 3.12: Ensure DPW staff is fully trained on and integrates into day-to-day operations the essential elements of emergency response

d) Communicate effectively

- Objective 3.13: Deliver clear, coordinated, and timely information within and across bureaus at all levels of the organization
- Objective 3.14: Provide the public with accurate, consistent, comprehensive, and timely information
- Objective 3.15: Obtain, assess, and implement feedback from key stakeholders, including the public and staff

II. Customer Service Plan

DPW's Internal Customers

DPW provides a full range of facility support services to other City departments, including maintenance and repair services, architectural and engineering design services, and construction contracting and management services. Individually, the departments do not require a sufficient level of these services to support an independent staff, and by centralizing these functions into a single department, the City achieves higher quality services while realizing significant efficiencies in administration.

DPW's External Customers

DPW's external customers include individual residents, property owners, merchants, businesses, visitors, commuters, state and local government agencies, federal government agencies, elected officials, commissions, committees, all users of the City's streets and sidewalks and all users of City-owned facilities that DPW maintains or builds.

DPW's Website

A new customer-focused DPW website will be launched in early 2010, to streamline requests for information and services and realign our public face with the vision, mission and strategic goals established in DPW's 2009-2012 Strategic Plan. The new site will be more user friendly, information will be presented in a more consistent manner across bureaus and the site will provide information in a more customer-focused manner. In short, the new website will:

- Provide convenient access to public works information, programs and services
- Provide better customer service by maximizing our use of online forms
- Improve our ability to connect with the many diverse communities of San Francisco
- Showcase our projects and services

In addition, DPW's home page will continue to offer Spanish, Mandarin and Cantonese speaking customers to immediately email or call a representative who can help them report and resolve neighborhood complaints. The department is developing a map where the public can easily find public works projects and volunteer opportunities in their neighborhood.

National Accreditation

In 2008, DPW began seeking an accreditation from the American Public Works Association (APWA), an international educational and professional association of

public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services. DPW is seeking to join an elite group of only three California public works agencies that are accredited by the APWA. Accreditation includes a five-phase process: Self-Assessment, Improvement, Evaluation, Application, and Accreditation. The process to achieve accreditation involves a systematic method by which the department assesses and improves agency practices and procedures. APWA describes and lists best practices that are necessary for a full-service public works agency to perform. Involved in the accreditation process is a self-assessment of the organization.

This process will enhance DPW's effectiveness by providing a framework to continuously improve the delivery of public works operations and services through verifying, documenting, and assessing nearly 300 public works practices once every three years. Accreditation is expected in mid-2010.

Social Media & Government 2.0

In order to meet improve customer service and communicate effectively, DPW began using social media tools and practices as a component of its overall communications plan in 2009. This includes supplementing traditional communication mediums with new and innovative means, broadening the communications scope of reach and leveraging new, emergent technologies to reinforce DPW's commitment to government transparency and accountability.

Using Facebook, YouTube Flickr, and Twitter does not take the place of traditional message dissemination through web and news outlets, but rather supplements these information portals in a way that provides a more complete, two-way communication exchange. Social Media consists of tools for civic engagement and increased civic interaction -as opposed to top-down information feeds- allowing for an inclusive and flattened public service communications model that better serves constituent needs and enhances DPW's capacities to achieve its mission. DPW's website is major part of the Social Media Strategy, and most information and posts are driving stakeholders to the website.

In addition, DPW has made 18 datasets available on the city's website DataSF.org, a clearinghouse of datasets available from the City & County of San Francisco. DPW is complying with Mayor Newsom's directive to make non confidential datasets available in order to improve access to data; help our community create innovative applications that can serve our stakeholders; and get feedback on the quality of our datasets. The site allows stakeholders to find datasets to improve access to city data through open machine-readable formats.

Establishing Procedures to Meet Customer Service Objectives

- In 2007, DPW transitioned from its central intake telephone number, 28-CLEAN to the new citywide 311 number. DPW has worked closely with the 311 team to prepare for the initial launch in March 2007, and to fully implement the protocols. DPW staff continues to meet with 311 staff and to train them on DPW programs and to update them on DPW activities. The 28-CLEAN center continues to operate by dispatching crews when calls for service are received through 311, and the Department is working to close the loop on service calls received at 311, so call tags can be closed out and response times measured.
- Staff continues to receive training on providing quality customer service.
- DPW engages the community through multiple forums to solicit feedback to provide better services (examples below).
- DPW prepares a memorandum of understanding for capital projects to identify the client's needs and establish mutual expectations for completing projects.
- DPW's street resurfacing projects significantly impact the community. Therefore, it is essential to conduct informative outreach efforts to neighborhoods about upcoming projects. DPW's Public Affairs team solicits comments and feedback from the public in order to minimize disruption. A component of this effort includes conducting informational presentations, creating and distributing outreach flyers, and developing and maintaining relationships with constituents.

Establishing Service Quality Standards (Benchmarks)

DPW's goal is to meet and exceed customer service standards through employee training, regular feedback on performance, adequate resources to get the job done, state-of-the-art equipment that is in good working order, and by providing employees with incentives.

Specific Customer Service Benchmarks include:

- DPW will respond to service requests based on established service level agreements (E.g., street cleaning requests abated within 48 hours). However, based on anticipated budget cuts, DPW's performance will be negatively affected, and some of the service level agreements and performance goals may need revision.
- Written inquires will be acknowledged and responded to within 10 working days.
- DPW will respond to internet customer service complaints within 48 hours or less.
- DPW staff will attend training and development courses in customer service training.

- DPW will collect information from its internal and external customers and respond accordingly by adjusting services to reflect changing neighborhood and client needs.

Internal Customer Feedback

DPW has several mechanisms to solicit feedback from internal customers who have hired the Department to perform architectural, engineering, construction management, building repair, street and sewer repair, and street environmental services. The following are examples:

- Conducts follow-up surveys after large capital projects.
- Invites clients to take part in post-construction project reviews.
- Initiates one-to-one contact between DPW staff and client representatives.
- Meets regularly with clients to promote communication and improve relations.

Proposition C

Proposition C, passed in November 2003, is a Charter amendment that requires the City's Controller to serve as City Services Auditor (CSA). The CSA monitors the level and effectiveness of services provided by the City to its residents. In accordance with Prop C, DPW now posts street cleaning and maintenance schedules on its website. The schedules include general Citywide information, as well as information by City street through SFViewer. Additionally, the public can easily find cleaning and maintenance information on public areas (plazas, bridges, and tunnels), street paving, tree maintenance, and other efforts that keep San Francisco's streets clean. Part of the program consists of an evaluation component that rates services as acceptable or unacceptable. A segment of the routes are evaluated as a sample of the whole route. The Controller's Office conducts audits of the standards implementation, utilizing a sampling of the selected routes.

Performance evaluations and regular audits related to street and sidewalk maintenance and cleaning improve the effectiveness, efficiency and responsiveness of the Department's programs.

Providing Convenient Public Access

DPW takes every opportunity to provide residents with increased access to City services and communicates with its customers through numerous methods.

- Over the telephone through the City's 311 customer service line.
- On-line through a customer service link that documents and refers complaints about graffiti, illegal dumping, excessive litter, public right of way issues, etc.
- At town hall and community meetings where customers are regularly engaged by DPW staff. Meeting locations are typically in the neighborhoods, accessible for the disabled, held after work to encourage parents and the

working public to attend. Materials from these meeting are available in multiple languages and in alternative formats.

- Face to face with employees in the field, over the counter at the Department's permitting bureau and in community meetings related to the Department's capital projects.
- At large district-wide community beautification events, scheduled year round.
- Community newsletters. The newsletter informs, educates, and updates the public on DPW's Graffiti and Street Cleaning programs
- Through media releases, targeted mailings, outdoor advertising, etc.
- Through multilingual outreach communication in English, Chinese, and Spanish, and, depending on neighborhood needs, materials have also been disseminated in Russian, Tagalog, and Vietnamese.
- Via signage associated with public construction projects that lists a contact person in the Public Affairs Department, who tracks and resolves customer complaints on a daily basis.
- Through Social Media Sites.

Soliciting Public Comment and Measuring Customer Satisfaction

As described below, DPW utilizes several methods to solicit public comment and measure customer satisfaction. The public is actively invited to engage staff on the provision of Department services.

- The City Survey, conducted by the Controller's Office (in English, Spanish and Chinese), is an important measure of how San Francisco's government is doing in providing services to San Francisco residents. The 2009 survey included responses from randomly selected San Franciscans. Citizens answered questions about the cleanliness of the City's streets and sidewalks and about the condition of pavement in the City. The 2009 grade was a C+, an improvement from 2007 when street and sidewalk cleanliness scored a C.
- Post-Construction Surveys are sent to residents and merchants after street resurfacing projects to assess the quality of DPW's service.
- In accordance with Proc C, DPW posts Public Works services on its webpage and solicits feedback through this Program.
- DPW receives regular email correspondence from the public requesting and commenting on DPW services through its website, www.sfdpw.org.
- DPW leaders, such as the Director, Deputy Directors, and Director of Communications regularly attend community meetings, mayor's town hall meetings, and constituent meetings, called by members of the Board of Supervisors, where constituent concerns are recorded and addressed.
- DPW is the lead City agency on the Citywide Graffiti Advisory Board (GAB). The GAB is an independent board made up of several City agencies, merchants, non-profits, community leaders, school district representatives and business leaders who advise the Board of Supervisors and the Mayor about the problem of graffiti in neighborhoods and in the downtown area of San Francisco.

Graffiti enforcement, clean-up, and prevention strategies are discussed at board meetings, with DPW gaining valuable insight from the community that allows the Department to realign its services to be more responsive and efficient.

- DPW utilizes the results of all of these methods to refine services and target training to staff.
- DPW will launch a Menu and Flyering Task Force in early 2010 to solicit internal and external stakeholder feedback on this issue.
- DPW will participate in a Street Finance Work Group that will work with internal and external stakeholders to develop a funding plan for street resurfacing.

Involving the community

DPW hosts the annual Community Clean Team events that works to recruit and engage volunteers to help clean and green city streets. In 2009, volunteers planted 1,155 trees, bushes and plants; removed more than 58 tons of litter and debris from sidewalks and parks, plus 22 tons of green waste; painted out more than 100,000 square feet of graffiti; and cleaned and weeded 55,400 square feet of center islands and lots. DPW and volunteer efforts helped Mayor Newsom achieve his five year goal of planting 25,000 trees in the city. The Gigantic Three portion of the Clean Team program collected 64 tons of garbage, recycled 89 tons of mixed recyclables, and removed 17 tons of yard waste.

More highlights from this year's Clean Team events:

- Cleaned and made improvements to 24 parks, stairways and community gardens
- Cleaned three SF United School District campuses and seven SF Housing Authority properties
- Trimmed 50 trees
- Cleaned 298 tree basins and placed 10 tons of decomposed granite
- Edged 3,600 linear feet of sidewalk
- Swept 325 blocks of sidewalks, curbs and alleyways

Other Customer Service Initiatives

- DPW completed rebuilding the "5 Year Plan" to more accurately reflect planned construction, identify and plan for coordination of excavation and paving projects and reduce conflicts and moratorium cuts. The 5 Year Plan, will soon feature an application planning tool, which allows for the creation of potential capital and maintenance project schedule scenarios. This will further assist DPW in identifying opportunities for joint projects and improve joint coordination among streetscape, utility excavations and paving project. The planning tool is being tested and readied for training and roll out.

- DPW continues to meet regularly with City agencies, utility companies, and other stakeholders to improve street inspection, permit services, and subdivision processes.
- DPW initiated an expedited permit signoff process by implementing regularly scheduled drop in hours for permit applicants. Also, DPW implemented an application review process that segregates simple from complex projects to improve efficiency in the permit review process.

Training Workforce to Accomplish Service Objectives-Improve Customer Service, Continuous Improvement and Supervisory Skills

The focus of GSA's Training Unit is to support the Department's vision of providing "seamless customer service" both internally and externally. Commitment to "being responsive, prepared, professional and responsible" is reinforced through the training provided to line-staff, supervisors, and management.

The unit provides a variety of training/coaching services to all DPW employees and other City departments for professional development, teambuilding and meeting facilitation services. These services are provided for the employees' convenience on-site and at centralized locations at the Operations Yard and the Van Ness area. In order to provide supervisors and managers with the tools needed to lead their employees, the unit will focus many of its resources on supervisory skills training in the form of individual workshops and certificate programs.

The Training Unit's services include:

- Customer service skills training
- Communication skills: working effectively with the public
- Supervisor's Academy for Operations
- Supervisory skills workshops and certificate programs
- Seven Habits of Highly Effective People Training
- Resolving Conflict
- Team Building utilizing Myers-Briggs
- Presentation and interviewing skills training
- Meeting facilitation services
- Franklin Covey time management skills training
- Communication coaching
- Career development coaching
- Executive Coaching
- Communication Assessments and Skills Training

Supervisor's Academy

The Supervisor's Academies are comprehensive training programs designed to provide participants with information on key supervisory skills tailored to the needs of Operations staff. These Supervisor Academies are certificate programs that are conducted two to three times per year. The program was developed in support of the Departmental core value of continuous improvement. The program is intended for those currently in supervisory positions and those interested in applying for supervisory positions. The program focuses primarily on leadership skills and human resources issues. DPW's leadership modules include communication skills, resolving conflict, delegating and training, coaching and motivating teams. DPW's human resources issues modules include personnel procedures, writing and delivering performance appraisals, progressive discipline, stress and personal management,

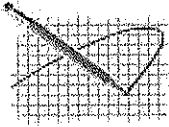
7501 Environmental Service Worker Apprenticeship Training Program

The 7501 Apprenticeship Training Program provides opportunities for people with minimal work skills to join DPW's workforce and acquire the skills needed to become general laborers in an apprenticeship-training program. The program is a unique partnership between DPW and Local 261's apprenticeship training program and it combines hands-on work experience, a tailored state-approved apprenticeship program and supportive skills training.

In addition to the work experience and technical training, apprentices will have attended six support meetings conducted by DPW's Training and Development Unit. These meetings provide a forum for program feedback and training in supportive skills such as "Effective Conflict Resolution Skills" and "Interviewing Skills." Guest speakers have included laborer supervisors from other City departments and members of local 261 who discuss job opportunities and the practical experience necessary to qualify for jobs in the public and private sectors.


III. Budget Performance Measures

See attached.



David German/DTIS/SFGOV
02/01/2010 04:15 PM

To Christine Martin2/DTIS/SFGOV@SFGOV
cc Rebekah.Krell@sfov.org, Board.of.Supervisors@sfgov.org,
Performance Con/CON/SFGOV@SFGOV, Meghan
Wallace/MAYOR/SFGOV@SFGOV, Chris
bcc

Subject Re: Department of Technology Efficiency Plan 

And... attached are the DT Performance Reports.

Thanks.

David German
Director - Customer Services
Department of Technology
One South Van Ness #2214
SF CA. 94103

Phone: 415-581-3986
Fax: 415-581-3970
Cell: 925-323-3522
email: david.german@sfgov.org

-----Christine Martin2/DTIS/SFGOV wrote: -----

To: Rebekah.Krell@sfov.org, Board.of.Supervisors@sfgov.org, Performance
Con/CON/SFGOV@SFGOV
From: Christine Martin2/DTIS/SFGOV
Date: 02/01/2010 02:31PM
Cc: Meghan Wallace/MAYOR/SFGOV@SFGOV, Chris Vein/DTIS/SFGOV@SFGOV, Jon
Walton/DTIS/SFGOV@SFGOV, Elaine Benvenuti/DTIS/SFGOV@SFGOV, Elaine
Chan/DTIS/SFGOV@SFGOV, Marina Chin/DTIS/SFGOV@SFGOV, David
German/DTIS/SFGOV@SFGOV
Subject: Department of Technology Efficiency Plan

To all,

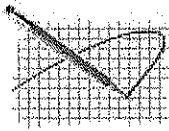
Pursuant to Administrative Code Section 88.4, please find attached the FY 10-11 Efficiency Plan for the Department of Technology. We were unable to generate the Department Short Summary Annual Report from the Performance Management System as requested in the Budget Instructions, but - alas - we have training on the Performance System tomorrow and will forward the report as an addendum as soon as we can.

Please let me know if you have any questions.

Regards,
Christine

Christine Martin, CPA
Chief of Staff
Department of Technology
City and County of San Francisco
San Francisco, CA 94103
(415) 581-4097

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



Christine
Martin2/DTIS/SFGOV
02/01/2010 02:31 PM

To Rebekah.Krell@sfov.org, Board.of.Supervisors@sfgov.org,
Performance Con/CON/SFGOV@SFGOV
cc Meghan Wallace/MAYOR/SFGOV@SFGOV, Chris
Vein/DTIS/SFGOV@SFGOV, Jon
Walton/DTIS/SFGOV@SFGOV, Elaine
bcc

Subject Department of Technology Efficiency Plan

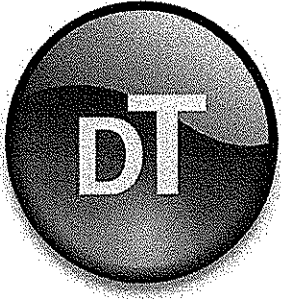
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City & County of San Francisco

**Department of
Technology**

Powered by Innovation

Efficiency Plan

FY 2010-2011

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Section 1: Strategic Planning

The Department of Technology continues to be in the midst of significant organizational change as is the state of information technology and telecommunications throughout the City. These changes are the result of numerous studies, audits, funding decisions and, above all, planning. Much progress has already been made, but significant challenges remain. The focus for FY 2010-2011 is to continue to position the Department as the Information Technology leader and solution for the City.

Vision and Mission

The Department's vision is one of providing a unified technology infrastructure and environment that facilitates communication and data sharing with decentralized access and control of reporting and reinvests savings in technology innovation and efficiencies. This vision is supported by the Department's mission of providing high-quality, cost-effective, customer-focused information technology and tele-communications solutions.

This vision and mission were developed to address significant concerns identified by our customers including the need for technology leadership, improved technology and systems, customer service, and financial accountability. The Department's strategic planning efforts have used the Balanced Scorecard approach to focus on five principal areas: governance, learning and growth, internal processes,

customers, and financial stewardship.¹ Strategic objectives, initiatives, and targets were then developed for each of these areas. The initiatives, in order of priority for FY 2010-2011, are as follows:

Organizational Self-Awareness

The Department should facilitate an understanding of individual functions, roles, responsibilities, and accountability by all DT staff through performance measurement methodology and evaluation.

Enterprise Approach to Technology

Focus on an enterprise approach to technology so that the City's technology assets are managed efficiently. Costs can be lowered through efficient use of scarce resources, lowering operating costs, and better integrating information technology systems and processes. Both customer and employee satisfaction can be improved through this approach.

Service Level Agreements

The Department should document service and performance levels and the responsibilities assumed by the customer to minimize service questions and increase customer satisfaction. SLAs should be reviewed and updated annually through a collaborative process with customers.

Branding of DT Services

The Department should create a positive brand image for the department to gain a competitive advantage. This should be done through a single clear

¹ Kaplan, Robert S. and Norton, David P., *The Balanced Scorecard*, Harvard Business School Press, Boston, MA 1996.

message to ensure the success of e-government in the city.

Technical Infrastructure Support

The Department should provide DT staff with the management guidance, tools and infrastructure necessary to complete their job objectives. These include developing common platforms, consolidation and standardization, and annual review of infrastructure and equipment needs.

Efficiency Analysis and Cost Optimization

DT should provide services in the most efficient and effective manner. Initiatives such as the Data Center should be developed to determine what changes could be made to lower service cost, improve security, and better prepare for disasters.

Focused Application Development

The Department should develop applications that are cost effective and benefit the City at large, including the investigation and adoption of Open Source Software solutions. For example, Web-enabled tools that provide property listings, demographic and economic information, zoning and incentives information, and transit and transportation information should be further developed.

Internal Systems Re-engineering and Automation

The Department should provide DT staff with the internal systems and processes to efficiently support Department operations.

Division Objectives and Initiatives

To ensure accountability, these strategic objectives, initiatives and targets have been reviewed and aligned along programmatic, or functional, lines. Each division has established its own mission and objectives that seek to move the Department, and the City, toward the vision detailed above.

These divisions are:

Policy and Governance
Enterprise Operations
Public Safety Operations
Media
Technology and Innovation
Customer Services
Administration and Provisioning

Policy and Governance

This Division provides information technology and telecommunications policy and governance leadership to the Committee on Information Technology (COIT) and the Department of Technology. COIT is comprised of the main Committee and four sub-committees: Architecture, Planning and Budgeting, Performance, and Resources which have representatives from a multitude of City departments, including department heads, information technology and budget and finance stakeholders.

The primary objective of COIT and its sub-committees is to provide the necessary technology policy, procedures, and oversight to ensure that the City meets its goals and objectives. The governing body of COIT is responsible for:

- Advising the Mayor and Board of Supervisors on technology matters,
- Setting overall technology direction for the City and departments,
- Making policy decisions,
- Establishing long range plans,
- Monitoring compliance with financial and legal requirements,
- Insuring the goals and programs of the COIT remain faithful to its mission,
- Insuring that adequate financial resources are secured to carry out the work of the City, and
- Enhancing the public image of the City.

Major Accomplishments

- Compiled departmental technology plans for large departments.
- Established an annual Citywide Technology budget.
- Established the following policies:
 - Citywide Open Source Policy
 - Citywide Technology Policies
 - Citywide Email Policy
 - Green IT Policy
 - Technology Project Management Methodology
 - Security Policy and Guidelines
 - Citywide Software Compliance Policy
 - Web Policy

Goals and Objectives

- Development of a Citywide strategic technology plan.
- Establishment of a multi-year technology budget.
- Review of departmental technology operational plans.
- Continued establishment of technology policies and standards.

Enterprise Operations

Enterprise Operations is responsible for the provisioning, support and maintenance of City's information technology infrastructure necessary to deploy, operate, and maintain the City's core technology networks and systems.

This Division includes the following working groups:

- Network Engineering
- Server Administration
- Network Security
- Data Center Operations
- Enterprise Applications
- Telecommunications

The Network Engineering, Server Administration and Network Security Groups are dedicated to delivering enterprise security and engineering services in network and systems engineering, monitoring and maintenance; disaster recovery and business continuity technologies and planning; enterprise security and administration; computer incident response and forensics; and information security auditing and testing.

Data Center Operations provides services 24 hours a day, seven days a week for enterprise server environments including Mainframe, HP/UX, Wintel and Lintel operations and support. Data Center Operations also provides 24 by 7 monitoring of network operations, including:

- The scheduling, execution and monitoring of over 15,500 monthly batch jobs and on-line access for critical enterprise applications such as Payroll, Accounting, and Retirement;
- The ongoing maintenance, upgrade and emergency maintenance of the necessary hardware, software and middleware; and
- Tiered managed services for the City's networks and hardware installed at the Data Center.

The Enterprise Applications Group supports applications for the Citywide enterprise as well as for client-specific departments, including Citywide email, customer relationship management, and geographic information (GIS) systems.

The Telecommunications group includes:

- Professional services, including project management, engineering services, design, implementation and maintenance of telecommunication systems to all City departments; and
- Technical services which is responsible for in-building wiring (10,000 miles) of about 200 City buildings for about 80 PBX's and associated adjunct equipment.

Enterprise Operations (continued)

Major Accomplishments

- Establishment of an Enterprise Security Program, including the addition of a Security Manager and Security Auditor positions.
- Began the divestiture of the City's Data Center at One Market Plaza and commenced the build-out of the City's new Data Center at 200 Paul Avenue co-location site.
- Assisted in the successful telecommunications move of the Department of Human Resources to One South Van Ness.
- Resolved 95.0% of the PBX related incidents within 24 hours.
- Installed new and upgraded messaging servers to Notes version 7 Citywide and Notes version 8.5 for the Department of Technology.
- Installed and configured database environments on new hardware to support Controller's EIs and BPMs systems.
- Developed a solution for the CRM BEA application tier database and facilitated the migration of TSM backup scheduled to MSBackup or Commvault.

Goals and Objectives

- Expedite and expand the implementation of the Enterprise Security Program.
- Redesign and deployment of the FiberWAN in order to improve network performance, streamline network maintenance processes, and remove old or legacy equipment and designs that require a lot of overhead cost and labor overhead to maintain.
- Deploy the City's new co-location Data Center at 200 Paul Avenue, using a high degree of virtualization.
- Move the City toward a consolidated solution for messaging/email.
- Develop and begin implementation a long-term telecommunications plan.
- Update the Department's Disaster Readiness and Response Plan.

Public Safety Operations

The Public Safety Operations Division is responsible for maintaining and operating public safety mission critical wireless and wired systems consisting of:

- 370 miles of cable (70 miles of fiber, 300 miles of copper),
- Mayors Emergency Telephone System,
- 911 Dispatch network to Fire stations and Police stations,
- 800 MHz Voice Radio System (9000 users) and 800 MHz Wireless Data System (500 users),
- Mutual Aid Radio System for inter-county communications, 25 Cities Radio System for interoperability, and microwave systems for interconnection of radio sites and interoperability with other counties (23 Links),
- Outdoor Public Warning System for public alert (82 sites),
- Back-up Radio System,
- Mobile Trunking system,
- Auxiliary High Pressure Water Supply System,
- Security alarm systems (200 city buildings) and video camera systems in facilities and for community safety, and
- Automatic Vehicle Location System for Fire Department and Department of Emergency Management.

Public Safety Operations also includes support of Public Safety and Criminal Justice applications, including:

- Court Management System CABLE (Police Department, Sheriff, Adult and Juvenile Probation, District Attorney, Public Defender and Superior Court), and
- The JUSTIS Project which includes the case management systems of public safety and criminal justice departments.

Public Safety Operations (continued)

Major Accomplishments

- Achieved 99.99% reliability for the Public Safety Radio System and the public safety Wireless Data System.
- Achieved 99.99% reliability for the Fiber Optic Cable System.
- Installed fiber to 11 new facilities.
- Replaced VRM's in 350 Police, Fire and EMS vehicles.
- Installed four new Outdoor Warning Systems.
- Achieved 99.99% reliability for MET's System.
- Upgraded the Community Safety Camera System.
- Completed 20 projects within schedule and budget.
- Deployment of the JUSTIS hub and interface to the Sheriff's Jail Management system.
- Supervised release process for Adult Probation.

Goals and Objectives

- Achieve 99.99% reliability for all communications systems.
- Complete Enhanced Wireless Data Network project within time and schedule.
- Complete all current projects including grant projects within schedule and budget.
- Move the Public Defender's and District Attorney's Case Management systems and the Police Records Management System into production.
- Establish the remaining JUSTIS hub interfaces for public safety departments.
- Relocate criminal justice servers from client departments to the Data Center.
- Query accessible ORACLE database containing Police legacy data.
- Retirement of CABLE applications.
- Creation of JUSTIS warehouse.

Media

The mission of the Media Division is to create an informed electorate through the power of video and interactive media; to provide greater accessibility and understanding of City government through technology afforded to all citizens; and to foster and promote citizen involvement and participation in the democratic process.

The Media Division includes:

- Interactive Group, (Web and E-Services),
- SFGTV and SFGTV2
- Reproduction and Mail Services
- Digital Inclusion
- Cable Franchise and Technology Policy

The Interactive Group is responsible for Web site design and deployment services, Web accessibility, and online payment solutions in partnership with the Treasurer-Tax Collector's Office. While new media and web technologies can be leveraged to cut costs and better serve constituents, the City has not yet invested in modern web technologies and is using a sub-standard web content management system.

SFGTV (Channel 26) SFGTV2 (Channel 78) are cable channels granted to the City for the purpose of broadcasting government television programming, including gavel-to-gavel coverage of the Board of Supervisors meetings, Mayor's press conferences and commission meetings. SFGTV also provides video production services for City departments and commissions. Significant challenges

for SFGTV include increasing the audience-base and the pending loss of cable franchise funding for operations.

Reproduction and Mail Services (ReproMail) is the central document design, publishing and mailing facility for the City. Our client base includes 51 City departments, Superior and Trial Courts and the San Francisco Unified School District, totaling 204 customer accounts.

The Digital Inclusion initiative seeks to bridge San Francisco's Digital Divide by providing technology access to low-income and limited-English speaking City residents. The focus this year will be identifying non-profits that provide technology services.

The Cable Franchise and Technology Policy Group administers and manages cable franchise requirements and revenues from service providers, including Comcast, Astound, and AT&T. Revenues that come from these providers help fund Public, Education and Government channel services. This group is lobbying the Federal Communications Commission to provide the City with radio spectrum in the 700 MHz range for a public safety broadband wireless network. This group is also lobbying Congressional leaders for changes to the Telecommunications Act that defines how Public, Education and Government television Channel (PEG) funds can be used.

Media (continued)

Major Accomplishments

- Launched the new SFGOV design, web sites for Mayor's Office and Board of Supervisors, and the web accessibility initiative to help City departments build web sites accessible to disabled users.
- SFGTV covered 446 Commission meetings (1,273 hours) and 336 Board and Committee meetings (856 hours) over the last 18 months.
- Video coverage of a variety of civic events as well as video production of a number of original programs.
- Installed eight broadband networks in San Francisco Housing Authority sites serving nearly 3000 households and installed/upgraded eight computer labs.
- Successfully awarded a contract to the Bay Area Video Coalition to manage Public Access television services for the City and County of San Francisco.
- Printing and mailing Property Tax, Payroll and Business tax materials, Assessed Property Value statements, City Budget, City's Bi-weekly payroll production and Retirement statements.

Goals and Objectives

- Adoption Citywide of new web content management technologies and Web 2.0 technologies.
- Create and Develop San Francisco Media Network (SFMN) and re-brand and create new format for SFGTV2.
- Award a new contract for Public Access Television services.
- Develop a long term solution for Mainframe print functions.
- Implement new green technology solutions for the City's printing needs.
- Develop new enterprise print solutions like smart forms.
- Apply for Federal Grants made available through the Broadband Technology Opportunities Program (BTOP).

Technology and Innovation

The Technology and Innovation Division strives to improve operational services by developing innovative technical solutions that meet Citywide business requirements. The Division provides business process re-engineering analysis combined with open-source and commercial software development services to support improved efficiency and collaboration. Through the project management office, the Division supports the governance infrastructure, improved communication and best practice standards for technical project delivery.

The strategy of Technology and Innovation is to focus resources on technology implementation that improves the City's ability to meet the needs of our constituents. In order to achieve this strategic imperative, the focus of the Division falls into two categories:

- Business process reengineering to improve productivity, and
- Free and Open Source Software development, to drive down software fees, leverage the effort of others, and to empower our own staff to provide low-cost innovative solutions to common business requirements.

Major Accomplishments

- MFAC award for technical contribution to the launch of 311.
- Nomination for Chamber of Commerce 'Ebbie' Award.

- Internet facing self-service portal for 311 service requests.
- Deploy of the COIT Planning and Budget Sub-Committee application.
- Successful pilot projects including:
 - Free and Open Source 'Zonefinder' Web GIS and 'eSurvey' Web questionnaire, and
 - Domino Adaptor for Microsoft Outlook (DAMO).
- Mapping of tax payment process and publication of Request for Information (RFI).
- Virtualization of development infrastructure to promote Green IT.
- Deploy of a Free and Open Source Source Code Management System.
- Kick-off of Master Address Database.
- Deploy of City-wide Enterprise Service Bus (ESB) to promote a Service Oriented Architecture (SOA) approach to application integration.
- City-wide Load Balancer for web applications.

Goals and Objectives

- Focused development strategies on:
 - Web-based applications and
 - Free and Open Source Software.
- Establish Technology Standards through DT Tech Council.
- Promote transparency in government through OpenSF.

Customer Services

The mission of Customer Services is to assist, inform and resolve client issues in a timely manner, including:

- Provide help desk services Citywide for major operating systems, office productivity software and selected mission critical mainframe and public safety programs;
- Provide desktop support for personal computers (PCs) to internal and external department clients;
- Manage projects and coordinate workflow on Department of Technology internal and external projects and purchases;
- Maintain Department of Technology equipment inventory; and
- Develop, negotiate and implement Service Level Agreements (SLAs) between the Department and client departments.

The Department has a renewed focus on improving Customer Service, which has been one of the Department's most frequent complaints by customers. The Division has been tasked with improving efficiency and customer relationships.

As such, Customer Service is improving internal responsiveness and coordinating the use of Department of Technology resources for departments by coordinating requests for services through Help Desk operations.

In addition, the DT Project Management Office manages workflow for internal projects, as well as serving as the single point of contact to DT services for those

departments who have self-managed IT projects, but need assistance.

Major Accomplishments

- Customer Service training for Help Desk and Desktop Support teams
- Improved response times for both Help Desk and Desktop Support teams
- Consolidated internal Help Desk teams
- Established a coordinating role for Department of Technology projects, providing improved use of resources for projects such as:
 - Human Resources Department relocation
 - Treasurer-Tax Collector and Assessor relocations
 - Coordination of technology plans for select departments
- Completed and disseminated draft SLA's to all customer departments.

Goals and Objectives

- Complete consolidation of DT Help Desk operations
- Formalize SLA's between the Department of Technology and customer departments.
- Replace current job ticket tracking system and
- Revise internal tracking and operational procedures
- Implement Sharepoint portal to improve back office efficiency involving scheduling, document and asset management.

Administration and Provisioning

The mission of the Administration and Provisioning Division is to provide timely, accurate, and quality administrative, financial, human resource, and strategic planning support for the Department of Technology managers, staff, and customers to facilitate efficient and effective departmental operations. Values of the Division include accountability, collaboration, internal control, and continuous improvement.

In FY 2008-2009, the Division significantly changed its funding model from one that was based on billing for time and materials to a cost allocation methodology in support of the movement toward enterprise-wide services. Continuing this effort, the Division anticipates reviewing the remaining internal financial systems and processes over the next year, including general ledger, accounting and finance functions in order to ensure the fiscal health of the Department's internal service funds and, thus, operations.

Additionally, the Provisioning Unit will be focused on improving the efficiency of the technology procurement and contracting as well improving controls in order to keep the City's technology costs as low as possible during these challenging times.

Finally, with respect to investing in our greatest asset, our staff, DT is focusing on training, both on soft skills and technical skills. Requiring managers, supervisors, and all staff to keep up-to-date not only on required City-wide training, but also on skills sets that

improve not only job performance, but also increase an employee's satisfaction.

Major Accomplishments

- Developed and expanded of a new funding model for the Department of Technology internal service/operating fund.
- Established a financial reporting function and necessary tools.
- Issued the Department of Technology Employee Manual to addresses human resources and personnel needs of our staff.
- Established an Enterprise Procurement Program, including a process for review of technology procurement as well as staffing support for negotiating enterprise agreements and contracts.
- Enhanced departmental training efforts.

Goals and Objectives

- Successfully negotiate Enterprise-wide agreements and contracts with the City's largest technology vendors.
- Establish a facilities function to better manage the Department's diverse and complex facilities needs.
- Issue a Financial Policies and Procedures Manual.
- Implement a contract management application and database.
- Develop a robust technical training program.

Impact of Resource and Funding Levels

Significant organizational change is never easy, even in years when resources are growing. Given the significant funding challenges that the City faces now and on into the future, the Department understands and acknowledges that it must do more with less and looks upon the situation as an opportunity to focus on core services that add value across the City enterprise by more efficiently providing technology or by reducing risks. The funding levels of these core services, however, have a direct impact on the Department's ability to either reduce this risk or increase the efficiency of our customers by providing better services.

Department Values

While strategic planning and, indeed performance management, is an iterative process, the Department of Technology's values remain static. Given the significant changes occurring in the last several years and expected to continue on into the future and which has resulted in a significant amount of stress both on the organization as well as employees, it is important to communicate these values herein. These values are:

Each other, celebrating our diversity and our commonality through mutual respect, trust, and loyalty.

Partnerships, recognizing that we cannot do it alone, building relationships with co-workers, customers, and business partners to ensure quality service.

Teamwork, depending upon each other to achieve success and holding ourselves and others accountable.

Innovation, as individuals and teams seizing the initiative (and sometimes risks) and creating solutions.

Excellence, looking at Best Practices as our guide, constantly striving for improvement in all that we do.

Customer service, providing the highest caliber service to DT, its customers, and the City and County of San Francisco.

Section 2: Customer Service

The Department of Technology is committed to the best quality services to our customers and to continually improve those processes. This Customer Service Plan establishes a broad framework to address customer issues.

Principles

This Customer Service Plan is based on ideas, suggestions, and feedback received from our employees and customers as well as research and experience in best practices. It defines our customer service standards and processes for building and maintaining high quality services to meet those standards for the departments of the City and County of San Francisco and the general public. The following principles informed the process for developing the plan:

Customers Know What They Want

Rather than sitting back and assuming that we know what customers want and need, our department is going out and asking. Through formal surveys, focus groups, and conversations, we intend to listen to what our customers think about the types and quality of services and products we offer. What we learn is helping to shape the ways in which we strive to redirect our services to ensure that we continuously improve our ability to meet City needs.

Customer's Needs Are Paramount

Based on feedback from our customers, DT must respond to comments and suggestions about improving the way we deliver products and services.

Communication Is Key to Our Success

Developing effective tools to maintain lines of communication with our customers will help us do our jobs better. By developing more effective ways to direct information to our customers and by providing clearer paths to receive feedback, DT will better address customer needs and concerns.

Goals and Objectives

- Identify customers who are, or should be, served by the Department;
- Survey customers to determine the type and quality of services desired and level of satisfaction with existing services;
- Publish/post service standards and measure results against them;
- Benchmark customer service performance against government agency standards;
- Survey front-line employees on barriers to, and ideas for, matching the best in business;
- Provide customers with best choices in services;
- Make information, services, and feedback systems easily accessible;
- Provide means to address customer feedback; and
- Provide feedback to our customers on what improvements we have made.

Standards

The standards described in this report represent DT effort to identify needs and concerns of our customers and to establish measurable processes to address these needs and concerns.

Performance attributes are organized into two categories:

Process attributes which are transaction-related characteristics represented by internal operations, such as procedures, policies, and functions - the primary focus is continuously improving our internal operations; and

Quality attributes which are image-related characteristics that describe the contact between the customer and the Department.

The following attributes were used to develop the standards:

Process Attributes

Consistency in policies and procedures - holding to the same principles across the organization

Convenient feedback mechanisms - feedback that is easy to use and access

Frequent communication - including follow-up - any form of communication on a regular basis, where taking action following that communication enhances the effectiveness of that communication

Managing resources well - careful control and use of resources, human as well as fiscal, to maximize their impact and effectiveness

Problem solving and attempts to remove barriers - proposed solutions or considerations to resolve something that is an obstruction or prevents progress

Prompt handling of customer feedback - immediate or quick management of customer dissatisfaction by empowering employees to fix problems

Continuous improvement - striving to do everything quicker, better and cheaper

Quality Attributes

Accessible - ability or freedom to approach, communicate with, or make use of

Courteous - respect or consideration

Flexible - capability to adapt to or change requirements

Knowledgeable - familiarity with or understanding of facts and/or conditions

Listens well - gives attention and/or careful consideration to what is said

Reliable and trustworthy - dependable, confidence in character, abilities, and truth

Timely - information and/or responses are provided early or on time

Department Wide Standards

All customers are entitled to:

- Fair, courteous and professional treatment;
- Accurate and current information;
- Timely responses to requests;
- Reasonable access to appropriate staff;
- Two-way communication;
- Opportunities for collaboration and partnerships, as appropriate;
- Consideration of their opinions and concerns by the agency in the decision making process; and
- Use of plain language for all communications.

Future Efforts

DT will continue to embark on a variety of initiatives to ensure that it continues to address customer needs. The Customer Services Division will coordinate these activities. Ensuring that quality service is provided is an ongoing process that requires changes in the way we do business by increasing emphasis on listening to, and learning from, our customers. The Department will strive to reinvent itself-to become more efficient and effective and to provide the types of services our clients demand.

Over the coming year, the Department will continue to:

- Develop programs and initiatives that address customer needs. The Department, as a whole, and the divisions will use the information gathered from the surveys and focus groups to develop and enhance services.
- Refine our program of performance management, as described in the following section. The Department will determine what internal processes need to be improved, benchmark with leading public agencies, and establish performance standards.
- Establish new processes to improve customer feedback. Systems will be established to receive and address customer suggestions and feedback.

Section 3: Performance Evaluation

The Department of Technology (DT) has struggled with performance measurement in the past. Given the fundamental changes to DT's approach to core services, organizational structure, funding model, and a renewed commitment to customer service, DT made significant progress in improving customer service, and project tracking and management this year, including:

- Establishing a services commitment on all levels of the Department;
- Training all department staff on Customer Service skills and tools.
- Implementing a Project Management Office (PMO). As part of the Customer Service Division, the PMO ensures accurate communications between DT resources and clients and monitors project status to ensure on-time delivery of services.
- Developing departmental, divisional, and individual measures that support DT's vision, mission, goals, and objectives;
- Integrating performance management with overall business processes and office culture;
- Using performance measure data and information to support operational and strategic decisions; and
- Regular review and refinement performance measures.

Because the Department's funding model has changed from a time and materials charge methodology to a cost allocation model, defining and measuring Department performance is more important than ever.

The Department completed the first steps of this process:

- Our Customer Service Division provides weekly status and performance measurement reports of incidents, requests and internal DT projects.
- DT is distributing SLA's to client departments and meeting regularly to confirm performance levels.
- DT has completed performance measures for the Controller's Performance Measurement System for FY 10-11 and they will be tracked, monitored and reported throughout the year.



To:
Cc:
Bcc:
Subject: Fw: Office of the Treasurer & Tax Collector - Efficiency Report

From: Tajel Shah/TTX/SFGOV
To: Angela Calvillo/BOS/SFGOV@SFGOV, Meghan Wallace/MAYOR/SFGOV@SFGOV
Date: 02/01/2010 06:07 PM
Subject: Office of the Treasurer & Tax Collector - Efficiency Report

Please respectfully accept the Office of the Treasurer & Tax Collector's Efficiency Report.

If you have any questions, please feel free to contact me.



TTX_EfficiencyPlan_08-09_budgetFY10_11.pdf

- Tajel

Tajel Shah
Director, Budget & Operations
Office of Treasurer and Tax Collector
City and County of San Francisco
City Hall - Room 140
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638
415/554-4506 (phone)
415/554-7449 (fax)

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

Elizabeth
Murray/WMPAC/SFGOV
02/10/2010 01:31 PM

To performance.con@sfgov.org, Rebekah
Krell/MAYOR/SFGOV@SFGOV, Board of
Supervisors/BOS/SFGOV@SFGOV
cc
bcc
Subject War Memorial - Efficiency Plan

Attached is War Memorial department Efficiency Plan for FY 2010-11.

Elizabeth Murray, Managing Director
War Memorial and Performing Arts Center
(415) 554-6306



WAR 10-11 Efficiency Plan.doc

San Francisco War Memorial and Performing Arts Center

**EFFICIENCY PLAN AND PERFORMANCE MEASURES
FY 2010 – 2011**

Section 1: LONG-TERM STRATEGIC PLANNING

A. Mission Statement

To manage, operate and maintain the War Memorial and Performing Arts Center buildings and grounds, including the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall, and the Memorial Court, for the maximum use and enjoyment of the public and to best serve the purposes and beneficiaries of the War Memorial Trust.

B. Major Program Areas/Operational Functions

The San Francisco War Memorial and Performing Arts Center is the second largest performing arts center in the United States and one of the busiest centers in the world. The Center includes 791,000 square feet of space in four buildings situated on three city blocks. Each year, the Center's performance facilities, the Opera House, Davies Symphony Hall, Herbst Theatre and Green Room, host over 800 performances/events and attract an estimated 1.36 million patrons. An additional estimated 60,000 people annually attend other programs in the Center, including the Museum of Performance & Design, Arts Commission Gallery, Law Library, Performing Arts Center Tours, Swords to Plowshares and veterans' activities.

The War Memorial and Performing Arts Center is a charitable trust; its facilities and public assets are entrusted to the City's care through the War Memorial Board of Trustees. As reflected in our Mission Statement, the War Memorial department is responsible for insuring the facilities are safe, secure, well-maintained and used to their fullest. Core services necessary to fulfilling these obligations include:

1. Facility Administration: Administer and coordinate facilities' use and occupancy by War Memorial Trust beneficiaries and others, including veterans' organizations, City offices and other permanent and temporary occupants.
2. Booking, Marketing and Licensee/Patron Services: Marketing, scheduling, licensing and coordinating rental uses of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room and Zellerbach Rehearsal Hall facilities. Licensee services include contract administration, box office and ticket sales services, stage/event production and technical services, front-of-house ushering operations, food and beverage concession and catering services and event publicity/promotional services. Patron services include facility tours, lost and found, program accessibility and public information.
3. Buildings and Grounds Operation and Maintenance: Daily operation and regular maintenance and repairs of buildings, building systems and equipment, including mechanical, electrical, heating, ventilating and cooling; routine and special custodial services in accordance with activity schedule requirements; operating and maintaining stage facilities and technical equipment.
4. Security Services: Safeguarding and securing War Memorial and Performing Arts Center buildings, grounds, licensees, patrons, occupants and visitors.

5. Capital Project Planning and Management: Planning and implementing facilities maintenance and capital improvement projects, both department-funded and tenant-funded.
6. General Administration: Financial management and accounting, administration of communications and information systems, management and administration of personnel and human resources.

C. Goals and Objectives

1. Maintain, upgrade and preserve historic facilities for the future: Maintain, upgrade and preserve the important historic structures which comprise the War Memorial and Performing Arts Center for the safe use and enjoyment of San Francisco citizens and visitors. The size, age and usage level of the War Memorial buildings—as well as their historic and civic value—require regular and timely implementation of maintenance and improvements to ensure their continued safe and proper operation for the approximate 1.36 million persons who annually use and visit the buildings.

Objectives:

- ♦ Provide daily and routine engineering, custodial and security services to ensure safe, accessible, functional and well-maintained facilities.
- ♦ Implement regular and periodic preventative maintenance, repairs and upgrades to buildings and building systems.
- ♦ Plan and optimize the use of capital and maintenance funds to:
 - 1) Address and reduce life safety hazards, dangerous conditions and code deficiencies to protect the health and safety of occupants and the public;
 - 2) Provide for energy efficient operation of buildings; and
 - 3) Implement upgrades to meet current-day programmatic and patron needs.

Key Objectives for FY 2010-11:

- ♦ In conjunction with the City's Capital Planning Committee and Department of Public Works, confirm and coordinate funding and scheduling plans for the Veterans Building Seismic and Life Safety Upgrade as provided in the City's 10-year Capital Plan.
- ♦ Capital projects currently in design/specification phase and targeted for implementation in FY 2010-11:
 - Opera House Electric Power Management Upgrade
 - Opera House Auditorium Handrails (Phase 2 January 2011)
 - Davies Symphony Hall Access Upgrades (August 2010)
 - Davies Symphony Hall Mechanical Plant Upgrade (August 2010)
 - Davies Symphony Hall Solar Power Installation (August 2010)
 - Davies Symphony Hall Exterior Security Gate (July 2010)
 - Herbst Theatre Lobby/Auditorium Carpet Replacement (August 2010)

2. Maximize utilization of the Performing Arts Center: Provide safe, first-class facilities and venues that promote and support the cultural, educational and entertainment activities of its users in a cost-effective manner, for the maximum use and enjoyment of San Francisco residents and visitors, and to best serve the purposes and beneficiaries of the War Memorial Trust.

Objectives:

- ♦ Market and promote rental uses of the Performing Arts Center facilities to maximize revenues generated through facility and equipment rentals; food, beverage and catering concessions; and program merchandising.

- ♦ Build and maintain mutually beneficial strategic and positive relationships with resident and annual facility licensees, and beneficiaries of the War Memorial Trust.

Key Objectives for FY 2010-11:

- ♦ Complete and introduce new website for the Performing Arts Center.
- ♦ Complete new marketing brochures and materials for Opera House, Davies Symphony Hall, Herbst Theatre and Green Room.
- ♦ Coordinate with City's Real Estate Division and Center resident licensees on re-renting available space in the Veterans Building 3rd and 4th floors.

3. Establish and provide essential support services and resources: Provide essential support services and resources necessary to the successful operation of War Memorial multi-use public assembly facilities and performing arts venues, including box office and ticket sales services, stage production and technical services, front-of-house ushering and patron services, food and beverage concessions and catering services, promotional assistance, and program and merchandise sales.

Objectives:

- ♦ Develop and maintain positive relationships with contractors and vendors to insure quality and timely services.
- ♦ Update and upgrade data and information systems to insure electronically deliverable services are current with industry standards and support the needs of facility users.
- ♦ Maintain and increase facility rental equipment inventories to support licensee activities and increase equipment rental revenues.

Key Objectives for FY 2010-11:

- ♦ Pursuant to the War Memorial's new Food and Beverage Concession and Catering Agreement dated 2/1/09, the Concession Operator shall invest \$150,000 in 2009-10 and \$350,000 in 2010-11 for improvements to food and beverage service in the Performing Arts Center facilities. Improvements implemented in 2009-10 included installation of Micros POS System in the Opera House and Davies Symphony Hall; new "way finding" signage in the Opera House and Davies Symphony Hall; and replacing china, glassware and silverware for the Opera House Café. Improvements to be implemented in 2010-11 include remodeling food and beverage stations in the Opera House, Davies Symphony Hall and Herbst Theatre; Opera House kitchen upgrades and replacing and augmenting rental catering equipment. War Memorial shall review, consider and approve Operator's 2010-11 improvement plans by 9/1/10, and shall coordinate and monitor Concession Operator's implementation of improvements during the balance of FY 2009-10.
- ♦ The final Phase 4 of Opera House stage rigging upgrade will be implemented by the San Francisco Opera and San Francisco Ballet in January 2011.

4. Achieve outstanding customer service: Provide the highest level of service to all those who enter the Performing Arts Center, including facilities' licensees, patrons, guests and visitors.

Objectives:

- ♦ Focus on providing high quality services and customer satisfaction by investing in professional development and training of staff and establishing a motivational climate that promotes staff excellence and productivity.
- ♦ Utilize various data, reports and feedback from licensees, patrons and the public to determine and develop ways to improve performance and deliver improved customer satisfaction.

Key Objectives for FY 2010-11:

- ♦ Insure timely implementation of Concession Operator's improvements to food and beverage service facilities. In particular, the remodeling of food and beverage stations in the Opera House, Davies Symphony Hall and Herbst Theatre is expected to significantly improve patron service and increase War Memorial commission revenue from food and beverage sales.
- ♦ New website and marketing materials currently in development will improve ability and ease of potential licensees to evaluate facility offerings and estimate rental costs.
- ♦ Customer service training during FY 2010-11 will focus on War Memorial reception and Green Room event management staff.

D. Allocation of Current and Requested Resources for Department Goals and Priorities

The War Memorial is a special fund department receiving annual revenues from two sources: 1) annual allocation of hotel room tax (Section 515.01, Article 7, Part III of the S.F. Municipal Code); and 2) earned revenue from facilities' rentals, concessions and services. The War Memorial Special Fund was created on 7/1/82 as part of legislation appropriating an annual hotel tax allocation to the War Memorial, such appropriation to be in lieu of appropriations from the General Fund. The War Memorial Special Fund is the War Memorial's sole operating, maintenance and improvement fund; annual hotel tax appropriations and earned revenues are deposited into this fund, and annual operating and capital expenses are drawn from this fund. Any unappropriated or unexpended balances are carried forward each year in the War Memorial Special Fund for the same budgetary uses in subsequent years.

Since 1982, no General Fund revenues have been, and none are currently, appropriated to support War Memorial Performing Arts Center buildings or activities.

As a special fund department, the War Memorial must completely fund its annual operating and capital budgets within its special revenue fund capability, with **no General Fund support**. This requires strategic, multi-year planning of recurring, periodic, and one-time capital projects, and careful planning of special revenue fund appropriations and accruals to insure availability of sufficient funds to support the department's on-going operation and maintenance, as well as current and future capital needs.

- Annual Revenue Resources: While hotel tax revenues to the City grew significantly from FY 2003 to FY 2008, this growth was not extended to the War Memorial nor to other hotel tax recipient departments as set forth in the Municipal Code. In the last six fiscal years, significant AAO reductions to the War Memorial's code-level hotel tax allocation required the department to reduce and defer capital budget funding/accruals and close-out prior-year capital project appropriations in order to cover annual operating expenditures.

This fundamental change in the basic budget commitments under which the War Memorial has operated for the last 25 years presents serious questions and concerns as to the department's ability to continue fulfilling the commitment to fully fund annual operating and capital budgets from the War Memorial Special Fund with no General Fund support. The War Memorial will continue to urge and work with the Mayor and Board of Supervisors to restore annual hotel tax revenue commitments and reinstate a reasonable level of support for the War Memorial and Performing Arts Center's annual operation and critical capital program without support from the General Fund.

Since 1998, the War Memorial has increased facilities' rental rates on a bi-annual basis. All rental rates will increase effective 7/1/10, with an average increase of 6.2%. War Memorial earned revenue for FY 2010-11 is projected at \$2,029,085, an increase of \$133,758 or 7% over FY 2010-11 budgeted revenue.

- Sufficient, Qualified and Well-Trained Staff: Daily, on-going operation of the War Memorial buildings requires sufficient, qualified and well-trained staff including: security personnel to staff

fixed and roving security posts for two or three shifts per day; custodians to provide daily janitorial services and periodic major cleanings of offices, meeting rooms, backstage areas and public performance areas; engineering staff to operate, maintain and repair all building systems and equipment (boilers, life-safety, HVAC, electrical, mechanical, plumbing, stage/technical) and maintain/repair building infrastructure, facilities and fixtures; and administrative staff to manage, administer and coordinate departmental operations and services. It is the staff that directly serves War Memorial customers, including building occupants, licensees, patrons and visitors, and it is the quality of staff performance by which customers measure services and service delivery.

Effective with FY 2009-10, all 32 custodial positions in the War Memorial department were transferred to the Real Estate Division of the City Administrator, with the War Memorial work-ordering funds to the Real Estate Division for custodial services. While this transfer of function was intended to generate cost savings and operational efficiencies, based on the first seven months of this new arrangement, the War Memorial believes these purposes were not achieved and, in fact, has resulted in various cost increases and inefficiencies in custodial operations. War Memorial will continue to evaluate this arrangement during the balance of FY 2009-10.

- Veterans Building Seismic and Life Safety Upgrade: After more than a decade of planning, the City's 10-year Capital Plan for FY 2010-2019 provides a \$130.3 million financing plan to implement a seismic retrofit and life safety upgrade of the Veterans Building, with a two-year design/development phase targeted to commence in late 2010, and a 2+ year construction period targeted to begin in January 2013. The War Memorial has initiated a Pre-Design/Planning phase for the Veterans Building project for the purpose of: planning and designing post-project space utilization and programming; consultation and coordination with War Memorial Trust beneficiaries and other current and prospective building occupants as to post-project needs for building space/facilities and plans for funding associated tenant improvements; identifying scope of and funding for additional necessary improvements to be implemented during seismic retrofit construction; and preliminary coordination with Department of Public Works on plans for project layout, design and schedule. The scope of the Veterans Building project has now increased with the San Francisco Opera's plan to provide an additional \$60 million to construct an addition at the west end of the Veterans Building to house Opera production and learning center facilities and activities.
- Information Technology and Telecommunications: New technologies—including electronically deliverable services and the merging of entertainment and information technologies—provide increased opportunities for the War Memorial's operation as a major performing arts center. In FY 2010-11, the War Memorial will continue working on streamlined booking and contracting procedures, generating essential and timely data for marketing rental dates, improving revenue collection and reducing time now spent on manual preparation of contract documents and collection of numerous statistics.
- Three-Year Outlook: Significant operational and programming changes expected to occur in the next four fiscal years that will impact the department's goals, objectives, revenues and expenditures are primarily driven by the Veterans Building Upgrade Project schedule as follows:

FY 2010-11:	-	Entitlement and Design Phase of Veterans Building Seismic Upgrade and Improvements Project to commence in late 2010.
FY 2011-12:	-	Design Phase continuing and including procedural planning for building closure and occupant relocation for the construction period.
FY 2012-13:	-	Project Bid & Award during second quarter of FY 2012-13; Veterans Building closed for construction commencing 1/1/13, with all occupants relocated for an estimated 18-20 month construction period.

Section 2: CUSTOMER SERVICE

A. Identifying our Customers

The War Memorial has a wide range of clients and customers to whom services are provided including:

- Resident performing licensees, the San Francisco Opera, San Francisco Ballet and San Francisco Symphony;
- Approximately 175 organizations and groups, primarily small- and medium-sized non-profit arts organizations, who annually license and utilize the Opera House, Davies Symphony Hall, Herbst Theatre and Green Room to present various cultural, educational and entertainment presentations;
- Veterans Building year-round occupants including the Museum of Performance & Design, San Francisco Arts Commission Gallery, Law Library, Swords to Plowshares, SFUSD consultant and various City offices;
- San Francisco Posts of the American Legion, beneficiary of the War Memorial Trust Agreement, and veterans' groups and organizations who use and occupy office and meeting room space in the Veterans Building;
- Estimated 1.36 million annual patrons attending performances, concerts, events and activities in the War Memorial public assembly facilities, and guests and public who attend and/or visit various activities, meetings, tours and offices in the Center.

B. Benchmarks of Quality Customer Service Provision

On any given day of the year, the War Memorial and Performing Arts Center facilities host 3,500-7,500 patrons attending performances and events in the Opera House (capacity 3,346), Davies Symphony Hall (capacity 2,743), Herbst Theatre (capacity 916) and the Green Room (capacity 500). In addition, and on a daily basis, approximately 700-800 employees and guests of year-round tenants, licensees and occupants use office and other spaces in War Memorial buildings.

The "patron experience" at the Performing Arts Center is the culmination of numerous customer service areas for which the department is responsible, including ease of ticket purchasing whether by phone, internet or in person; safety and cleanliness of facilities; courtesy of event ushering and security staff; quality of food and beverage products and services; general facility comfort (i.e. auditorium seating, temperature, etc.); attention to and accommodation of special needs; and other patron services such as information on facility location, parking, lost and found, etc. As patrons and visitors come to the Performing Arts Center to attend entertainment, educational and cultural activities of Center licensees, the measure and success of War Memorial customer services directly impacts the objectives and success of our licensees. This, in turn, is a significant factor in the selection of our venues by current and potential licensees for future presentations, which impacts War Memorial earned revenue.

- Complaint/Request for Services Resolution Procedure: War Memorial licensees and occupants are issued "General Building Information" pamphlets outlining building/facility information, services, rules and regulations, etc. This information identifies procedures and contact information for requesting services and registering complaints, and provides general time frames for departmental responses. Licensees and occupants are asked to inform us of all requests/complaints received from their patrons and guests pertaining to War Memorial operations, and War Memorial regularly reviews complaint tracking/resolution procedures and performance.

- Public Survey/Comment Process: The department currently does not have a public survey/comment process. War Memorial resident and short-term licensees periodically conduct surveys of their patrons to measure patron satisfaction and identify areas of concern. The War Memorial works closely with licensees in developing survey questions and evaluating and responding to survey information.
- Public Meetings: All meetings of the War Memorial Board of Trustees are open to the public. Agendas for all regular, special and committee meetings are published in accordance with the San Francisco Sunshine Ordinance and include a “Public Comment” item.
- Public Access and Information: The War Memorial administrative office, located on the first floor of the Veterans Building, is an information clearing house for the general public, providing information, by telephone and in person, to residents and visitors on Center events, program details, directions to facilities, and ticket information. The War Memorial office also serves as the ‘Lost and Found’ for items lost in the Center’s four public assembly venues. Due to our proximity to City Hall, War Memorial staff is prepared to provide general City Hall information to the public. For continued quality customer service, during regular business hours all calls to the main office number are answered by the receptionist or other staff

The War Memorial’s internet website provides information about scheduled events—with links to Center box offices for on-line ticket purchases, information for potential licensees about how to rent the facilities, and information on the War Memorial Board of Trustees, including meeting agendas and minutes. War Memorial staff continuously reviews user feedback and usage statistics in order to make improvements to the information on the website.

- Daily Staff Interaction: Certain War Memorial staff divisions—including administrative, security, custodial, event management and ushering—have daily interaction with licensees, patrons and visitors. The War Memorial conducts regular and specialized training for staff who have frequent interaction and contact with our customers and who are often the first staff person encountered by members of the public. All employees who interact with the public must be prepared to politely and accurately respond to inquiries, requests and complaints, and to appropriately and professionally handle and respond to a multitude of situations, ranging from minor problems to serious incidents or emergencies.

Section 3: PERFORMANCE EVALUATION

War Memorial Operations & Maintenance: The War Memorial department has one program, Operation and Maintenance of Entertainment and Cultural Facilities, providing for the safe, proper and efficient operation and maintenance of the War Memorial and Performing Arts Center. The department has defined the following performance goals and quantifiable/measurable objectives to be achieved under this program:

Goal 01: Provide maximum number of performances and events

Measures 01 – 04: Measures the number of cultural and entertainment programs and activities having patron/public attendance.

Measure No.	Title	FY 2008-09		FY 2009-10			FY 2010-11
		Target	Actual	Target	YTD Actual	Projected	Target
01	Opera House performances/events	182	189	166	89	166	170
02	Davies Hall performances/events	225	238	223	110	223	229
03	Herbst Theatre performances/events	260	297	258	117	258	258
04	Green Room performances/events	175	183	173	89	173	180

The number of performances at War Memorial venues compares favorably with similar facilities in the United States. For each year shown, actual results have been very close to the original target. FY 2009-10 target reflected San Francisco Opera’s cut-back of 15 performances from its 2009-10 season due to economic circumstances. The Opera’s 2010-11 season will remain at this lower level of performances. The FY 2010-11 target for Opera House performances/events reflects projected increase of 4 outside performance rentals on dates previously used for the Opera season. The FY 2010-11 target for Davies Symphony Hall performances also reflects an increase in outside performance rentals.

Goal 02: Provide continued successful utilization of the facilities

Measures 01 – 04: Measures the percentage of available days per year facilities are rented for rehearsal, performance or other activities.

Measure No.	Title	FY 2008-09		FY 2009-10			FY 2010-11
		Target	Actual	Target	YTD Actual	Projected	Target
01	Opera House percentage rented	95%	95%	90%	92%	90%	92%
02	Davies Hall percentage rented	82%	79%	82%	72%	82%	90%
03	Herbst Theatre percentage rented	73%	78%	73%	69%	73%	73%
04	Green Room percentage rented	52%	54%	52%	53%	52%	54%

The usage percentage of War Memorial venues usage compares favorably with similar facilities in the United States. For each year shown, actual results have been very close to the original target. FY 2010-11 target for Davies Symphony Hall reflects a significant usage increase due to the scheduled closure of the Hall for the entire month of August 2010 for access, mechanical and solar panel construction. As the month of August typically has the highest number of “dark” or unrented days, the rental percentage of available dates for FY 2010-11 will increase to 90%.

Goal 02: Provide continued successful utilization of the facilities

Measure 05: Measures the number of annual meetings of veterans’ organizations in nine Veterans Building meeting rooms allocated for veterans’ use.

Measure No.	Title	FY 2008-09		FY 2009-10			FY 2010-11
		Target	Actual	Target	YTD Actual	Projected	Target
05	Veterans use of meeting rooms	440	439	500	120	380	400

New measure in FY 2007-08, based on meeting room schedule information provided to the War Memorial by an outside source, the American Legion War Memorial Commission ("ALWMC"), which represents the San Francisco American Legion Posts, collectively a beneficiary of the War Memorial Trust, having rights to the use and occupancy of nine designated/allocated meeting rooms in the Veterans Building. While ALWMC administers scheduling of veterans' meeting rooms, ALWMC has had no system or procedure for verifying actual meeting room uses. In order to provide reliable data for this new performance measure, War Memorial established a new procedure effective 7/1/07 whereby War Memorial security officers in the Veterans Building log all actual uses of veterans' meeting rooms. The initial target for FY 2007-08 of 800 meetings, the first year of this performance measure, was based on the number of meeting room usages listed on ALWMC schedules. FY 2007-08 actual usage fell significantly below the target, and indicated that only approximately 60% of the meetings listed on ALWMC schedules actually take place. FY 2009-10 original target was based on actual meeting room usage in the prior two years. However, actual meeting room use for the first six months of FY 2009-10 has been 42% lower than in 2008-09; resulting in a revised/projected target for FY 2009-10 of 380 and an original target for FY 2010-11 of 400.

Non-Program:

Goal 01: All City employees have a current performance appraisal

New measures requested by Mayor on 8/15/05. DHR policy is that all permanent and provisional employees must have an annual appraisal. For new employees, the first review should be scheduled according to their applicable probationary period. For other employees, reviews should be conducted every 12 months. Departments can do appraisals for temporary employees at their discretion.

Measure No.	Title	FY 2008-09		FY 2009-10			FY 2010-11
		Target	Actual	Target	YTD Actual	Projected	Target
01	Number of employees - performance appraisals were scheduled	95	82	95	*	61	61
02	Number of employees - performance appraisals were completed	95	69	95	*	61	61

* Appraisal data collected only at the fiscal year end

FY 2009-10 revised/projected target of 61 and FY 2010-11 original target of 61 reflects loss of 34 positions in War Memorial's FY 2009-10 final budget, including 32 positions transferred to Real Estate Division of the City Administrator and 2 positions deleted for cost savings.

San Francisco War Memorial and Performing Arts Center

401 Van Ness Avenue, Suite 110

San Francisco, CA 94102

Telephone: (415) 621-6600

Fax: (415) 621-5091

Elizabeth Murray, Managing Director

Jennifer Norris, Assistant Managing Director

Office of the Mayor
City & County of San Francisco



Orig Renee C (Nick)
c: COB, Cpage
Annetti
Gavin Newsom

February 4, 2010

Members, Board of Supervisors
San Francisco City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, California 94102

Dear Supervisors:

This letter communicates my veto of the ordinance pending in File Number 091015, finally passed by the Board of Supervisors on January 26, 2010. This legislation requires elected officials in San Francisco to reimburse the City for dignitary security provided during campaign-related travel.

I am submitting this veto at the recommendation of our Chief of Police, George Gascón. Dignitary security is the responsibility of the Police Department, at the direction of the Chief of Police. I do not support political legislation that challenges any Chief's authority to execute his or her responsibilities under the Charter, and I will continue to rely on Chief Gascón's expertise and judgment in providing the level of security he deems necessary.

I agree with Chief Gascón's stated concerns: our elected leaders should be encouraged to take strong policy positions – no matter how controversial the issue – without having to weigh whether or not he or she will be able to afford the potential consequences. It also is my belief that this ordinance would result in reluctance by elected officials to request security because of the potential costs – a trend that both risks the safety of such officials as well as jeopardizes the Police Department's ability to successfully undertake a core component of its mission. These risks are unacceptable.

While I am very aware of the need to safeguard and account for limited public funds, I believe this can be done in a way that does not needlessly endanger public officials and threaten the atmosphere of open dialogue that we honor in San Francisco.

Sincerely,

Gavin Newsom
Mayor

cc: Angela Calvillo, Clerk of the Board of Supervisors

Attachment: January 12, 2010 letter from George Gascón, Chief of Police

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2010 FEB -5 PM 1:17
BY AK

(2)



GAVIN NEWSOM
MAYOR

POLICE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

THOMAS J. CAHILL HALL OF JUSTICE
850 BRYANT STREET
SAN FRANCISCO, CALIFORNIA 94103-4603



GEORGE GASCÓN
CHIEF OF POLICE

January 12, 2010

Mayor Gavin Newsom
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Reimbursement to City for Dignitary Security Provided During Campaign-Related Travel by Elected Officials

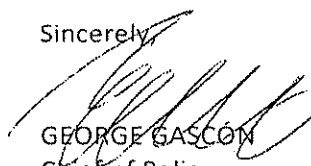
Dear Mayor Newsom:

I am quite dismayed to learn that the Board of Supervisors has voted in support of the above-cited measure, sponsored by Supervisors Mirkarimi; Campos, Avalos and Daly. As I have stated repeatedly, this legislation is likely to have unintended, but nevertheless very real, consequences adversely affecting elected officials and the frank and vigorous public discourse we so highly value. In a robust political environment, true leaders should be encouraged to make strong statements and be provided with appropriate security, should their actions result in valid personal threats. I am concerned that passage of this ordinance will result in a reluctance by elected officials to request security because of potential political fallout. Thus they may find themselves in positions where their security would be based on political perception and not true need. This is untenable.

A democracy wherein our political leaders are more concerned with the public bearing of security costs and not with compelling public policy questions is a weakened democracy. A healthy political environment must allow for officials to speak their minds and make controversial statements when appropriate; our nation was founded on this principle and we should not endorse a measure that serves to undermine it. I am very attuned to the need to safeguard and account for limited public funds. As I have pointed out before, this can be done in a way that does not needlessly endanger public officials and chill the atmosphere of open dialogue we treasure as a real San Francisco value!

This measure deserves to be vetoed and I, as both Chief of Police and as a citizen, would urge you to do so. The dollars and cents legitimately spent on security for those electeds in need of protection is an insurance policy that these leaders speak forcefully and openly about matters that affect us our daily lives. We owe it to the people of this City to take all reasonable steps to protect our democratic values and vision. Vetoing this legislation is one such way of protecting the men and women of the City's elected family and ensuring that future generations will confidently and fearlessly speak truth on those matters vital to public life. Please let me know if I can be of any assistance in this matter which has the capacity to impact us now and generations to come.

Sincerely,



GEORGE GASCÓN
Chief of Police



February 3, 2010

President David Chiu
Supervisors Sophie Maxwell, Ross Mirkarimi, Eric Mar and David Campos
San Francisco City Hall
1 Carlton B. Goodlett Place
San Francisco, California 94102

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2010 FEB - 3 PM 3:34
BY SK

Dear Supervisors,

I am writing to request that you, as sponsors of the recently proposed ballot initiative amending Proposition K – regarding the methods for calculating allowable shadows on City parks, withdraw your sponsorship to allow a thorough analysis of this important issue.

Proposition K was carefully crafted in 1984 to provide needed protections for City parks. Proposition K included a public process under which the Recreational and Parks Commission and the Planning Commission jointly assess the potential impacts of shadows from specific projects and make findings about the relative impacts of those shadows in relation to other important public benefits. Historically, the Planning Commission and the Recreation and Parks Commission have exercised this discretion judiciously: generally permitting only very minor shadowing of parks – oftentimes just a few minutes a day, a few days a year, on only small portions of a park – and in cases with strong public policy justifications like affordable housing, public transit, environmental sustainability, and economic development. In fact, “shadow budgets” have only been adjusted five times since Proposition K was implemented: in only two cases were downtown parks affected, and in these cases the increase in shadow ranged from 0.02 percent to 0.244 percent. In all cases, the Planning and Recreation and Parks Commissions analyzed the location, timing, duration, and impacts on use of the affected parks and determined that there were no significant adverse effects.

More recently, the Planning Department has been working on highly technical changes to the methodology for measuring shadows to take advantage of technological advances since 1984 to more accurately assess the actual shadow impacts of specific projects. I support the Planning Department’s professionalism in taking a measured and scientific approach to this complex policy arena.

Unfortunately, as currently drafted, the proposed measure would in many cases prohibit the kind of thoughtful analysis and informed public policy debate that Proposition K envisioned. Based on a recent analysis quickly conducted by the Planning Department, the measure would have a number of negative consequences.



For example, the City has been working for many years on the Transbay Transit Center, a major inter-modal transit hub that will connect all of the region's main transportation lines and California High Speed Rail in San Francisco's own "Grand Central Station." A major part of the funding plan for the Transbay project, and one of the highest expressions of sustainable transit-oriented development in the country, is to shift the center of downtown southward, right around Transbay, and to leverage land values and property taxes in that area to help pay for the terminal and to connect Caltrain and High Speed Rail. If the current measure were adopted it would likely deprive the Transbay project at least \$400 million of critically needed funding.

Other projects that would likely be derailed by the measure include a new Mexican Museum in the Yerba Buena area, Senior Housing in Chinatown, the City plans to expand the Moscone Convention center, important catalytic projects in the Mid-Market area and many, many others.

In these difficult economic times, the effects of this proposed measure are especially troubling. Preliminary estimates suggest that the measure would cost the City many thousands of new construction jobs, permanent jobs, and tens of millions of dollars (or more) of potential impact fees and revenues to the City's General Fund to pay for City services and programs. Given the limited time that we have had to analyze this matter, we are only just beginning to fully understand the negative impacts of this measure as currently drafted. The City's Office of Economic and Workforce Development is currently working with other City Departments and local, state, and federal agencies to more comprehensively understand the full range of consequences.

Given the importance of the public benefits that would likely be affected by this measure, I request that we pause long enough to thoughtfully and thoroughly study this issue. With hard data in hand we can then work together to chart the best course forward to protect the use and enjoyment of our parks; the vitality of the City's economy; and our ability to fund important public benefits like public transit, museums, and affordable housing in the face of historic local, state, and federal budget deficits.

Sincerely,

Gavin Newsom
Mayor

cc: Members, Board of Supervisors



MEMORANDUM

TO: Members, Board of Supervisors
Clerk of the Board

FROM: Ben Rosenfield, Controller *BR*

DATE: February 2, 2010

SUBJECT: **Controller's Annual Report on Impact Fees for the Market and Octavia Community Stabilization Fund for Fiscal Year ending June 30, 2009**

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BY SK

BACKGROUND

Planning Code Section 326.6 (c) requires the Controller's Office to file an annual report with the Board of Supervisors on the Market and Octavia Community Improvements Fund. No annual reports were prepared for the period from the Fund's establishment in Fiscal Year 2005-06 through Fiscal Year 2007-08 as no deposits to or withdrawals from the fund were recognized during that period. This annual report covers the period of Fiscal Year 2008-09 (from July 1, 2008 through June 30, 2009). The section headers in this report correspond to the elements of the report required by Planning Code Section 326.6(c).

(1) A description of the type of fee in each account or fund

The type of fee in the Market and Octavia Community Improvements Fund is an area plan community infrastructure impact fee. Pursuant to Planning Code Section 326.6(b), the receipts in the Fund are to be used to design, engineer, acquire, and develop and improve neighborhood open spaces, pedestrian and streetscape improvements, community facilities, childcare facilities, and other improvements that result in new publicly-accessible facilities and related resources within the Market and Octavia Plan Area or within 250 feet of the Plan Area. Funds may be used for childcare facilities that are not publicly owned or "publicly-accessible". Funds generated for 'library resources' should be used for materials at the Main Library, the Eureka Valley Library, or other library facilities that directly service Market and Octavia Residents. Funds may be used for additional studies and fund administration as detailed in the Market and Octavia Community Improvements Program Document. These improvements shall be consistent with the Market and Octavia Civic Streets and Open Space System as described in Map 4 of the Market and Octavia Area Plan of the General Plan, and any Market and Octavia Improvements Plan. Monies from the Fund may be used by the Planning Commission to commission economic analyses for the purpose of revising the fee pursuant to Section 326.3(d), to complete an updated nexus study to demonstrate the relationship between development and the need for public facilities if this is deemed necessary.

4

(2) Amount of the fee

The fee rate for FY2009:

\$10 per Net Square Foot of Residential Development

\$4 per Net Square Foot of Commercial Development

(3) Beginning and ending balance of the accounts or funds including any bond funds held by an outside trustee

Beginning balance: \$0.

Ending balance: \$29,532

(4) Amount of fees collected and interest earned

One deposit in the amount of \$29,330 for the 435 Duboce Street Project. \$202 in interest was earned by the fund during the reporting period through June 30, 2009.

(5) Identification of each public improvement on which fees or bond funds were expended and amount of each expenditure;

No fees were expended in FY09.

(6) An identification of the approximate date by which the construction of public improvements will commence;

Not Applicable.

(7) A description of any inter-fund transfer or loan and the public improvement on which the transferred funds will be expended; and

Not Applicable

(8) Amount of refunds made and any allocations of unexpended fees that are not refunded.

Not Applicable

Please contact me or Leo Levenson, Director, Controller's Office Budget and Analysis Division, at 554-4809 if you have any questions regarding this information.



SAN FRANCISCO ARTS COMMISSION

GAVIN NEWSOM
MAYOR

LUIS R. CANCEL
DIRECTOR OF
CULTURAL AFFAIRS

MEMORANDUM

TO: Clerk of the Board
FROM: Luis R. Cancel, Director of Cultural Affairs
DATE: January 29, 2010
SUBJECT: FY 2009-10 Second Quarter Report

PROGRAMS

- CIVIC ART COLLECTION
- CIVIC DESIGN REVIEW
- COMMUNITY ARTS & EDUCATION
- CULTURAL EQUITY GRANTS
- PERFORMING ARTS
- PUBLIC ART
- STREET ARTISTS LICENSES

ARTS COMMISSION GALLERY
401 VAN NESS AVENUE
415.554.6080

WWW.SFARTSCOMMISSION.ORG
ARTSCOMMISSION@SFGOV.ORG

In pursuance to the FY 2009-10 Annual Appropriation Ordinance and the Controller's "High Level Financial Reports for December - 2009", please see the attached Report with the explanation for the Arts Commission for the second quarter ending December 31, 2009.

cc: Mayor's Office
Controller's Office
Director of Finance, Arts Commission

Attachment: Report (2 pages)

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BY SK



CITY AND COUNTY OF
SAN FRANCISCO

5

ARTS COMMISSION									
FY 2009-10 QUARTERLY REPORT - EXPENDITURE									
Quarter Ending: December 31, 2009									
CHARACTER	FY09-10 Budget	FY09-10 2nd Qtr Actual	% FY Elapsed	Spend Rate	EXPLANATION				
Subfund: 1G AGF AAA General Fund Non-Project									
001	Salaries	362,877	202,860	49.04%	55.90%	} The spending rate is 6.86% higher in Salary and 9.11% higher in benefit. } The budget was set with 10.20% attrition and savings on salary, } which was far above the City's agencies average rate of 5% to 6%. } The excess in spending rate was mainly due to the unattainable attrition } and saving on salary set at the budget preparation time.			
013	Mandatory Fringe Benefits	117,101	68,099	49.04%	58.15%				
081	Services of Other Depts	212,539	22,681	50.00%	10.67%		Billing from other performing departments did not materialize yet in the 2nd quarter.		
Subfund :1G-AGF-AAA Totals		692,517	293,640		42.40%				
Subfund: 1G AGF AAP General Fund Annual Project									
001	Salaries	225,833	103,511	49.04%	45.84%	} Spending rate is within the Budget Target.			
013	Mandatory Fringe Benefits	75,070	33,937	49.04%	45.21%				
021	Non Personal services	1,967,829	1,939,829	50.00%	98.58%	The majority of this amount is payment to the SF Symphony for the Summer in the City concerts. 100% of which was fully paid in the 2nd quarter.			
038	City Grant Programs	3,085,642	1,505,500	50.00%	48.79%	City's grant to the Cultural Centers, Arts Organizations and Neighborhood Art grants will are in line wth the budget.			
040	Materials & Supplies	-	-						
06F	Facilities Maintenance	20,750	-	50.00%	0.00%	Work in progress. Expense not occurred yet.			
081	Services of Other Depts	274,325	18,633	50.00%	6.79%	DPW work order will be utilized and liquidated as per work order amount upon job completion. Spending rate depends upon DPW work rate, but does not exceed the work order amount in the year end.			
086	Expenditure Recovery	(441,229)	(136,740)	50.00%	30.99%	Billing rate is lower as the actual spending is lower in the 2nd quarter.			
Subfund :1G-AGF-AAP Totals		5,208,220	3,464,670		66.52%				

ARTS COMMISSION						
FY 2009-10 QUARTERLY REPORT - EXPENDITURE						
Quarter Ending: December 31, 2009						
CHARACTER	FY09-10 Budget	FY09-10 2nd Qtr Actual	% FY Elapsed	Spend Rate	EXPLANATION	
Sub fund: 1G AGF WOF Work Order Fund - WritersCorps						
001	Salaries	110,434	39,193	49.04%	} The actual spending rate is within the budget.	
013	Mandatory Fringe Benefits	55,946	24,785	49.04%		
021	Non Personal services	174,620	39,740	50.00%	22.76%	WritersCorps teachers expenses will be incurred mostly from the 2nd quarter onwards.
086	Expenditure Recovery	(341,000)	(85,352)	50.00%	25.03%	Billings for \$18,366 will be made in the remaining quarters for the WritersCorps work order fund.
	Subfund :1G-AGF-WOF Totals	-	18,366			
ARTS COMMISSION						
FY 2009-10 QUARTERLY REPORT - REVENUE						
Quarter Ending: December 31, 2009						
CHARACTER	FY09-10 Budget	FY09-10 2nd Qtr Actual	FY08-09 Year End Projection		EXPLANATION	
Subfund: 1G AGF AAA GF Non-Project Controlled						
60127	Civic Design Fee	50,000	12,500	50,000	Expected to achieve the revenue at year end.	
Subfund: 1G AGF AAP GF Annual Project						
12210	Hotel Room Tax	1,516,000	469,820	1,516,000	Expected to achieve the full revenue at year end. The Controller's office records the revenue monthly based on the Hotel Tax collected for the month.	
9501G	ITI FR 1G-General Fund	250,000	187,500	250,000	GFTA grant received is in line with the quarterly plan.	
		1,766,000	657,320	1,766,000		

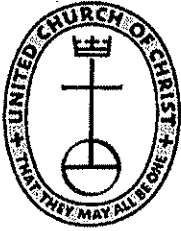


Joseph Story
<sfplannerguy@yahoo.com>
02/05/2010 12:09 PM

To gavin.newsom@sfgov.org, board.of.supervisors@sfgov.org
cc
bcc
Subject Opposition to Sunday Parking Meter Enforcement and
Religious Discrimination

This is a letter of opposition from the Steering Committee of the First Congregational Church of San Francisco, United Church of Christ on initiating Sunday parking meter enforcement.

6



First Congregational Church of San Francisco
United Church of Christ
Founded 1849
The Reverend Wilfried Glabach, D. Min., Pastor
Brad Peterson, Ph.D., Office Manager

Mayor Gavin Newsom
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102
Email: gavin.newsom@sfgov.org

San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102
Email: board.of.supervisors@sfgov.org

This letter is a statement of opposition from the Steering Committee of the First Congregational Church of San Francisco for the extended parking meter hours proposal. We find the proposal to have the intent of specifically impacting us unfairly by disrupting our start time and restricting the length of our worship services, while other churches are provided exceptions from parking and traffic laws AT THE SAME TIME in other parts of San Francisco. We further believe that the proposed inconsistent application of parking laws by enforcing meter compliance to us while other churches are allowed exceptions from existing laws amounts to unequal and unfair treatment of our congregation, and may be considered unfair, constitutionally-protected religious bias. Thus, we believe that San Francisco is a City that should respect all religious traditions equally and should NOT move forward with the extended parking meter hours proposal on Sundays.

Dear Mayor Newsom and Supervisors:

The First Congregational Church has been in Downtown San Francisco since 1849, and has been instrumental in promoting many causes throughout the years. For example, the church hosted a Jonestown Memorial Service in 1977 and was the home to the Gay Men's Chorus rehearsals, the senior Meals on Wheels program and other community services in our old building. Our 75-minute church services have been held at 11 AM for almost all of the past 160 years in San Francisco.

In 2002, the First Congregational Church made a conscious decision to remain in San Francisco, and to relocate to the Polk Street area. We have invested in our new neighborhood with a \$4.5 million dollar building. In our design, we respected the city's desire to not add parking spaces and encourage use of other ways to reach the building. We constructed our new building without any parking – allowing for street level community activities to occur instead.

We have become a hub to our new neighborhood, giving life to what was before a corner plagued by dilapidated buildings, and prostitution and drug dealing on the streets. Since our decision to relocate to the neighborhood, there

1300 Polk Street · San Francisco CA 94109-4614
415-441-8901 · www.sanfranciscoUCC.org

have been at least 150 new residential units constructed within two blocks of the building, improving the neighborhood and adding property tax revenue to the City rolls.

Since we opened our doors in the new building in 2008, we have hosted many community events for free, such as Lower Polk Neighbors and the Neighborhood Emergency Response Team training. We have supported many events in San Francisco and continue to do so, in programs such as the San Francisco Night Ministry and the Welcome Ministry. If our attendance and donations drop, we will no longer be able to offer these resources for the community.

Effect of Parking Laws on Christian Worship Services

We have several specific complaints with this proposal that relate to us as a Christian community.

Discriminatory Enforcement of San Francisco's Parking Regulations on Churches. We point out that the parking laws in the City of San Francisco already are implemented inconsistently around the City as it related to churches today. Currently, some churches are granted the right to double-park vehicles free of charge. Some church attendees may park in unmetered neighborhood areas without time restrictions.

We believe that making our attendees now pay for parking meters is unfair to us and our religious tradition. It makes our attendees pay for parking spaces on the street, while attendees at many other churches are allowed to double-park vehicles and block traffic lanes without penalty, as well as park on unmetered neighborhood streets at no cost and without restriction -- at the same time.

Impact of Starting Meter Enforcement at 11 AM on Sundays and One-Hour Time Restrictions. The Sunday 11 AM start time will mean that who attend and park on the street will be unable to initiate paying for parking until exactly at 11 AM. We will be unable to start our services promptly, much like we have for almost 160 years. Meanwhile, at 11 AM, the only surrounding businesses that are open in our immediate area are food services. These almost always are open before 9 AM on Sunday mornings. Most of the few retail merchants in our neighborhood do not open until 12 noon or 1 PM on Sundays, and some do not open at all. Because the start time is arbitrary, the localized impact appears to be primarily directed to Christians to attend our church. We even must wonder if this start time designation is even motivated by latent anti-Christian attitudes among the City elected leaders and staff as there seems to be no other justification for beginning meter enforcement at 11 AM in our immediate neighborhood.

Inadequate Transit Service Options on Sundays. The authors of this proposal suggest that this is one way to encourage transit ridership. However, at this time on Sunday mornings, transit service is infrequent in many parts of town, and some members must travel several miles and change transit vehicles two or three times to even reach the church. Travel times to our church would increase to as long as 90 minutes each way for some members. Many of these are senior and/or lower-income members. There is no proposed increase in transit service anywhere in this proposal on Sundays.

Impact of One-Hour Time Restrictions on Worship Services and Church-Sponsored Gatherings. Our worship services and church-sponsored gatherings last at least one hour. The meters in the neighborhood are limited for one hour. The current meters are also designated as one hour spaces, so that worshipping participants will be subject to receiving parking tickets. By limiting the duration on the meters, the City would effectively be restricting a person's right to fully experience a worship service or church-sponsored gathering. This limits our religious experiences and thus is discriminatory.

Appropriate Remedies to Parking at Sunday Service Times

We oppose any parking meter enforcement on Sunday as this is the long-established day of Christian worship. Many other churches in San Francisco have afternoon services, and we would like the ability to offer those at a later time if possible.

If meters are enforced at 11 AM on Sunday mornings, we believe that the City should grant our worship service attendees a right to park for free at the Polk and Bush Garage during our worship services on Sunday mornings and during church events as an appropriate remedy to the discriminatory practice of allowing selective parking enforcement at other churches to continue around San Francisco.

In sum, the City is proposing to change the parking meter enforcement that newly penalizes our attendees.

- **We will be unable to start services promptly at 11 AM.**
- **We will be unable to have services for longer than one hour.**

At the same time, the City is NOT proposing addressing parking practices at other churches.

- **Allowing double-parking and blocking travel lanes in other parts of the City (a practice allowed by churches attended by several Board of Supervisor members)**
- **Allowing parking without time restrictions on streets with neighborhood stickers**

Our right to free on-street parking for Sunday worship is just as "grandfathered" as these practices are. We believe that the City would thus be sanctioning religious discrimination if this proposal moves forward and we may consider legal action if it moves ahead.

Sincerely,



Joseph Story
Chair, Steering Committee
First Congregational Church, United Church of Christ



"howmiller"
<howmiller@earthlink.net>

02/08/2010 11:14 AM

Please respond to
<howmiller@earthlink.net>

To "Bevan Dufty" <Bevan.Dufty@sfgov.org>, "Carmen Chu"
<Carmen.Chu@sfgov.org>, <Chris.Daly@sfgov.org>,
<Board.of.Supervisors@sfgov.org>,

cc

bcc

Subject Beach Chalet Soccer Fields EIR Request Submitted to
Planning

Dear Supervisor,

Please find my letter to the Planning Department attached.

Greg Miller

February 5, 2010

Via E-mail and U.S. Mail

Mr. Don Lewis
Major Environmental Analysis
San Francisco Planning Department
1650 Mission Street, Suite 400
San Francisco, CA 94103

Re: Interpretation of the Golden Gate Park Master Plan with Regard to Beach Chalet Soccer Project and need for an EIR

Dear Mr. Lewis,

I urge the Planning Department to require a full Environmental Impact Report (EIR) for the proposed renovation of the Beach Chalet Soccer Fields.

I recently read "Review of the Proposed Rehabilitation of the Beach Chalet Soccer Fields in Relation to the Golden Gate Park Master Plan" by Mr. Douglas Nelson dated December 11, 2009. This letter has been cited in the local San Francisco press and has been submitted to the Planning Department as part of their CEQA review of this project. I was more than a little shocked by the claims and conclusions contained in the letter.

Let me begin with the issue of "authorship". In his letter, Mr. Nelson describes himself as "Co-Author of the Golden Gate Master Plan". I do not dispute that Mr. Nelson may have written much of the text of the original draft. He was, and remains, an employee of Royston Hanamoto Alley & Abey (RHAA). His firm has been hired on numerous occasions to advise and assist the Recreation & Parks Department (RPD) in preparing technical studies. But, Mr. Nelson's claim of co-authorship of the plan is valid in only a narrow sense that he and his firm were paid to help RPD prepare a draft for public review. Any inclination to attribute RHAA and Mr. Nelson special authority because of his status as a "Co-author" would be a mistake.

The error lies in failing to recognize the differences in the meaning of "authorship" as applied to public and personal documents. Personal documents (letters, e-mails, published essays, books, plays, poems) are usually the product of one or a few authors. While such authors sometimes adjust the final document based on feedback of third parties, the content of such work is rightfully taken to represent the views of the author. Should the author subsequently choose to try to clarify his/her meaning ("The critics have got it all wrong .. my play is not a comedy, it's a tragedy!"), we naturally pay special attention to such statements.

But the Golden Gate Park Master Plan is a public document, similar in many respects to a law, a constitution, or a ballot initiative. Naturally, someone prepares the text of the initial draft proposal. But then the proposal is read, discussed, modified, and finally approved by a wide array of citizens and public officials. In effect, the true authors of a public document are all the citizens who participate in the process.

This was certainly the case with the Master Plan. The Introduction to the Plan's 1997 Environmental Impact Report outlines the extensive public process starting in 1979 that involved staff work, a special Task Force, public newsletters, questionnaires, public

meetings, and final review and approval of the Recreation and Parks Commission. The EIR and the related public comment process were a final stage of this highly public creation.

The object of deliberation in this public process was the Plan document itself, not the internal state of mind of any particular participant. The collective will of the community is expressed in its final wording. In applying the Master Plan to any current decisions, one must refer to the actual contents of the Plan and associated public documents of review and approval, such as the EIR. Personal recollections of intent and subjective speculations on how the public would have addressed unanticipated new developments are not germane. Mr. Nelson has the same rights as any other citizen to state his views, but his views should not be given special weight or deference.

I have re-read the Master Plan as well as the associated EIR and public comments. There is nothing in these documents which addresses the possible use of synthetic turf and intense night sports lighting in the western end of Golden Gate Park. Mr. Nelson and I appear to agree on this point.

In the Master Plan's discussion of recreational facilities (Chapter 6), the problems of the current soccer fields are addressed: *"...there are problems of overuse of some fields.. the lack of drainage systems under some fields makes maintenance difficult after rains ... the demand for these fields is very high ... regular maintenance is not always scheduled"*.

The same discussion states that, *"The demands for recreation need to be balanced with the objectives of preserving the original intent and purpose of the park as a 'sylvan and pastoral' retreat"*. The Plan then proposes specific remedies for the athletic fields:

*"Upgrade irrigation systems
Install drainage systems where needed
Scheduled maintenance periods should be added to field permit schedules
Where feasible, rotate and shift field locations
Enforce field closures after rains and when required to provide maintenance
One additional soccer field is recommended at the Richmond Sunset
Treatment plant site"*

The current proposal for the "rehabilitation" of the soccer fields is quite different in nature and scale:

Removal of six acres of topsoil and grass,
Installation of gravel, reprocessed tire waste and plastic grass,
Removal of large trees,
240 to 300 kilowatts of intense night sports lighting mounted on 60-foot poles,
An enlarged parking area,
Spectator bleachers,
New, taller fencing around the fields,
Wider paved pathways surrounding the fields, possibly impinging on the roots
of surrounding trees which constitute part of the western wind barrier for the
rest of the park.
New lighting for the paved pathways, requiring trenching through the root zones
for conduit and wiring.

Much of this is new technology which was not anticipated at the time of the Master Plan. Therefore it was not considered or debated in the public process. To assert that the proposal is "in compliance with the Golden Gate Master Plan", that "there are no specific conflicts between the Master Plan and use of synthetic turf", that "if synthetic turf was considered at the time of the Master Plan development, it is likely that the soccer fields would have included as a potential night use area" is to literally miss the forest for the trees.

If we wish to use the Master Plan document to extrapolate the public's intent regarding such a massive application of new technology, we should turn to the Plan's broader policy statements. Chapter 3 covers objectives and policies:

"Golden Gate Park Mission Statement: The purpose of Golden Gate Park is to serve as an open space preserve in the midst of San Francisco. This historic park is a cultivated pastoral and sylvan landscape, defined by evergreen woodland. It is designed and managed for all to experience beauty, tranquility, recreation, and relief from urban pressures."

Under Objective II – Landscape Preservation and Renewal:

"POLICY A – PRESERVE THE DESIGN INTEGRITY OF GOLDEN GATE PARK

1. All activities, features and facilities in Golden Gate Park should respect the unique design characteristics of the park.

2. The major design feature of Golden Gate Park and the framework within which all park activities occur is its pastoral and sylvan landscape. The integrity of the pastoral and sylvan landscape must be maintained and remain unaltered.

*...
6. No changes or alterations to any park feature should occur without consideration of parkwide effects. Emphasis should only be given to activities which do not diminish open space."*

Nothing within the existing Master Plan grants automatic permission to embark on a massive project employing technology that was not anticipated, analyzed, debated, or approved. Both the broad Plan policies and the detailed plans specific to the athletic fields call for a gentle and green approach.

Intensive sports night lighting, synthetic turf fields, and increased paving are not appropriate for the western end of Golden Gate park. If the Recreation and Parks Department chooses to pursue this project despite the public policy expressed in the Master Plan, then this proposal should be subjected to the rigor and public scrutiny of a full EIR.

Sincerely,

Greg Miller
1243 42nd Avenue
San Francisco, CA 94122
(415)-710-2403

cc: Douglas Nelson, Royston Hanamoto Alley & Abey
Mark Buell, Recreation and Park Commission
Phil Ginsburg, General Manger, Department of Recreation and Park

Clerk of the Board of Supervisors
Michela Alioto-Pier, San Francisco Board of Supervisors, District 2
John Avalos, San Francisco Board of Supervisors, District 11
David Campos, San Francisco Board of Supervisors, District 9
Carmen Chu, San Francisco Board of Supervisors, District 4
David Chiu, President, San Francisco Board of Supervisors, District 3
Chris Daly, San Francisco Board of Supervisors, District 6
Bevan Dufty, San Francisco Board of Supervisors, District 8
Sean Elsbernd, San Francisco Board of Supervisors, District 7
Eric Mar, San Francisco Board of Supervisors, District 1
Sophie Maxwell, San Francisco Board of Supervisors, District 10
Ross Mirkarimi, San Francisco Board of Supervisors, District 5

Peter Brastow, Nature in the City
John Rizzo, Sierra Club
Authur Feinstein, Sierra Club
Michael Lynes, Golden Gate Audubon Society
Alexandra Bevk, San Francisco Architectural Heritage
Sheila Kolenc, San Francisco Beautiful
Mary Anne Miller, San Francisco Tomorrow
Marc Duffett, Sunset Parkside Education and Action Committee (SPEAK)
Kathy Howard, Golden Gate Park Preservation Alliance
Judy Berkowitz, Coalition for San Francisco Neighborhoods
George Wooding, West of Twin Peaks Central Council
Libby Benedict, Friends of Rossi Park
David Goggin, San Franciscans for Smart Lighting
Ray Holland, Planning Association for the Richmond (PAR)
John Frykman, Coalition to Save Ocean Beach, Friends of Sutro Park
Suzanne Dumont, Save the Stowe Lake Boathouse Coalition



Mayor Gavin Newsom
Philip A. Ginsburg, General Manager

January 26, 2010

Ms. Angela Calvillo
Clerk of the Board
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, California 94102-4689

Dear Ms. Calvillo:

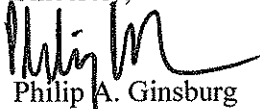
Please find attached the Recreation and Park Department's (RPD) report for the 2nd quarter of FY09-10 in response to the requirements of Resolution 157-99 Lead Poisoning Prevention. To date, RPD has completed assessment and abatement at **156** sites since program inception in 1999.

Surveys have begun for FY09-10 and reports are expected in the next few weeks.

I hope that you and interested members of the public find that the Department's performance demonstrates our commitment to the health and well being of the children we serve. Please look for our next report in April 2010.

Thank you for your support of this important program. Please do not hesitate to contact me with any questions, comments or suggestion you have.

Sincerely,


Philip A. Ginsburg
General Manager

Attachments: 1. FY09-10 Implementation Plan, 2nd Quarter Status Report
2. FY09-10 Site List
3. Status Report for All Sites

Copy: The Honorable Chris Daly
The Honorable Sophie Maxwell
J. Walseth, DPH, Children's Environmental Health Promotion

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BY AK



Attachment 1. Implementation Plan Status Report

2nd Quarter Status Report

Plan Item	Status
I. Hazard Identification and Control	
a) Site Prioritization	<p>The site prioritization list is revised after each cycle which usually coincides with the fiscal year budget cycle. Prioritization is established from verified hazard reports (e.g. periodic inspections), documented program use (departmental and day care), estimated participant age, and presence of playgrounds or schoolyards.</p> <p>The site prioritization list for FY09-10 has been finalized.</p>
b) Survey	<p>Funding was released for expenditure in September, and surveys are in progress.</p>
c) Abatement	<p>No abatement has been completed yet at any FY09-10 sites.</p>
d) Site Posting and Notification	<p>Each site has been or will be posted for abatement in advance so that staff and the public may be advised of the work to be performed.</p>
II. Facilities Operations and Maintenance	
a) Periodic Inspection	<p>Annual periodic facility inspections are completed by staff. For FY08-09, the completion rate was 62%. Data for FY09-10 is not yet available. Classes on how to complete these inspections continue to be offered quarterly. We hope to continue skill development through this class and expect this will improve the completion quality and rate.</p>
b) Housekeeping	<p>Housekeeping as it relates to lead is addressed in the training course for periodic inspections. In addition, custodial and administrative employees are reminded of this hazard and the steps to control it through our Safety Awareness Meeting program (discussed in Staff Training below).</p>

c) Staff Training

Under the Department's Injury and Illness Prevention Program, this training is required every two years. The Lead SAM is mandatory for FY09-10 for all custodial staff.

Lead training among Maintenance staff, which would allow them to perform lead-related work, was last conducted in February of 2000. Maintenance staff report that they have not performed lead work since that time but they are currently looking into it. If they decide to pursue this, maintenance staff will be re-trained prior to performing lead work.

Attachment 2. FY 09-10 Site List

Facility Name	Location	Completed	Notes	Retest
Golden Gate Park	Nursery		Carryover from FY08-09	
Golden Gate Park	Golf Course		Carryover from FY08-09	
Palace of Fine Arts	3601 Lyon Street		Carryover from FY08-09	
Pioneer Park/Coit Tower	Telegraph Hill		Carryover from FY08-09	
Saint Mary's Square	California Street/Grant		Carryover from FY08-09	
Union Square	Post/Stockton		Carryover from FY08-09	
Rochambeau Playground	24th Avenue/Lake Street		Carryover from FY08-09	Yes
Cayuga/Lamartine-Mini Park	Cayuga/Lamartine		Carryover from FY08-09	Yes
Willie Woo Woo Wong PG	Sacramento/Waverly		formerly Chinese PG; carryover from FY08-09	Yes
Cow Hollow Playground	Baker/Greenwich		Carryover from FY08-09	Yes

Attachment 3. Status Report for All Sites

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Upper Noe Playground and Recreation Center	Day/Sanchez	99-00	Was to have been a retest in 04-05, but funds depleted. Then it was going to be a retest in 05-06 but the site is currently closed for extensive renovations, so it was removed from the retest list.		
Jackson Playground	17th/Carolina	99-00	Abatement completed in FY05-06.	04-05	
Mission Rec Center-Treat Street	745 Treat Street	99-00	Originally on list as Mission Rec-Harrison Street. Incorrect, so name changed, and information on site removed. Was to have been done in 05-06 but funds depleted. Then was to have been done in 06-07 but wrong facility surveyed (Mission Pool), so did not do.	06-07	X
Palega (aka Portola) Playground and Recreation Center	Felton/Holyoke	99-00			X
Eureka Valley Playground and Recreation Center	Collingwood/18th	99-00			
Glen Park Playground and Recreation Center and Canyon	Chenery/Elk	99-00			
North Beach Playground and Pool	Lombard/Mason	99-00			
Crocker Amazon Playground	Geneva/Moscow	99-00			
Christopher Playground	Diamond Hts/Duncan	99-00			
Alice Chalmers, Playground	Brunswick/Whittier	99-00			
Cayuga Playground	Cayuga/Naglee	99-00			
Cabrillo Playground	38th/Cabrillo	99-00			
Herz Playground and Coffman Pool		99-00			X
Mission Playground & Pool	19th & Linda	99-00			
Oceanview (Minnie & Lovey) Playground and Recreation Center	Capital Avenue/Montana	99-00			
Sunset Recreation Center	28th Avenue/Lawton	99-00			X
West Sunset Playground	39th Avenue/Ortega	99-00			
Excelsior Playground	Russia/Madrid	99-00			
Helen Wills Playground	Broadway/Larkin	99-00			
J. P. Murphy Playground	1960 9th Avenue	99-00			X
Argonne Playground	18th/Geary	99-00			
Duboce Park	Duboce/Scott	99-00			
Golden Gate Park	Panhandle	99-00			
Junipero Serra Playground	300 Stonecrest Drive	99-00			
Merced Heights Playground	Byxbee/Shields	99-00			
Miraloma Playground	Omar/Sequoia Ways	99-00			
Silver Terrace Playground	Silver Avenue/Bayshore	99-00			
South of Market Park	Folsom/Harriet/6th	99-00			

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
South Sunset Playground	40th Avenue/Vicente	99-00			
Potrero Hill Playground and Recreation Center	22nd/Arkansas	99-00			
Rochambeau Playground	24th Avenue/Lake Street	00-01			
Silver Tree Day Camp	Chenery/Elk	00-01	Done in FY00-01 as part of Glen Park Survey/Abatement		
Cow Hollow Playground	Baker/Greenwich	00-01	No abatement needed		
West Portal Playground	Ulloa/Lenox Way	00-01	No abatement needed		
Moscone Playground (Funston)	Chestnut/Buchanan	00-01			
Midtown Terrace Playground	Clarendon/Olympia	00-01	No abatement needed		
Presidio Heights Playground	Clay/Laurel	00-01			
Tenderloin Children's Rec. Ctr.	560/570 Ellis Street	00-01			
Hamilton Playground, Recreation Center and Pool	Geary/Steiner	00-01			
Randall Museum (Corona Hts.)	199 Museum Way	00-01			
Margaret Hayward Playground	Laguna, Turk	00-01			
James Lang Field (Part of Margaret Hayward Playground)	Gough/Turk	00-01	Completed as part of a Capital project renovation		
Saint Mary's Recreation Center	Murray St./Justin Dr.	00-01			
Fulton Playground	27th Avenue/Fulton	00-01			
Bernal Heights Recreation Center and Playground	Moultrie/Jarboe	00-01	No abatement needed		
Douglass Playground	Upper/26th Douglass	00-01			
Garfield Playground and Pool	25th/Harrison	00-01			
Woh Hei Yuen	1213 Powell	00-01			
Boeddeker, Fr. A., Neighborhood Park	Ellis/Taylor/Eddy/Jones	00-01			
Gilman Playground	Gilman/Griffiths	00-01			X
Grattan Playground	Stanyan/Alma	00-01	No abatement needed		
Hayes Valley Playground	Hayes/Buchanan	00-01			
Youngblood Coleman	Galvez/Mendell	00-01			X
Coffman Pool (see Herz Playground)	Visitacion/Hahn	00-01			
Rossi Playground and Pool	Arguello Blvd./Anza	00-01			
Sava Pool and Larsen Park	19th/Wawona	00-01			
Sunnyside Playground	Melrose/Edna	00-01	No abatement needed		
Balboa Park Playground & Pool	Ocean/San Jose	00-01			X
Rolph Playground	Potrero Ave./Army Street	00-01, 02-03	This was originally supposed to be Rolph-Nicol (Eucalyptus) Park in 02-03, but the consultant surveyed the wrong site.		X
McLaren Park-Louis Sutter Playground	University/Wayland	00-01			
Richmond Playground	18th Avenue/Lake Street	00-01			
Joseph Lee Rec Center	Oakdale/Mendell	00-01			
Chinese RC	Washington/Mason	00-01			
McLaren Park	Visitacion Valley	06-07		05-06	

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Mission Dolores Park	18th/Dolores	06-07	No abatement needed	05-06	
Bernal Heights Park	Bernal Heights Blvd.	01-02	No abatement needed		
Cayuga/Lamartine-Mini Park	Cayuga/Lamartine	01-02	No abatement needed		
Willie Woo Woo Wong PG	Sacramento/Waverly	01-02	formerly Chinese PG		
Harvey Milk Center		01-02			X
Civic Center Plaza	Grove/Larkin	01-02	No abatement needed		
Huntington Park	California/Taylor	01-02			
South Park	64 South Park Avenue	01-02			
Alta Plaza Park	Jackson/Steiner	01-02			
Bayview Playground	3rd/Armstrong	01-02	No abatement needed		
Chestnut & Kearny-Mini Park	NW Chestnut/Kearny	01-02	No survey done; structures no longer exist.		
Kimbell Playground	Pierce/Ellis	01-02			
Michelangelo Playground	Greenwich/Jones	01-02			
Peixotto Playground	Beaver/15th Street	01-02	No abatement needed		
Peixotto Playground (Corona Hts.)	15th/Roosevelt	01-02	No abatement needed		
States St. Playground (Corona Heights)	States St./Museum Way	01-02			
Adam Rogers Park	Jennings/Oakdale	01-02	No abatement needed		
Alamo Square	Hayes/Steiner	01-02			
Alioto Park - Mini Park	20th/Capp	01-02	No abatement needed		
Beideman/O'Farrell Park-Mini Park	O'Farrell/Beideman	01-02	No abatement needed		
Brooks Property	373 Ramsell	01-02	No abatement needed		
Buchanan St. Mall	Buchanan betw. Grove & Turk	01-02	No abatement needed		
Buena Vista Park	Buena Vista/Haight	01-02			
Bush/Broderick Mini Park	Bush/Broderick	01-02			
Cottage Row-Mini Park	Sutter/E. Fillmore	01-02			
Franklin Square	16th/Bryant	01-02			
Golden Gate Heights (Sunset Hts.)	12th Ave./Rockridge Dr.	01-02			
Hilltop Park	La Salle/Whitney Yg. Circle	01-02	No abatement needed		
Lafayette Square	Washington/Laguna	01-02			
Julius Kahn Playground	Jackson/Spruce	01-02			
Jose Coronado (Folsom) Playground	21st/Folsom	02-03	As of 10/10/02 as per Capital Program Director, G. Hoy, there are no current plans for renovation		
Golden Gate Park (playgrounds)	Fell/Stanyan	05-06			
Washington Sq. & Marini Pl.	Filbert/Stockton	02-03	No abatement needed. Children's play area and bathrooms to be renovated in 3/04.		
McCoppin Square	24th Avenue/Taraval	02-03	As of 10/10/02 as per Gary Hoy, no current plans for renovation		
Mountain Lake Park	12th Avenue/Lake Sreet	02-03	As of 10/10/02 as per Gary Hoy, no current plans for renovation		

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Bright & Randolph Mini Park	Randolph/Bright	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Campbell Rutland-Mini Park	Campbell Ave./E.Rutland	02-03	No abatement needed. Renovation scheduled 3/04.		
18th & Utah Mini Park	Utah/18th Street	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Palou-Phelps-Mini Park	Palou at Phelps	02-03	No abatement needed. Renovation occurred Summer 2003. Marvin Yee was project mgr. No lead survey/abatement rpt in RPD files.		
Coleridge & Esmerelda Mini Park	Coleridge/Esmeralda	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Lincoln Park Golf (includes playground)	34th Avenue/Clement	02-03	Renovation scheduled 9/04		
Little Hollywood Park	Lathrop-Tocoloma	02-03	No abatement needed. Renovation scheduled 9/04		
McKinley Square	20th/Vermont	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Mission Recreation Center - Harrsion St.	2450 Harrison	02-03	No abatement needed. Was completed in 99/00 as part of Treat St. facility (they are the same, but listed as two separate bldgs. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Noe Valley Courts	24th/Douglass	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Parkside Square	26th Avenue/Vicente	02-03	Children's play area and bathrooms to be renovated in 9/03.		
Portsmouth Square	Kearny/Washington	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Potrero del Sol	Potrero/Army	02-03	No abatement needed, renovation scheduled 9/04		
Potrero Hill-Mini Park	Connecticut/22nd Street	02-03	Renovation scheduled 9/04		
Precita Park	Precita/Folsom	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Sgt. John Macaulay-Mini Park	Larkin/O'Farrell	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Stern Grove	19th Avenue/Sloat Blvd.	04-05	As of 10/10/02 Capital Program Director indicates no current plans for renovation. Funding expired; will complete in FY04-05		
Twenty-Fourth/York-Mini Park	24th/York/Bryant	02-03	Completed as part of current renovation in December 2002, Renovation scheduled 3/04.		
Camp Mather	Mather, Tuolumne County	04-05			X
Hyde/Vallejo-Mini Park	Hyde/Vallejo	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Juri Commons-Mini Park	San Jose/Guerrero/25th	05-06			
Kelloch/Velasco	Kelloch/Velasco	02-03	No abatement needed. Children's play area scheduled for renovation on 9/04		
Koshland Park	Page/Buchanan	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Head St. Mini Park	Head/Brotherwood Way	02-03	No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Walter Haas Playground	Addison/Farnum/Beacon	02-03	Capital Projects to renovate in Spring 2003. Mauer is PM		
Holly Park	Holly Circle	02-03	Renovation planned to begin 4/03; Judi Mosqueda from DPW is PM		
Page-Laguna-Mini Park	Page/Laguna	04-05	No abatement needed		
Golden Gate/Steiner-Mini Park	Golden Gate/Steiner		No Facility, benches only		
Tank Hill	Clarendon/Twin Peaks	04-05	No abatement needed		
Rolph Nicol Park (Eucalyptus Park)	Eucalyptus Dr./25th Avenue	04-05	No abatement needed		
Golden Gate Park	Carrousel	05-06			
Golden Gate Park	Tennis Court	05-06			
Washington/Hyde-Mini Park	Washington/Hyde	04-05	No abatement needed		
Ridge Top Plaza	Whitney Young Circle	05-06	No abatement needed		
Golden Gate Park	Beach Chalet	06-07	No abatement needed		
Golden Gate Park	Polo Field	06-07			
Sharp Park Golf Course	Pacifica, San Mateo Co.	06-07			
Golden Gate Park	Senior Center	06-07			X
Pine Lake Pk. (adj. to Stern Grove)	Crestlake/Vale/Wawona	07-08			
Golden Gate Park	Stow Lake Boathouse	06-07			
Golden Gate Park	County Fair Building	06-07	No abatement needed		

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Golden Gate Park	Sharon Bldg.	07-08			
Marina Green	Marina Blvd.	06-07			
Allyne Park	Gough/Green	06-07	No abatement needed		
DuPont Courts	30th Ave./Clement	07-08			
Golden Gate Park	Big Rec	07-08			
Great Highway	Sloat to Pt. Lobos	07-08			
Golden Gate Park	Kezar Pavilion	08-09			
Marina Yacht Harbor	Marina	07-08			
Palace of Fine Arts	3601 Lyon Street				
Pioneer Park/Coit Tower	Telegraph Hill				
Saint Mary's Square	California Street/Grant				
Union Square	Post/Stockton				
Gas House Cove	Marina	07-08			
Golden Gate Park	Angler's Lodge	07-08			
Golden Gate Park	Bandstand	07-08	No abatement needed		
Golden Gate Park	Bowling Green	07-08	Retested 4/09; 16 ppb first draw, still in program		X
Golden Gate Park	Conservatory	08-09	No abatement needed.		
Golden Gate Park	Golf Course		Survey in progress		
Golden Gate Park	Kezar Stadium	07-08			X
Golden Gate Park	Nursery		Survey in progress		
Golden Gate Park	Stables	na	Being demolished. Hazard assessment already completed by Capital.		
Golden Gate Park	McLaren Lodge	01-02, 02-03	Done out of order. Was in response to release/spill. See File 565.		
Exploratorium	3602 Lyon Street				
Theater	3603 Lyon Street				
Broadway Tunnel West-Mini Park	Leavenworth/Broadway				
Howard/Langton-Mini Park	Howard/Langton		Community garden now; no play area as per Superintendent 10/15/03.		
War Memorial Opera House	Van Ness/McAllister				
Hyde St. Reservoir, Russian Hill Pk	Hyde/Bay				
Hyde Street Reservoir	Hyde/Francisco				
Lake Merced	Skyline/Lake Merced				
Lombard Reservoir	SW Hyde/Lombard				
Merced Manor Residence	23rd/Sloat				
University Reservoir	SE Felton & University Ave. (University/Felton Lawns/Pathways)				
Ina Coolbrith Park	Vallejo/Taylor				
Parcel Four	Great Highway/Balboa				
Justin Herman Plaza	Clay/Embarcadero				

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Candlestick Park	Jamestown Avenue		No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Golden Gate Park	Maintenance Yard				
Bayview Park & Extension	LeConte Avenue				
Bernal Heights-Mini Park	Prentiss/Eugenia				
Billy Goat Hill	Laidley/30th				
Bonview Lots	Bonview/Bocana				
Brewster Street	Bernal				
Corona Heights	16th/Roosevelt				
Coso/Precita-Mini Park	Coso/Precita				
Diamond Heights lot 1	200 Berkeley Way				
Diamond Heights lot 2	8 Crags				
Diamond Heights lot 3	1701 Diamond/29th				
Dorothy Erskine Park	Martha/Baden				
Duncan & Castro Lots	Diamond Heights				
Edgehill Mountain	Edgehill/Kensington Way				
Embarcadero Plaza	Market/Steuart				
Everson/Digby Lot 1	61 Everson				
Everson/Digby Lot 2	101 Topaz (Diamond)				
Fairmont Plaza	Fairmont/Miguel				
Fifteenth Ave. Steps	Kirkham/15th Avenue				
Fort Funston	Great Highway				
Fuhrman Bequest (Fresno)	Fresno County				
Fuhrman Bequest (Kern)	Kern County				
Fuhrman Bequest (Monterey)	Monterey County				
Geneva Avenue Strip	Geneva/Delano				
Glen Park Lot	Diamond/Farnum				
Grandview Park & Extension	Moraga/14th Avenue				
Grandview Park Open Space	Moraga/15th Avenue				
Great Highway	Sloat to Skyline				
Hawk Hill	14th Avenue/Rivera				
India Basin	E. Hunters Pt. Blvd.				
India Basin	Evans				
India Basin-Ferrari Shoreline	Griffith betwn. Fairfax/Galvez				
Interior Green Belt	Sutro Forest				
Japanese Peace Pagoda	Post/Buchanan/Geary				
Japanese Peace Plaza	Post/Buchanan/Geary				
Jefferson Square	Eddy/Gough				
Joseph Conrad Square-Mini Park	Columbus/Beach				
Kite Hill	Yukon/19th				
Lakeview-Ashton Mini Park	Lakeview/Ashton				
Lessing-Sears-Mini Park	Lessing/Sears				

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Marini Plaza (Washington Sq.)	Columbus/Union				
Maritime Plaza	Battery/Clay				
McLaren Park-Golf Course	2100 Sunnydale Avenue				
Monterey Conservatory	Monterey Baden				
Mount Davidson	Myra Way				
Mount Olympus	Upper Terrace				
Mullen/Peralta-Mini Park	Mullen/Peralta Mini Park				
Noe/Beaver-Mini Park	Noe/Beaver				
O'Shaughnessey Hollow	O'Shaughnessey Blvd.				
Park Presidio Blvd.	Park Presidio Blvd.				
Rock Outcropping	Ortega/14th Avenue		Lots 11, 12, 21, 22, 6		
Rowing Clubs: Dolphin/South End	Aquatic Park		Land is leased		
Russian Hill Park	Hyde/Larkin/Chestnut		Hyde Street Reservoir		
Saturn Street Steps	Saturn/Ord				
Seward St. Park & Ext.-Mini Park	Seward/Acme Alley				
Swimming Pool Site	Geary/32nd Avenue				
Twin Peaks Blvd. and Park	Twin Peaks Blvd.				
Fleming Golf	Skyline Blvd./Harding				
Golden Gate Yacht Club	Marina				
Harding Golf	Skyline Blvd./Harding				
Soccer Stadium	Ocean/San Jose				
St. Francis Yacht Club	Marina				
Sunset Boulevard	Sunset Blvd. (right-of-way)				
Hallidie Plaza	Market/Eddy				
Rincon Pt. Park					
South Beach Park & Marina					
City Hall Grounds	Van Ness/Grove				
Fillmore/Turk Mini Park	Fillmore/Turk				
Levi Plaza					
Redwood Park (Transamerica)					
Sidney Walton Park (Golden Gateway)					
Esprit Park	Minnesota Street				
Aqua Vista Park	Embarcadero/China Basin				
Embarcadero Promenade	Embarcadero				
Ferry Bldg. Plaza	Market/Embarcadero				
Warm Water Cove					
Hall of Justice	850 Bryant Street				
Richmond Police Strn.-Mini Park	7th Avenue/Anza				
Cole and Carl-Mini Park	Clayton/Frederick				

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Library-Western Addition	1550 Scott Street				
Library-West Portal	190 Lenox Way				
Library-Sunset	1305 18th Avenue				
Library-Richmond	351 9th Avenue				
Library-Presidio	3150 Sacramento				
Library-Potrero	20th/Arkansas				
Library-Parkside	1200 Taraval				
Library-Ortega	3223 Ortega				
Library-Noe Valley	451 Jersey				
Library-Merced	155 Winston Dr.				
Library-Marina	Chestnut/Webster				
Library-Main	Civic Center				
Library-Excelsior	4400 Mission				
Library-Eureka Valley	3555 16th Street				
Library-Bernal	500 Cortland				
Library-Anza	550 37th Avenue				
UN Plaza	Market/Fulton				
Traffic Island	S. Laguna & Vasquez				
Peru Avenue Walkway	Athens to Valmar Terrace				
Kearny Street Steps	Vallejo/Fresno				
Joost/Baden-Mini Park	Joost/N of Baden				
Esmeralda Corridor/Prospect	Esmeralda/Bernal Hts.				
Chester Street Mini Park	Chester St. near Brotherhood Way				
Brotherhood Way	Brotherhood Way				
Broadway Tunnel East-Mini Park	Broadway/Himmelman				
Ferry Plaza	Market/Steuart				
India Basin	Hudson Avenue				
Twenty-third & Treat					
ilities: These facilities not to be included in CLPP survey as they were built after 1978.					
Alice Marble Courts	Greenwich/Hyde		Not owned by RPD. PUC demolished in 2003 and all will be rebuilt.		
Richmond Rec Center	18th Ave./Lake St./Calif.		New facility		

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Visitation Valley Playground	Cora/Leland/Raymond		Original building clubhouse and PG demolished in 2001. Facility is new.		
King Pool	3rd/Armstrong		New facility		
to be included in survey at this time:					
Alamo School Yard	250 23rd Avenue		Not a RPD owned site		
Alvarado School Yard	625 Douglass Street		Not a RPD owned site		
Aptos Playground	Aptos/Ocean Avenue		Was in FLOW program; pulled b/c site was demolished.		
Argonne School Yard	675 17th Avenue & Cabrillo		Not a RPD owned site		
Bessie Carmichael School Yard	55 Sherman		Not a RPD owned site		
Candlestick Point Rec Area	171 Acres				
Cesar Chavez School Yard	825 Shotwell Street		Not a RPD owned site		
Ella Hill Hutch Center	1000 McAllister		No abatement needed. As of 10/10/02 Capital Program Director indicates no current plans for renovation		
Francisco School Yard	2190 Powell Street		Not a RPD owned site		
GGNRA with Presidio	2,066 Acres				
Guadalupe School Yard	859 Prague Street		Not a RPD owned site		
I M Scott School Yard - OS	Tennessee/22nd Street		Not a RPD owned site		
Jefferson School Yard	1725 Irving Street		Not a RPD owned site		
Lafayette School Yard	4545 Anza St. near 36th Ave.		Not a RPD owned site		
Lake Merced Sports Ctr.	Skyline Blvd./Harding		Rod & Gun Club. Known environmental contamination. Leased.		
Lawton School Yard	1570 31st Avenue		Not a RPD owned site		
Marshall School Yard	1575 15th Street		Not a RPD owned site		
Monroe School Yard	260 Madrid Street		Not a RPD owned site		
Paul Revere School Yard	555 Tompkins Avenue		Not a RPD owned site		
Peabody School Yard	251 6th Avenue		Not a RPD owned site		
Phelan (China Beach)	1,309 - leased to USA				
Redding School Yard	1421 Pine Street		Not a RPD owned site		
Rosa Parks Senior Center	1111 Buchanan/Golden Gate		Not a RPD owned site		
South of Market Lot	SE Sherman/Cleveland		No RPD Facilities		
Starr King School Yard	1215 Carolina		Not a RPD owned site		
Stern Grove Annex	20th Avenue/Sloat Blvd.		Will be included in Stern Grove Survey		
Tenth Avenue/Clement-Mini Park	Richmond Library		Not a RPD owned site		
Wawona Bowling Green&Clubhouse	See Stern Grove		Will be included in Stern Grove Survey		
Woods Yard Playground	22nd/Indiana		Not a RPD owned site		
Zoological Gardens	Great Highway/Sloat				

Status Report for All Sites

Facility Name	Location	Completed	Notes	Retest	Entered in FLOW Program
Hunters Pt. Recreation Center and Gym (Milton Meyer Center)	195 Kiska Road	99-00	No longer owned by RPD. Owned by Housing Authority (we had a lease which expired).		X
FY03-04 algorithm weights various features of a facility as noted in the algorithm. For instance, a site with a clubhouse noted as present, is weighted by a factor of 5 due to the high likelihood of the presence of children, versus a tennis court, where the likelihood is lower and so get a weighting factor of 1.					
Note that algorithms change year to year depending on the need to weight out certain factors. Once all sites are completed, this algorithm will have to be re-examined.					

SFLC San Francisco Labor Council

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UFCW 101

JAMES WRIGHT
SEIU 1877

SERGEANT AT ARMS
HENE KELLY
United Educators of San Francisco

TRUSTEES
VAN BEANE
Teamsters 856

HOWARD GRAYSON
SEIU UHW

CLAIRE ZVANSKI
IFPTE 21

SECRETARY TREASURER EMERITUS
WALTER L. JOHNSON

February 2, 2010


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

Dear Board of Supervisors,

Enclosed please find a copy of the resolution supporting the extension of Recovery Act Increase in the Federal Medical Assistance Percentage (FMAP). It was adopted at the San Francisco Labor Council's executive committee meeting on February 1, 2010.

Please feel free to contact me with any questions regarding this resolution.

Sincerely,


Tim Paulson
Executive Director

opeiu3afl-cio(11)

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BOARD OF SUPERVISORS
SAN FRANCISCO
2010 FEB -9 PM 2:48
BY SK

9

UNITY IS STRENGTH!

SFLC San Francisco Labor Council



1188 Franklin Street, Suite 203, San Francisco, CA 94109 • Phone: (415) 440-4809 • Fax: (415) 440-9297 • www.sflaborcouncil.org

EXECUTIVE DIRECTOR
TIM PAULSON

PRESIDENT
MIKE CASEY
UNITE HERE 2

SECRETARY TREASURER
JOSIE MOONEY
SEIU 1021

VICE PRESIDENT FOR POLITICAL ACTIVITIES
CONNOR FORD
OPEIU 3

VICE PRESIDENT FOR AFFILIATE SUPPORT
LARRY MAZZOLA, SR.
Plumbers 38

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Pride at Work

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SEIU 1021

OSCAR DE LA TORRE
Laborers 261

ALLAN FISHER
AFY 2121

ART GONZALEZ
IAM 1414

JOHN HANLEY, III
Firefighters 798

MICHAEL HARDEMAN
Sign & Display 510

DENNIS KELLY
United Educators of San Francisco

GUNNAR LUNDEBERG
Sailors Union of the Pacific

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CLUW

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ROBERT MORALES
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FRED PECKER
ILWU 6

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MICHAEL SHARPE
UFCW 648

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SF Building Trades Council

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UFCW 101

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HENE KELLY
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TRUSTEES
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CLAIRE ZVANSKI
IFPTE 21

SECRETARY TREASURER EMERITUS
WALTER L. JOHNSON

Resolution in Support of the Extension of Recovery Act Increase in the Federal Medical Assistance Percentage (FMAP)

Whereas, a significant factor in helping to prevent even further the decreasing of essential health and behavioral health services to San Francisco residents in the 2009-2010 fiscal year was the additional allocation in the federal medical assistance percentage (FMAP) that goes to States under the federal Medicaid program; and

Whereas, this allocation of funding was achieved by increasing the share of cost for Medicaid services that is paid by the federal government, thus causing the state/local share to go down. This increase share of cost allocation was included in the American Reinvestment and Recovery Act of 2009 (the "stimulus" bill). The increased federal participation was to cover all of the federal FY 2009, all of FY 2010 and the first quarter of FY 2011; and

Whereas, for California, this increase amounted to approximately a 6.2% increase in the share of cost, meaning that, based on the federal formula, the new FMAP federal allocation rose to about 61% and the State share (and thus the local requirement) dropped to 39%. This increased federal funding helped the SF Department of Public Health avoid devastating cuts in services, including significant lay-offs of non-profit contract program employees and City and County workers who serve the most vulnerable San Francisco residents; and

Whereas, it is critical that any continued federal support for local and state government, through the appropriations process or another stimulus package, continue this increased percentage of federal share of costs for the Medicaid program beyond the current scheduled time frame; and

Whereas, the FMAP increase is one of the most direct ways to infuse necessary funding into local government in order to assure that existing physical and behavioral health services remain available to those who are most at risk and it is an efficient mechanism to assure that there is no further loss of jobs in the health care sector because the Medicaid funding supports those direct service health care personnel who provide the services that produce the Medicaid reimbursement; and

Whereas, the FMAP increase is a direct "shot in the arm" to local governments and will have an immediate effect of assuring critical services and stopping further job loss in an essential sector; and

Whereas, the House of Representatives has recently passed a Jobs for Main Street Act, 2010 which calls for, in Section 3302, an extension of recovery act increase in the Federal Medical assistance percentage (FMAP) for six months, through June 2010, which increases the Federal match for Medicaid for all State programs,

Therefore Be It Resolved that the San Francisco Labor Council thanks Speaker Pelosi for her leadership in helping to pass the Jobs for Main Street initiative; and

UNITY IS STRENGTH!





File 091165
Land Use Comm, Clerk
Sup Maxwell
Sup Mar
Sup Chiu page

995 Market Street Suite 1550
San Francisco, CA 94103
415.431.BIKE
415.431.2468 fax
www.sfbike.org

PROMOTING THE BICYCLE FOR EVERYDAY TRANSPORTATION

February 4, 2010

San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Suite 244
San Francisco, CA 94102-4689

Dear Supervisors:

On behalf of the 11,000 members of the San Francisco Bicycle Coalition, I am writing to urge you to adopt President Chiu's legislation to protect tenants by limiting evictions to create private parking garages. This legislation, File Number 091165, will help maintain the livability and livelihood of San Francisco both by maintaining affordable housing and preserving public safety by reducing vehicle intrusions on sidewalks. By limiting the ingresses and egresses on roadways and sidewalks, which are a dangerous conflict point, this legislation will protect vulnerable road users. The prohibition of additional 'curb cuts' on Broadway Street and Columbus Avenue will ensure these important streets for walking, biking, and transit remain an important destination and great walkable neighborhood with lively sidewalks and café seating.

The legislation also removes minimum residential parking requirements developments in District 3. Minimum parking requirements have proven to be a burden for developer costs while also increasing car trips in the city. Similar regulations in other parts of San Francisco have proven very successful in promoting public transit, biking and walking.

Too often tenant protection is seen as antithetical to landlord and developer interests, but this legislation's removal of minimum parking requirements will allow developers the flexibility to maximize new project investments without including unnecessary and excessive auto storage. A San Francisco Chronicle article from September 2009 highlighted developer enthusiasm for this shift in policy. "When developer Oz Erickson of the Emerald Fund built his 278-unit apartment complex, with a parking space for every unit, at Seventh and Mission streets in San Francisco, he discovered that only half his tenants wanted parking. So his latest project at Harrison and Fremont streets will have parking for only half the 308 apartments. Erickson is perfectly willing to cut back on parking, because his return on investment for apartment space is roughly double that for underground parking."

President Chiu's legislation will be a benefit to San Francisco by protecting tenants rights while modernizing parking policy in District 3. By ensuring future developments have the opportunity to meet the City Charter's Transit First priorities and the flexibility to avoid building unnecessary and wasteful auto storage while also protecting cyclists and pedestrians. I urge you to support this smart legislation for a better San Francisco.

Sincerely,

Marc Caswell
Program Manager

BY SK

2010 FEB - 9 AM 9:05

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City and County of San Francisco

Office of the Controller

FY 2009-10 Six-Month Budget Status Report

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2010 FEB 10 AM 10:55
BY YN



February 9, 2010

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

11



Date: 2010-02-07 09:08:59

Service Request
Number: 597319

Request for City Services

CUSTOMER CONTACT INFORMATION:

Name: **Marga Kuemmel**

Phone:

Address: **186 10th Ave San Francisco CA, 94122**

Email:

DEPARTMENTS:

Department: * **Board of Supervisors (BOS)**

Sub-Division: * **Clerk of the Board**

PROPERTY ADDRESS:

Point of Interest:

Street Number:

Street Name:

Street Name 2:

City:

Zip Code:

X coordinate:

Y coordinate:

CNN:

Unverified Address:

ADDITIONAL LOCATION INFORMATION:

Location Description: **NA**
(For example, located on the 600-block of Market Street or in front of Rite-Aid)

REQUEST DETAILS:

Nature of Request: * **Request for Service**

ADDITIONAL REQUEST DETAILS:

Resident does not want service cuts to the 311 Customer service center. Resident wants a message delivered that 311

12

Additional Request
Details: *

is very valuable to her because she likes that she gets to talk to a live person who can precisely explain directions to her. Resident like that they can call on their cell phone and get an instant answer. Resident says 311 helps her with real time information that you can't find on a computer... Resident stated they don't own a computer. Resident likes the 311 call center and does not service cuts to the program.

SubmitCancel



Date: 2010-02-05 11:01:33

Service Request
Number: 596254

Request for City Services

CUSTOMER CONTACT INFORMATION:

Name: **Eric Ferguson**
 Phone: **415-577-1680**
 Address: **415 Lyon apt. 6 San Francisco 94117**
 Email: **sferik@yahoo.com**

DEPARTMENTS:

Department: * **Board of Supervisors (BOS)**
 Sub-Division: * **Clerk of the Board**

PROPERTY ADDRESS:

Point of Interest:
 Street Number:
 Street Name:
 Street Name 2:
 City:
 Zip Code:
 X coordinate:
 Y coordinate:
 CNN:
 Unverified Address:

ADDITIONAL LOCATION INFORMATION:

Location Description: **San Francisco**
 (For example, located on the 600-block of Market Street or in front of Rite-Aid)

REQUEST DETAILS:

Nature of Request: * **Request for Service**

ADDITIONAL REQUEST DETAILS:

**Resident does not want to have 311 services cut back.
 Resident values the 311 Customer service and that in an**

Additional Request
Details: *

**international city 311 is a valued necessity to have a 24hours
7 days a week Customer service center. Caller says that they
have had to call 311 at 2: am in the morning to get help and
that they appreciate 311 services. Resident says that 311 is
one of the best city service that Mayors Gavin Newsome has
come up with. Resident does not want to have 311 services
cut back and want to see 311 as a 24/7 customer service
center continue.**

SubmitCancel



Fbkennedy@aol.com
02/04/2010 08:36 PM

To board.of.supervisors@sfgov.org
cc Mark.Lovett@SFGOV.ORG
bcc
Subject San Francisco Budget & 311

FRANK KENNEDY
3070-26th Avenue
San Francisco, California 94132-1546
FBKENNEDY@AOL.COM

February 4,2010
San Francisco Board of Supervisors
San Francisco City Hall Building
#1 Carlton B Goodlet Drive
San Francisco, California 94102

Dear Supervisors:

This letter is from a native San Francisco resident. I have read the San Francisco Examiner newspaper. Please see attached article. I do not want the Board of Supervisors to allow the closure or reduction in services of San Francisco 311 call center.

I call the San Francisco 311 call center at least once per day. I call to find out about San Francisco bus service. I also call about city & county services.

Please keep the San Francisco 311 call center open 24 hours a day. Do not contract the services out. Please keep the San Francisco 311 call center open. Please send me an E-Mail if you want to meet with me to discuss the San Francisco 311 call center.

I would be happy to meet with any of you to discuss this vital San Francisco California service.

Thank You,
/s/ Frank Kennedy
Frank Kennedy

12

#091165
Land Use



Meghan Collins
<meghansf@yahoo.com>
02/07/2010 04:58 PM

To board.of.supervisors@sfgov.org
cc
bcc
Subject parking

There is not enough parking in SF. David Chiu's idea of placing restrictions on residential buildings having parking garages is ridiculous and wrong. He will be making the problem worse and turning people off (the ones that pay taxes) from buying in SF. Public transportation is awful in SF and people have a right to have a car. Thank you, Meghan Collins. District 2.

13



<jerice@infostations.com>

02/06/2010 12:22 PM

Please respond to
<jerice@infostations.com>

To <David.Assmann@sfgov.org>

cc <environment@sfgov.org>,
<board.of.supervisors@sfgov.org>

bcc

Subject Recology

As long time citizens of the Wheatland area and Yuba County we are concerned about the proposed trash shipment from San Francisco to our Ostrom Road landfill.

Recology (aka Norcal) has not done a full Environmental Study and has definitely not reached out to the neighbors of the landfill. They have not completed all the permits as they have claimed to you.

We are only a few miles from the landfill and have concerns not only about the increased truck and train traffic but about the increased odors and danger to our water supply.

Please help us to protect the environmental integrity of our county.

James E. and Patricia J. Rice
2094 Spenceville Rd.
Wheatland, California

14

160086



AEvans604@aol.com
02/01/2010 02:57 PM

To board.of.supervisors@sfgov.org
cc
bcc
Subject Mayor & Community vs. Ross Mirkarimi

Dear Friends & Neighbors,

Mayor Gavin Newsom has just announced his support for the newly proposed sit-lie law.

If approved by the board of supes, this law would allow police to tell squatters on public sidewalks to move along, without first having a formal complaint from a civilian, as is now the case.

Capt. Teresa Barrett of Park Station and Police Chief George Gascón originally proposed the sit-lie law in response to a plea from residents of the Haight Ashbury. This neighborhood, and others as well, had become overrun with bullying street punks, who viewed the sidewalks as their own turf.

We are lucky to have Mayor Newsom, Capt. Barrett, and Chief Gascón supporting the community. The biggest remaining obstacle remains Ross Mirkarimi, who represents the Haight at the board of supes.

Mirkarimi has scoffed at the sit-lie law, arguing instead for what he calls community policing. However, the community is the big force behind the push for a sit-lie law. At this point, to oppose the sit-lie law is to oppose community policing.

Under pressure from his constituents, Mirkarimi reluctantly agreed to have his Public Safety Committee hold a hearing on the idea of a sit-lie law. It will occur on **Monday, March 1, at 10:00 a.m., in the supes' chamber at City Hall.**

Please attend. We, the people of San Francisco, now joined by the mayor, the police chief, and the captain of Park Station, will all educate Ross Mirkarimi about what community policing means.

Yours for rationality in government,

15

Arthur Evans

* * * *

Board of
Supervisors/BOS/SFGOV

02/10/2010 12:20 PM

To BOS Constituent Mail Distribution,

cc

bcc

Subject



Larry Cassel
<larrycassel@earthlink.net>

02/08/2010 07:00 PM

To <board.of.supervisors@sfgov.org>

cc

Subject <no subject>

Please: After you fund the schools, repair SF streets, fix the sewers, update the water distribution, fund the Muni , then perhaps you can involve yourselves in electric power purchase and distribution. Until then, please stay out of it and tell the state to also stay out of it. It is frightening to me to consider the state and city putting our electric and gas distribution back together after an earthquake of the Oct. 1989 dimension. Look at what you have not addressed in infrastructure. How could you improve power purchase & distribution?

We have lived here since 1965, and love SF and hate the dysfunctional government.

Please consider the tax paying citizens.

Thank you,

Larry & Cecily Cassel
1873 Jefferson St.
94123

16



Jim Soderborg
<jimsod1750@yahoo.com>
02/05/2010 03:45 PM

To board.of.supervisors@sfgov.org
cc
bcc
Subject No Government control of energy-Bad, Bad Idea

Dear elected Supervisors,

Please leave out power and energy to the private sector. You are already so power hungry just in your elected positions that to give any of you the jurisdiction over my personal use of energy and power is ludicrous. Your quest for more and larger government is exactly what has caused most of the current problems through out this once great country; please, please quit smoking your own elitism weed. You really don't have a clue to what you are doing with any of the city agencies as is. Don't destroy our ability to afford our electric and energy needs.

Sincerely,

Jim

James R. Soderborg
Return Funding Group, LLC
1415 Indiana Street
Suite 103
San Francisco, CA. 94107
jimsod1750@yahoo.com
415-321-9658 Mobil

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16



"Jerry Applegate"
<japplegate@CityBuilding.com>

02/05/2010 02:56 PM

To <board.of.supervisors@sfgov.org>

cc

bcc

Subject Electricity

Dear Board of Supervisors,

I have been a resident of San Francisco since 1970 and I have yet seen any money saved by expanding the roll of City Government. It is absolutely crazy to think that San Franciscan's will benefit monetarily by the City getting involved in buying and selling electricity! Please focus on managing the things under your control and doing it well before expanding to new items... fix Muni.

Thanks,

Jerry

Jerry Applegate
VP Business Development
City Building, Inc.
Pier 26 Annex
The Embarcadero
San Francisco, CA 94105
Ph: 415-495-6000
Fax: 415-495-0601
Cell: 415-716-0251

16



Aaron Goodman
<amgodman@yahoo.com>
02/09/2010 10:40 PM

To MTABoard@sfmta.com
cc roberta.boomer@sfmta.com, Jason Porth
<jporth@sfsu.edu>, Bert Polacci
<bpolacci@parkmerced.com>,
bcc
Subject SFMTA - Noted this evening on M and K -Inbound @
St.Francis Circle

SFMTA Board

On Feb. 9, 2010 at 6:00pm At least 12 transit fare officers lined up to issue tickets to inbound M and K line r

It has been reported TWICE (via 311) prior that the SFSU/Parkmerced ticket purchase booths have been non-
the platform constitutes "fraud" in my understanding.

The fact that you must run to the end of the platform to pay at the front of the train is unacceptable for seniors
front for proper payment. Its a safety issue, for seniors, and families with children riding muni, and a concern

To be "targeting" or appearing to hit lines for fare evasion and ticketing, while failing to address maintenance
late courses or coming home from work inbound on the M-Line is not appropriate.

Make the maintenance corrections, prior to issuing tickets.....

Sincerely

Aaron Goodman

17

091434



HOWARD BLOOM
<howard475@gmail.com>
02/02/2010 09:18 PM

To board.of.supervisors@sfgov.org
cc
bcc
Subject ballot measure for Muni Operators

Please, Please pass the proposed ballot measure for the June ballot that would remove the formula-based pay provision and make the pay scale for Muni operators subject to collective bargaining. The tax payers of San Francisco, who pay for city services, deserve to decide these kind of rules about salaries for Muni operators instead of the unions.

Thank you
Howard Bloom
475 28th Street

18



"Milton Fiala, Jr."
<mfiala@addictsport.com>
02/01/2010 02:47 PM

To <board.of.supervisors@sfgov.org>
cc
bcc
Subject SLOAT EROSION...

Dear Sirs,

I am extremely concerned about the condition of the erosion south of Sloat Blvd. and Department of Public Works' proposed Emergency Response to place boulders. I am urging you to consider less environmentally damaging and invasive solutions such as DPW's proposed sand-filled super sacks.

As a visitor to Ocean Beach, I feel we need to implement long-term solutions that maximize beach access while minimizing impacts to the beach and its ecological integrity. Under no circumstances do I support the permanent installation of hardened armoring along the coastline, as these structures inevitably result in the loss of beach and public access. Such structures may create a guise of protection for existing coastal development, but they are ultimately not able to stop the forces of erosion or prevent these forces from exacting revenge on downcoast beaches and infrastructure.

I realize that some action needs to be taken in response to this emergency, but I would caution the Board from taking any emergency action that would not concur with favorable long-term solutions for protecting Ocean Beach. The Board has already recognized the harm and folly associated with hardened armoring of bluffs in this area per its adoption of Resolution 698-99. Please do not backtrack. Instead, please make a decision that is in line with the many years of discussion, study and effort that have already been invested in this issue.

Milton Fiala, Jr.
Ocean Beach Resident

19

Board of
Supervisors/BOS/SFGOV
02/03/2010 10:52 AM

To BOS Constituent Mail Distribution,
cc
bcc
Subject Market Street



Emily Schaffer
<emilyschaffer@gmail.com>
02/03/2010 09:53 AM

To marketstreet@sfgov.org, kit@sfgreatstreets.org,
board.of.supervisors@sfgov.org
cc
Subject Market Street

Hello,

I'm writing to express my appreciation for the improvements made to bicycle access on Market Street. I am a homeowner in the Upper Haight and I work in the Financial District. I have been an bike commuter since 2005. The new limitations on Market Street to private cars have transformed my commute and compells me to ride my bike more often than ever before.

Before limiting private car access on Market Street, I used to avoid riding Market Street. Known as the most dangerous road in the Bay Area for cyclists, I avoided Market in the interest of my safety. Instead, I would use Folsom Street and then ride up 2nd street into the financial district. This added one hill and about 10 minutes on to my bike commute. These relatively minor inconveniences served as excuses to ride my bike to work less frequently, in favor of the N-Judah or even driving and parking in Sutter Stockton Garage. Using Market Street, without the additional traffic of private cars makes biking more pleasant, quicker and more convenient for me than using MUNI or driving.

Thank you for this improvement, it has had a huge impact on my morning commute. I try to express my appreciation to the DPT workers directing traffic each morning. Please let me know if there is anything more that I can do to express my gratitude to my city and community for their commitment to making the city safer for cyclists.

Thank you!
Emily Schaffer
emilyschaffer@gmail.com

20



Jay Sath
<jay2004a@hotmail.com>
02/01/2010 12:09 PM

To <bevan.dufty@sfgov.org>,
<board.of.supervisors@sfgov.org>, <eric.l.mar@sfgov.org>,
<bill.barnes@sfgov.org>, <catherine.stefani@sfgov.org>,
cc <4listens@kron4.com>, <iemail@kingworld.com>,
<newstips@ktvu.com>, <speaker.bureau@ktvu.com>,
<tcampbell@ktvu.com>, <llacuesta@ktvu.com>,
bcc
Subject MUNI / SFMTA

It's time to do something about MUNI and the SFMTA holding SF riders/taxpayers hostage on fare increases while service gets cut and MUNI employees get bonuses, salary increases and lifetime benefits.

I think the supervisors are too worried about catering to special interest issues like declawing cats and providing more funding to the homeless instead of worrying about the pleasing their bosses - the taxpayers.

We need 20/20 or CNN to do a national expose on MUNI, BART, and city employee salaries and benefits. The fleecing of SF taxpayers is over now! Your thoughts?

Jayson Sath
San Francisco, CA 94107

EMAILING FOR THE GREATER

GOOD

[Join me](#)

21

**NOTIFICATION OF APPLICATION FILING BY PACIFIC GAS AND ELECTRIC COMPANY
(PG&E) TO RECOVER COSTS ASSOCIATED WITH RENEWAL OF THE DIABLO
CANYON POWER PLANT OPERATING LICENSES**

On January 29, 2010, PG&E filed an application with the California Public Utilities Commission (CPUC) requesting that the CPUC find it is cost-effective and in the best interest of PG&E's customers to preserve the option to operate Diablo Canyon Power Plant (DCPP) for an additional 20 years beyond the expiration of its current operating licenses in 2024 and 2025 for Units 1 and 2, respectively.

As part of this application, PG&E requests authority to recover in rates a total of \$85 million in costs associated with obtaining the federal and state approvals required to seek the 20-year license renewal for DCPP. In addition, PG&E is requesting authority to establish a Diablo Canyon License Renewal Environmental Mitigation Balancing Account. This account will enable PG&E to recover the *actual* costs of mitigating environmental impacts that may be imposed by the state and local agencies asserting authority over license renewal.

Background to the filing of this application:

In PG&E's 2007 General Rate Case (A.05-12-002), the CPUC approved funding in Decision (D.) 07-03-044 for PG&E to perform a license renewal feasibility study (LRFS), the results of which would guide PG&E's decision as to whether to file a license renewal application with the United States Nuclear Regulatory Commission. Decision D.07-03-044 also required PG&E to file an application by June 30, 2011, submitting the LRFS to the CPUC and addressing whether Diablo Canyon license renewal is cost-effective and in the best interest of ratepayers. The LRFS was completed in 2009. The conclusion reached by the study was that there are no engineering or environmental impediments to proceeding with license renewal, and there is an economic benefit to continue operating DCPP for an additional 20 years beyond the expiration of its existing licenses. This application meets the filing requirement set forth in D.07-03-044.

Will rates increase as a result of this application?

Yes, approval of this application will increase electric rates for bundled service customers (those who receive electric generation as well as transmission and distribution service from PG&E) by less than one percent. Using the 2015 (highest single year) revenue requirement of \$21.6 million, the bundled system average rate will increase 0.17 percent, relative to current rates, in 2015 and would not have a significant impact on individual customers' rates.

Recovery of the costs associated with this application are not expected to begin until January 1, 2015.

THE CPUC PROCESS

The CPUC's Division of Ratepayer Advocates (DRA) will review this application. The DRA is an independent arm of the CPUC, created by the Legislature to represent the interests of all utility customers throughout the state and obtain the lowest possible rate for service consistent with reliable and safe service levels. The DRA has a multi-disciplinary staff with expertise in economics, finance, accounting and engineering. The DRA's views do not necessarily reflect those of the CPUC. Other parties of record will also participate.

The CPUC may hold evidentiary hearings where parties of record present their proposals in testimony and are subject to cross-examination before an Administrative Law Judge (ALJ). These hearings are open to the public, but only those who are parties of record can present evidence or cross-examine witnesses during evidentiary hearings. Members of the public may attend, but not participate in, these hearings.

After considering all proposals and evidence presented during the hearing process, the ALJ will issue a draft decision. When the CPUC acts on this application, it may adopt all or part of PG&E's request, amend or modify it, or deny the application. The CPUC's final decision may be different from PG&E's proposed application filing.

FOR FURTHER INFORMATION

For more details call PG&E at **1-800-PGE-5000**

Para más detalles llame al **1-800-660-6789**

詳情請致電 **1-800-893-9555**

For TDD/TTY (speech-hearing impaired) call **1-800-652-4712**

You may request a copy of the application and exhibits by writing to:

Pacific Gas and Electric Company
Diablo Canyon License Renewal Application
P.O. Box 7442, San Francisco, CA 94120.

You may also contact the CPUC's Public Advisor with comments or questions as follows:

Public Advisor's Office
505 Van Ness Avenue, Room 2103
San Francisco, CA 94102

1-415-703-2074 or **1-866-849-8390** (toll free)

TTY **1-415-703-5282**, TTY **1-866-836-7825** (toll free)

E-mail to public.advisor@cpuc.ca.gov

If you are writing a letter to the Public Advisor's Office, please include the name of the application to which you are referring. All comments will be circulated to the Commissioners, the assigned Administrative Law Judge and the Energy Division staff.

A copy of PG&E's Diablo Canyon License Renewal application and exhibits are also available for review at the California Public Utilities Commission, 505 Van Ness Avenue, San Francisco, CA 94102, Monday – Friday 8 a.m. – noon.

BY Sh

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2010 FEB - 5 PM 4: 14

22

**PACIFIC GAS AND ELECTRIC COMPANY (PG&E) APPLICATION TO RECOVER THE COST
OF SEISMIC STUDIES RECOMMENDED BY THE CALIFORNIA ENERGY COMMISSION**

On January 15, 2010, PG&E filed an Application with the CPUC, requesting authority from the California Public Utilities Commission (CPUC) to approve a mechanism to allow PG&E to recover costs associated with performing seismic studies at and around Diablo Canyon Power Plant (DCPP) as recommended by the California Energy Commission (CEC) in their Commission Report, "An Assessment of California's Nuclear Power Plants: AB 1632 Report." The CEC recommendations propose to update the seismic studies at and around DCPP using three-dimensional geophysical seismic reflection mapping and other advanced techniques.

This Application asks for CPUC approval to establish a Diablo Canyon Seismic Study Balancing Account (DCSSBA) to record for future recovery all costs resulting from PG&E's efforts to perform the seismic studies. Costs will be recorded to the DCSSBA as they are incurred. Costs to be recorded to the DCSSBA include: (1) survey design; (2) marine 3-D seismic surveys; (3) on-shore 2-D seismic surveys; (4) ocean bottom seismometer deployment; and (5) project management support.

The recovery of costs in rates is expected to begin on January 1, 2011.

Will rates increase as a result of this application?

The Application requests that amounts recorded in the DCSSBA be included in rates after review and approval by the CPUC. However, while requesting approval of the mechanism, this application does not request increases in current rates.

THE CPUC PROCESS

The CPUC's Division of Ratepayer Advocates (DRA) will review this Application. DRA is an independent arm of the CPUC, created by the Legislature to represent the interests of all utility customers throughout the state and obtain the lowest possible rate for service consistent with reliable and safe service levels. DRA has a multi-disciplinary staff with expertise in economics, finance, accounting and engineering. DRA's views do not necessarily reflect those of the CPUC. Other parties of record will also participate.

The CPUC may hold evidentiary hearings where parties of record present their proposals in testimony and are subject to cross-examination before an Administrative Law Judge (ALJ). These hearings are open to the public, but only those who are parties of record can present evidence or cross-examine witnesses during evidentiary hearings. Members of the public may attend, but are not allowed to participate in, these hearings.

After considering all proposals and evidence presented during the hearing process, the ALJ will issue a draft decision. When the CPUC acts on this application, it may adopt all or part of PG&E's request, amend or modify it or deny the application. The CPUC's final decision may be different from PG&E's proposed application filing.

FOR FURTHER INFORMATION

For more details call PG&E at 1-800-PGE-5000

Para más detalles llame al 1-800-660-6789

詳情請致電 1-800-893-9555

For TDD/TTY (speech-hearing impaired) call 1-800-652-4712

If you have questions regarding the proposed project, you may contact PG&E at the phone numbers noted above. If you would like a copy of the application and exhibits, you can write to PG&E at the address listed below:

Pacific Gas and Electric Company
Diablo Canyon Seismic Studies Balancing Account Application
P.O. Box 7442, San Francisco, CA 94120.

You may contact the CPUC's Public Advisor with comments or questions as follows:

Public Advisor's Office
505 Van Ness Avenue, Room 2103
San Francisco, CA 94102

1-415-703-2074 or 1-866-849-8390 (toll free)

TTY 1-415-703-5282, TTY 1-866-836-7825 (toll free)

E-mail to public.advisor@cpuc.ca.gov

If you are writing a letter to the Public Advisor's Office, please include the name of the application to which you are referring. All comments will be circulated to the Commissioners, the assigned Administrative Law Judge and the Energy Division staff.

A copy of PG&E's Seismic Studies application and exhibits are also available for review at the California Public Utilities Commission, 505 Van Ness Avenue, San Francisco, CA 94102.



Ahimsa Sumchai MD
<asumchai@live.com>
02/07/2010 06:53 PM

To Ahimsa Sumchai <asumchai@sfbayview.com>, Board
Supervisors <board_of_supervisors@ci.sf.ca.us>, angela
Calvillo <angela.calvillo@sfgov.org>, Vicki Hennessy
cc
bcc

Subject COMMENTS - Shipyard Candlestick Phase II DEIR

COMMENTS
Shipyard/Candlestick Phase II DEIR
submitted by
Ahimsa Porter Sumchai, M.D.
Health and Environmental Science Editor SF Bayview Newspaper
Member Hunters Point Shipyard Restoration Advisory Board 2000-2005
Founding Chair Radiological Subcommittee
Attending Physician Persian Gulf, Agent Orange Ionizing Radiation Registry Palo Alto VAH
1997-2000
Emergency Physician San Francisco Giants MLB at Candlestick Park Stadium 1989-1999

The California Environmental Quality Act (CEQA) was enacted in 1970 in response to the awareness that the environmental impacts of a development project in planning must be carefully considered to avoid hazardous, costly and unanticipated damage to human health, safety, property and the environment.

CEQA is California's, "bedrock environmental protection law." It guarantees that citizens have a right to examine projects, their environmental impacts, and challenge government decisions if they believe negative impacts have not been properly analyzed or mitigated (lessened).

In the ideal world, CEQA provides the public and government decision makers an objective analysis of immediate, long term and cumulative impacts of a proposed project. The CEQA environmental review must offer mitigation measures to lessen negative environmental impacts identified in a published document called the Environmental Impact Report or EIR. If negative impacts to human safety or the environment cannot be mitigated, CEQA requires that a statement of overriding considerations be submitted.

In San Francisco the CEQA environmental review is conducted by the Planning Departments Major Environmental Analysis Division (MEA). Any project with the potential to result in physical change of magnitude to the environment requires an EIR.

If an MEA investigation reveals a land use associated with hazardous materials is located within the proposed development site, a hazardous materials study is required to gauge the potential for site contamination and the level of human and ecological exposure risk associated with the project.

Uses of particular concern include federal and state designated superfund sites, underground storage tanks, gas stations and vehicle garages, dry cleaners, heavy manufacturing and toxic industries.

All of these hazardous land uses are present within the project area defined by the Candlestick Point-Hunters Point Shipyard Phase II Draft Environmental Impact Report

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(DEIR) published on November 12, 2009.

The transportation and circulation chapter alone identifies 30 significant unmitigated impacts including a 12 freeway onramps that will be congested by traffic in the region. These negative impacts will most certainly contribute to increasing pedestrian, bicyclist and motorists injury and death in a city that has seen a skyrocketing epidemic of pedestrian fatalities linked to automobile congestion in its eastern sectors.

Additionally, the project area lies within a region designated as a 100 year flood hazard zone and in a region the U.S. Geological Survey documents as a seismically unstable earthquake liquefaction zone.

On November 22, 2009 scientists released the analysis of NASA satellite data which determines that sea level rise in Bayview Hunters Point and Mission Bay will approach 6.5 feet this century. The Hydrology and Water Quality chapter of the Phase II DEIR identifies all impacts related to sea level rise in the project area as less than significant and mitigated. Additionally, the Phase II DEIR identifies all seismic impacts as being less than significant.

All of these potentially life threatening hazardous conditions have been identified in previous environmental reviews including the Hunters Point Shipyard FEIR certified on 2/8/00 and Addendum I and 2 published in 2003 and 2006. Indeed, the shipyard EIR's predicted that residents and workers would be exposed to naturally occurring asbestos by excavation and construction activities but identified the impact as less than significant and mitigated.

The shipyard EIR's and the Bayview Hunters Point Redevelopment Plan EIR were certified with a CEQA statement of overriding considerations which stated that the economic benefits of the project outweighed risks to human health, safety and the environment.!

CEQA has come under legal attack in recent years by large development interests and was weakened by a 2005 U.S. Supreme Court Decision -Kelo vs. the city of New London - that upheld eminent domain in the seizure of property for economic development.

In December 2008, the governor demanded that ten road and highway projects be exempted from CEQA review as a way to create jobs in the declining economy. Environmentalists convinced California Senate President pro Tempore Darrell Steinberg to delay a vote and force Caltrans and other parties in active litigation, to settle the lawsuits. The strategy was successful but established a dangerous precedent of legislative interference in court cases.

Of relevance to the Phase II DEIR was a bill that passed the California Legislature in 2009, AB 81X3 (Hall) that proposed a CEQA exemption for a 75,000 spectator football stadium in Los Angeles leveraged by a billionaire developer. Two lawsuits filed by citizens under CEQA were overturned. The bill trumped respect for the rule of law with promises of new construction jobs and a new NFL football team.

"Implementation of the Project would not expose people or structures to a significant risk of loss, injury or death involving fires or conflict with emergency response or evacuation plans." Phase II DEIR Impact HZ-27 Hazards and Hazardous Materials ES-66

The San Francisco Fire Department is responsible for protecting life and property from fires, natural disasters and hazardous materials incidents and for providing emergency medical services throughout the city. According to the Fire and Emergency Services section of the DEIR (III.0-13), "No SFFD stations are located within the Project site." Of the five stations in southeast San Francisco, none has a drive time to the Shipyard Phase II development site under 8 minutes. The SFFD target response time goal for a Code 3 life threatening fire and medical emergency is 4.5 minutes.

Additionally, the Executive Summary of the DEIR identifies as less than significant that "construction activities associated with the project would not result in a need for new or

physically altered facilities in order to maintain acceptable response times for fire protection and emergency medical services." Phase II construction is expected to occur from 2010 through 2023 according to the Approval Requirements section (page II-80) of the DEIR.

The proposal for the early (dirty) transfer of shipyard Parcels D and E, the most hazardous of the six land regions on the former naval base, means that, as early as 2010, the Federal Fire Department will no longer claim jurisdiction over radiation impacted property containing an active landfill and soils contaminated with lead, asbestos, toxic metals, pesticides and PCB's.

Construction of a new fire station on 0.5 acres of land designated for community services along with the provision of additional firefighters is identified as necessary to maintain acceptable response times during the implementation of the project at full build out in **2030!** Upon completion the project proposes a new mixed use community with a wide range of land uses including 10,500 residential units and an associated population of 24,465 residents.

A major component of the project is a new 69,000 seat 49ers stadium sited on shipyard Parcel D in a region that is the site of radiation contaminated soils, buildings, animal kennels and laboratories- remnants of the post World War II premier radiation laboratory in the U.S. - the Naval Radiological Defense Laboratories.

Also sited on a crane on Parcel D as documented in the Biological Resources chapter of the DEIR are a nesting breeding pair of American Peregrine falcons who have raised several broods at this location over the past years. The American peregrine falcon was a state listed endangered species and a fully protected species pursuant to Section 3511 of the California Fish and Game Code. It was recently delisted on August 6, 2009.

The most sensitive receptors in the region, as designated by U.S. Navy remediation documents including the Draft Final Historical Radiological Assessment, are 17 schools and daycare centers located within a one mile radius of the shipyard. The Phase II DEIR offers scant analysis of potential adverse impacts on children who are known to be more sensitive to the toxic effects of pesticides and air contaminants including asbestos, lead and particulates.

The Hazards and Hazardous materials section, Impact HZ-24 states, "Areas designated for research and development uses within HPS Phase II would not pose a human health risk as a result of hazardous air emissions within one quarter mile of a school. This impact is identified as less than significant with mitigation.

The Candlestick Point-Hunters Point Shipyard Phase II Development plan Project Draft EIR is a very callous, negligent and dangerous document that identifies numerous life threatening and potentially disastrous impacts to human health and the environment. From dangerous underestimated sea level rises, to the pretense that endangered avian species will be preserved during shoreline construction and the erection of a bridge over an ecological and archeological niche and burial site for the original people who inhabited this region - the Ohlone Indians.

Most dangerous of all is a chapter of Hazards and Hazardous materials that lists as less than significant all of the potential construction activities at a federal superfund site listed as one of the most toxic properties in the nation!

Working with land use attorney Sue Hestor, People Organized to Win Employment Rights has held education and strategy sessions to challenge the Phase II DEIR. In collaboration with a "Hail Mary Pass" coalition of environmental activists, POWER succeeded in extending the public comment period of the 4,400 page DEIR that was released as a deceptive strategy during the December holiday season to January 12, 2010. On January 5, 2010 in City Hall, Room 416, the final Redevelopment Commission Hearing will be held to address the inadequacies of the EIR.

Mayor Gavin Newsom and his office of Workforce Development headed by Michael Cohen and his Black puppet Tiffany Bohee, plan to bulldoze the DEIR through to a final vote by the San Francisco Board of Supervisors by June of 2010. They are pretending that they have a chance to beat Santa Clara out of their bid to build a 49ers stadium, despite the fact

that the team has demonstrated little interest in the shipyard stadium proposal and has been offered a better second opportunity in Los Angeles.

Environmental activists must employ new and alternative strategies as underdogs to win leverage and political power in this life and death struggle.

AHIMSA PORTER SUMCHAI, M.D.

Hotmail: Powerful Free email with security by Microsoft. [Get it now.](#)

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091443



Janet Clyde
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01/31/2010 04:03 PM

To Board.of.Supervisors@sfgov.org, "David.Chiu"
<David.Chiu@sfgov.org>, "Sophie.Maxwell"
<Sophie.Maxwell@sfgov.org>, Eric.Mar@sfgov.org,
cc Regina Dick-Endrizzi <Regina.Dick-Endrizzi@sfgov.org>

bcc

Subject Prohibiting Smoking - Enclosed Areas, Certain Unenclosed
Areas, and Sports Stadiums

Supervisor:

Please consider separating out the section in this legislation that pertains to bars. Forcing people onto the sidewalks and to the curbs will be difficult for small businesses to enforce and leave them liable for harassment due to noise and litter. This will also subject more passers-by to second hand smoke than the current situation. Neither Berkeley nor Oakland currently prohibit smoking on patios and these semi enclosed spaces.

I am concerned about the unintended consequences of the legislation driving people out of contained 'adult only' spaces and into their homes and apartments where the impact on non- smokers will increase. The Small Business Commission has taken a stand against second hand smoke affecting residences. We are asking that the commercial spaces and adult only spaces as well as self-serve sidewalk tables and chairs be examined more closely before drastic action is taken that will affect very small businesses in a time when they cannot absorb more shocks to their economic well-being. For my small business it took 18 months to recover lost income when smoking was banned in bars not owner operated. 18 months that many businesses and their employees may not have at this time.

Thank you for your time and your consideration,
Janet Clyde

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DENVER
LAS VEGAS
LOS ANGELES
LOS CABOS
ORANGE COUNTY
PHOENIX
SALT LAKE CITY
TUCSON

February 11, 2010

VIA E-MAIL BOARD.OF.SUPERVISORS@SFGOV.ORG
VIA FACSIMILE (415) 554-5163

Committee Clerk of the Land Use Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102

Re: Proposed Ordinance Amendment Concerning Personal Wireless Service Facility
Site Permits in the right of way and Associated Fees (the "Proposed Ordinance")

Dear Supervisors:

We write on behalf of our client, T-Mobile, to provide written comments to the Proposed Ordinance. We commend the City for its effort to maintain a streamlined process for approving personal wireless facilities co-located on utility and light poles. As you understand, the co-location of facilities on poles is a practical and efficient way for carriers to meet the ever increasing public demand for ubiquitous wireless coverage. The public now looks for and requires wireless connectivity in their home, at their place of work, and wherever they travel throughout the city. The location of facilities on streetlight and utility poles allows carriers to use existing infrastructure to provide important services and to meet this strong and growing public demand. Existing utility pole infrastructure is part of the street landscape and largely goes unnoticed by those traveling from place to place along the rights of way.

A principal purpose for this letter is to identify some issues that would limit T-Mobile's, and likely other carriers', ability to place and maintain facilities within the city rights of way. The issues discussed herein are of particular concern to T-Mobile given its strong commitment to providing consistent service with all available technologies to its customers. This commitment is of utmost importance because T-Mobile must locate and upgrade facilities to provide 3G and other emerging technologies that consumers and citizens require. Please consider our comments and feel free to contact the undersigned with any questions. We encourage the City to open a dialog with the wireless carriers about the Proposed Ordinance on the matters discussed below that have not yet been discussed at the past working group meetings.

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The Proposed Ordinance

The Proposed Ordinance classifies facilities attached to poles into three tiers with three corresponding review processes and a series of sub-tier review processes for two of the tiers. The key component that determines which tier applies to a location is the size of the equipment that is being proposed. Tier I describes a process for obtaining an administrative approval for a facility permit where a proposed facility requires no more than two equipment enclosures, each of which must be smaller than three cubic feet in volume and can be no wider than twelve inches and no deeper than ten inches. Tier II is similar in that it describes a process for obtaining an administrative approval for a proposed facility that requires no more than two equipment enclosures, each of which may not be larger than 3.5 cubic feet in volume and can be no wider than twelve inches and no deeper than ten inches. A Tier III facility does not limit the number or size of equipment enclosures but in the case of both a Tier II and Tier III facility each requires the satisfaction of a "compatibility" standard as well as a "necessity" standard.

A principal area of concern for T-Mobile is that the compatibility and necessity standards are both linked to the Tier I technology. In particular, T-Mobile's technology is for the use of three equipment boxes plus an electrical box and not two enclosure boxes as is contemplated by the Proposed Ordinance. The first and second boxes house T-Mobile's 2G and 3G technology. The third equipment box is necessary because it houses federally-mandated E911 emergency equipment. This technology makes it possible for emergency personnel to know the location of callers who are in need of emergency services. Limiting the number of cabinets that T-Mobile can use to two inhibits T-Mobile's ability to use its FCC licensed 3G frequencies and interferes with T-Mobile's ability to comply with federally-mandated E911 requirements.

While an initial response to this issue may be that there are some companies who advertise technology that houses "neutral host" wireless facilities in only two enclosures of the size contemplated for Tier I, that particular technology is different than those used by T-Mobile. The FCC is very clear that technology choices are left to each individual carrier to maintain a neutral and competitive marketplace. In addition, the Proposed Ordinance simply refuses to recognize that each major carrier has different technology needs. From a practical standpoint, lumping all carriers into a single category without taking into consideration their ability to provide service within those limitations has a prohibitive effect which T-Mobile believes violates federal law. Simply put, the current minimum equipment "micro-cell" configuration, which is utilized by T-Mobile to supply 2G and 3G wireless services to customers pursuant to FCC licenses while remaining compliant with FCC E-911 regulations, will not fall into Tier I or Tier II review. Forcing all of T-Mobile's micro-cell sites into Tier III review, we believe, is an unlawful market entry regulation that violates Sections 253 and 332(c)(3) of the Communications Act of 1934, as amended. *See Southwestern Bell Wireless, Inc., v. Johnson County Bd. Of County Comm'r*, 199 F.3d 1185, 1991-93 (10th Cir. 1999) *cert denied* 530 U.S.

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1204 (2000); *Ogden Fire Co. No. 1 v. Upper Chidester Township*, 504 F.3d 37, 395 (3rd Cir. 2007).

Another issue is that the Proposed Ordinance does not specify what must be shown to satisfy the “compatibility” and “necessity” standards. In the case of compatibility, the Proposed Ordinance requires the evaluator to compare the “impact” of Tier III technology with the impact from the preferred smaller Tier I or Tier II technology. We respectfully wish to suggest that the City is on very shaky ground in trying to make technology choices. Presumably, although not stated, an evaluator measures the “impact” determined by considering aesthetics with size of the installation being the determinative factor. The same is true with respect to Tier II technology that must be compared to Tier I technology, again presumably based on the compatibility of the aesthetics and size of the installation. The problem with this system is that all facilities are being measured against dimensions that may not work for a particular technology or for certain carriers, and there is no definition of what constitutes a comparative impact. In other words, the compatibility standard lacks objective standards for comparing impacts and establishes as the preferred installation size a size that discriminates against carriers that do not use equipment that falls within the preferred smaller dimensions.

With respect to meeting the “necessity” standard, the metric in each definition, both the Tier III Necessity Standard and the Tier II Necessity Standard, is whether utilizing Tier I installation technology would require a carrier to have more locations. T-Mobile will not be able to meet the necessity standard under any scenario. This is because T-Mobile will not be able to show that any of its needs will ever be met with the Tier I technology. These two concepts of compatibility and necessity illuminate the problem that is linked to an ordinance which selects a single technology preference.

An additional concern is the complex review processes that are required for Tier II or Tier III installations. The Proposed Ordinance contemplates an additional approval from the Parks Department or the Planning Department based on the proposed facility’s location. The standards to be applied by the Parks Department or Planning Department are not well defined. For example, the Park Department is instructed to review a Tier II or Tier III installation to determine whether such a facility would “significantly degrade the aesthetic or natural attributes that define the City park or open space.” Another example is where the Planning Department is required to determine whether a proposed facility would impact a “Planning Protected Location” which could be something as unknowable as a “structure of merit” or a “locally significant building.” These indefinite terms render it difficult for T-Mobile to evaluate a potential facility locations and predict the range of standards that must be satisfied.

A review of the structure of the Proposed Ordinance uncovers a complex pattern. The Proposed Ordinance appears to go too far, particularly in light of the requirements imposed by federal law. The Proposed Ordinance provides a preference for Tier I technology. Tier I

Committee Clerk of the Land Use Committee, San Francisco Board of Supervisors
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Page 4

technology does not need to satisfy the necessity, compatibility or the additional reviews by other City departments. If a proposed equipment enclosure is more than 0.5 cubic feet larger than Tier I installations, then it must complete a much longer and uncertain path. It is subjected to additional reviews and in the case of Tier III technology will be subjected to a public review process. This is even the case where a company, such as T-Mobile, has more than two equipment enclosures in order to comply with federal law requirements mandating caller location for first responders.

Clarkston Case

There have been other cities that have attempted to create multiple tiers and a preference for one technology over FCC-approved technologies. A recent effort confirmed that a technology preference cannot withstand review under federal law. Just last year, a federal court in New York struck down a town ordinance that established a four-tiered approval system for wireless permits with a preference for "Category A" technology. *See New York SMA Ltd. v. Town of Clarkstown*, 603 F.Supp.2d 715, 719 (S.D. N.Y. 2009). In striking down the town ordinance, the court stated that the town's "preference interferes with the FCC's regulatory scheme" and the town's ordinances "are preempted by federal law." *Id.* at 726. The court relied in part on the Ninth Circuit Court of Appeals in stating that "essentially, the [Telecommunications Act] represents a congressional judgment that local zoning decisions harmless to the FCC's greater regulatory scheme – and only those proven to be harmless – should be allowed to stand." *Metro PCS, Inc. v. City and County of San Francisco*, 400 F.3d 715, 736 (9th Cir. 2005).

T-Mobile points out this case so that the City is aware that efforts to prefer a non-licensed technology over FCC-licensed wireless technology may get struck down. The FCC is the agency empowered to make decisions concerning technology used to provide personal communications services. *See* 47 C.F.R. § 24.50.

Recommendations

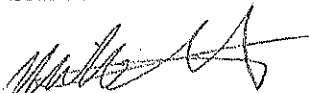
T-Mobile suggests that the Proposed Ordinance be revised to remove the three tiers. A single tier would be the appropriate method to continue regulating applications to attach facilities to poles in the rights of way. That tier, however, should not limit the size of attachments so as to exclude technology that is in use by licensed FCC carriers and has been approved by the FCC for pole applications. Moreover, each carrier should provide the City with its minimum pole attachment design for use in the rights of way. The City should grant a pre-approval for each design. Any new applications should comply with that design and be subject to expedited review and approval. Further, carriers should resubmit designs to the City as their technology changes so that expedited review and approval will continue as the technology changes.

Committee Clerk of the Land Use Committee, San Francisco Board of Supervisors
February 11, 2010
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Again, T-Mobile commends the city for its efforts to streamline the process. However, we think it is necessary to open a dialog with the City about the Proposed Ordinance on the foregoing matters that have not been discussed at any of the past working group meetings. T-Mobile's request is that the Proposed Ordinance be revised so that all carrier technologies are allowed to participate in the same process enjoyed by those using the Tier I technology.

Very truly yours,

SNELL & WILMER



Bradley R. Cahoon, Esq.
Michael A. Gehret, Esq.

cc: Tim Sullivan, Esq.
Marian Vetro, Esq.
Wade Budge, Esq.
Claire Dossier, Esq.
Paul Albritton, Esq.

Board of
Supervisors/BOS/SFGOV
02/11/2010 05:22 PM

To BOS Constituent Mail Distribution,
cc
bcc
Subject Free Employee Passes - San Francisco Municipal Transit
Agency



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02/11/2010 09:20 AM

To <board.of.supervisors@sfgov.org>
cc
Subject Free Employee Passes - San Francisco Municipal Transit
Agency

Members of the San Francisco Board of Supervisors:

In these times of financial shortfalls, fare increases, reduction of service and now a plan to charge a premium fare simply because of the neighborhood you live in, I am astonished to learn that not one of the forty-five hundred employees of the San Francisco Municipal Transportation Agency pay anything for their monthly fast passes.

Not only does this send the wrong message to the public with regard to accountability and shared financial hardship, but it creates a monthly income loss totaling \$270,000, for a staggering annual total of \$3,240,000. Additionally, and perhaps more important, it sends the wrong message to the employees of the MTA with regard to how they perform their jobs and the service they are intended to provide to the public. Frankly, by not requiring MTA employees to share in the expense of running the MTA we are underwriting poor performance by endorsing a "You can't complain if the bus is late if you are riding for free" mentality.

The employees of the MTA enjoy some of the highest pay for like-work in the entire country. They enjoy health and retirement benefits that put some of the best of private companies in America to shame. As such, I don't think that it is unreasonable, in fact I believe it to be fiscally and morally imperative, that you take measures to see that the almost five-thousand employees of the MTA bare their fair share of running the MTA which both pays their salaries and provides their public transportation.

Sincerely,
Lou Lesperance
1834 42nd Avenue
San Francisco, CA 94122
WARNING/CONFIDENTIALITY NOTICE:

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100109

CONSULATE GENERAL OF MEXICO
SAN FRANCISCO, CALIFORNIA

Number SFR00326
RE: Resolution file No 100109



SECRETARÍA DE
RELACIONES EXTERIORES



February 11, 2010

Mr. David Chiu
President of the Board of Supervisors
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Rm. 244
San Francisco, CA. 94102

Dear Supervisor Chiu:

It is with great concern that I have read the Resolution recently approved by the San Francisco Board of Supervisors regarding the Mexican Electricians Union (file number 100109). Important statements in this Resolution are either inaccurate or misleading, and therefore convey a message that in no way contributes to a fair and objective assessment of the October 2009 *Luz y Fuerza del Centro* (LyFC) dissolution decree and the events thereafter. I take this opportunity to bring to your attention the following points:

1. As was timely informed by the Government of Mexico, and that of this Consulate General, the decision adopted on 11 October 2009 to dissolve the decentralized electricity utility company LyFC served the public interest and protected the taxpayers.
2. As the dissolution decree clearly explained, contingent budget transfers intended to compensate for recurring company losses at this public entity showed a twofold increase between 2001 and 2008, reaching 4 billion dollars annually. In addition to that, from 2003 to 2008 the operation costs of LyFC (roughly 43 billion dollars) were almost double the amount of its revenue from sales (23 billion).
3. These and other figures that were widely available to the public, both in Mexico and the United States, demonstrated that LyFC was in severe financial distress due to its inefficient operation, posing a serious threat to Mexico's public finances generally and exacting an inadmissible sacrifice on the part of millions of consumers and taxpayers.
4. It is simply false to say, as your Resolution does, that Mexico's government is or will be privatizing the energy company by selling it to transnational corporations. Mexican law is quite clear about the public nature of energy production and distribution within the country. Furthermore, as your Resolution fails to mention, it was the Federal Electric Commission, a public entity whose workers are also members of a union, which took over the operation of LyFC from the very moment the decree entered into force.

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5. It is also false to say that the Mexican Electricians Union was in any way confronted by any authorities outside the rule of law. All labor and human rights of every single worker of LyFC were duly protected in accordance with federal labor laws, as well as the company's Collective Labor Agreement. Severance pay and benefits above and beyond the terms set by Federal law were duly paid by the Federal Government to all workers previously employed by LyFC who came forward and collected such benefits on or before the publicly stipulated deadline of 23 December 2009. The number of workers benefited by such scheme reached 63.31% of the total LyFC labor force. The rest can, naturally, receive severance pay and benefits according to the terms set down by Mexico's labor regulations.

President Calderón's Administration has acted in this case within the powers conferred to it by the Constitution and federal law. By any standards, the liquidation process decreed for LyFC has been transparently executed and respectful in every way of the rights of its workers. To allege any wrong doing on the part of the Federal Government is, simply, to deny the facts.

It would be only natural to expect the San Francisco Board of Supervisors to review the substance and form of its Resolution in light of facts made public by the Government of Mexico concerning the LyFC and then prompt the appropriate changes in its stance. Nothing less would be expected from a trusted friend with whom the Mexican Government shares a commitment to objectivity and fairness.

I look forward to meeting with you and any Board members who would be interested in discussing further these important matters. I will be glad to provide any additional information you may require in this regard or in relation to any other issues of mutual interest.

Sincerely,



Carlos Felix
Consul General of Mexico

Cc: Eric Mar, Supervisor - District 1, City and County of San Francisco
Cc: Michela Alcazar, Supervisor - District 2, City and County of San Francisco
Cc: Carmen Chu, Supervisor - District 4, City and County of San Francisco
Cc: Ross Mirtanen, Supervisor - District 5, City and County of San Francisco
Cc: Chris Daly, Supervisor - District 6, City and County of San Francisco
Cc: Sean Elster, Supervisor - District 7, City and County of San Francisco
Cc: Bevan Dufty, Supervisor - District 8, City and County of San Francisco
Cc: David Campos, Supervisor - District 9, City and County of San Francisco
Cc: Sophie Maxwell, Supervisor - District 10, City and County of San Francisco
Cc: John Avalos, Supervisor - District 11, City and County of San Francisco
Cc: Gavin Newsom, Mayor of the City and County of San Francisco



Gavin Newsom, Mayor

Trent Rhorer, Executive Director

MEMORANDUM

January 29, 2010

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2010 JAN 29 PM 2:55
BY SK

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: FY09-10 2nd Quarter Update and
FY10-11 Annual Projection**

This memo is intended to notify the Board of Supervisors and the Office of the Controller that pursuant to Administrative Code Sections 10.100-7(c) and (e), the Human Services Commission has approved the Human Services Agency's revised FY08-09 savings projections and FY09-10 annual projection for the Human Services Care Fund.

The FY08-09 savings in homeless CAAP aid payments resulting from the implementation of *Care Not Cash* is now projected at \$13,717,542, which is roughly forty-four thousand more than previously estimated. The projected savings are roughly fifty-one thousand dollars more than the budgeted amount for FY09-10.

The projected amount for the Human Services Care Fund for next fiscal year (FY10-11) is \$13,689,505.

(memo continued on next page)

The actual CAAP homeless caseload for the second quarter was used to update the projections for the remainder of FY09-10 (shown in the table below). Current projections estimate that Care Fund savings will be around forty-four thousand more than was previously projected for FY09-10 (due to a greater than expected decline in the homeless CAAP caseload during the quarter).

Month	Previous Quarterly Update (Q1 FY09-10)	Current Quarterly Update (Q2 FY09-10)	Difference
Jul-09	\$1,140,115	\$1,140,115	\$0
Aug-09	\$1,142,228	\$1,142,228	\$0
Sep-09	\$1,139,010	\$1,139,010	\$0
Oct-09	\$1,139,035	\$1,140,060	\$1,025
Nov-09	\$1,139,060	\$1,142,350	\$3,290
Dec-09	\$1,139,085	\$1,144,782	\$5,696
Jan-10	\$1,139,110	\$1,144,788	\$5,677
Feb-10	\$1,139,136	\$1,144,806	\$5,670
Mar-10	\$1,139,161	\$1,144,824	\$5,663
Apr-10	\$1,139,186	\$1,144,842	\$5,656
May-10	\$1,139,211	\$1,144,860	\$5,649
Jun-10	\$1,139,236	\$1,144,878	\$5,642
Total FY09-10	\$13,673,573	\$13,717,542	\$43,969

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

The FY09-10 budgeted amount for the Human Services Care Fund is \$13,666,382. As shown below, current projections are roughly fifty-one thousand more than this budgeted amount.

**FY09-10 Human Services Care Fund
Budget Comparison**

FY09-10 Budget	\$13,666,382
Current Projections	\$13,717,542
Amount Under-Funded	\$51,160

The projected amount for the Human Services Care Fund for next fiscal year (FY10-11) is \$13,689,505 (about twenty-eight thousand dollars less than current projections for this fiscal year).

Month	Care Fund Projections
Jul-10	\$1,140,792
Aug-10	\$1,140,792
Sep-10	\$1,140,792
Oct-10	\$1,140,792
Nov-10	\$1,140,792
Dec-10	\$1,140,792
Jan-11	\$1,140,792
Feb-11	\$1,140,792
Mar-11	\$1,140,792
Apr-11	\$1,140,792
May-11	\$1,140,792
Jun-11	\$1,140,792
Total FY10-11	\$13,689,505

Board of
Supervisors/BOS/SFGOV
02/02/2010 12:37 PM

To BOS Constituent Mail Distribution,
cc
bcc
Subject Fw: SF Energy & Water Reqmts



Gregg E Gerst
<ggerst@apple.com>
02/02/2010 09:26 AM

To board.of.supervisors@sfgov.org
cc gavin.newsom@sfgov.org, metro@sfchronicle.com,
dhussey@sfxaminer.com, viewer.comments@ktvu.com,
dbicustomerservice@sfgov.org
Subject SF Energy & Water Reqmts

Dear Board of Supervisors:

After twenty years in San Francisco, eleven of them in St Francis Wood, I've decided to move to Menlo Park. I love San Francisco but I'd like to be closer to work.

Working with my realtor to prepare my home to sell, she has given me a brochure from the Dept of Building Inspection - San Francisco's Residential Energy and Water Conservation Requirements. This news-to-me list of items now mandates that BEFORE ONE CAN LIST THEIR HOME FOR SALE:

- a. All toilets and showers must be low flow
- b. The attic must be insulated
- c. The doors and windows must have weather stripping
- d. The water heater must be insulated
- e. All heating and cooling ducts must be insulated
- f. All openings outside house must be sealed and/or caulked

This little "regulation" that you have approved for San Francisco homeowners is going to cost me at least \$5,000 AND delay my ability to sell my home.

I had no idea these rules were in place. This is a HUGE burden to place on SF homeowners when they want to sell their property. Not only do we have to pay for the inspection, anything "out of code" has to be replaced. Insulating an attic is expensive! Insulating every heating duct and water heater is expensive. Replacing toilets - if they are decent-looking - is expensive. Why can't these issues be negotiated with the purchaser rather than be mandated onto the seller?

As the Board of Supervisors, you need to think a little bit more about what you are requiring of SF residents. We are already paying an inordinate amount of taxes (mine were \$14,500 this year) yet there are 10,000 rules benefitting renters.

You all need to be a little bit wiser about the rules you place on SF homeowners. These regulations - which will now impede my ability to sell my home - are heavy handed and ill-conceived. You should rethink these measures.



Aaron Goodman
<amgodman@yahoo.com>
02/09/2010 01:19 PM

To Roberta.Boomer@sfmta.com
cc MTABoard@sfmta.com, Board.of.Supervisors@sfgov.org
bcc
Subject District 7 Cuts in services - SFMTA Meeting Tuesday Feb.
09, 2010 6-8pm

SFMTA Board, c/o Roberta Boomer (cc: SF BOS)

As I will be unable to attend tonight's SFMTA Board meeting to state issues concerning the proposed cuts, I am sending this email to submit my concerns regarding the transit cuts proposed. Our district is disproportionately affected by the ongoing budget cuts and TEP proposed reductions in services. The Parkmerced community which primarily consists of seniors, students, disabled, and working low-mid income residents rely on public transit to get to work, school and commercial areas daily. The community of Parkmerced was designed and built around transit as one of the first Transit Oriented Communities in SF. The prior direct bus service downtown, and 20 minute ride on the M-line downtown has changed to one that exceeds 45 minutes daily, and often is wrought with delays, and lack of capacity in trains serving a large community in SF. The proposed reduction on outbound trains would affect many residential, and community areas in Parkmerced and outbound towards the Balboa Park Bart Station. The reduction in hours to 10pm affects students and workers, as people who ride home after commute hours would not have adequate services to get home. The 18, 88 and 17 Parkmerced route changes and elimination of routes also affects community members and numerous disabled tenants in the towers on the western side of Parkmerced. The reduction also affects other communities living around Lake Merced, and the people who sometimes rely on the Lake Merced bus routes when going around the lake area. Muni services have been already notable in the maintenance of the ticket stations at the SFSU/Parkmerced platform where I have submitted repeated requests for repairs and concerns about the platform safety issues when we have trains unloading passengers outbound and additional overcrowding at this station due to one entry ramp to the platform. The capacity of the ramp and dangerous lack of pedestrian safety zones at the ends of the platform indicate a safety issue not being adequately addressed by SFSU/CSU or the SFMTA. The increase in student capacity per the SFSU Masterplan and the negotiation of an MOU without community input also represents an unfair, and improper review of the impacts of the CSU campus on our transit systems when students utilize it daily to get downtown to the downtown campus. The costs and impacts of CSU/SFSU use of the transit system has not been addressed by the SFMTA board in any renegotiation of the MOU to date, as it was only regarding the platform and future routing. Perhaps this is a good suggestion to renegotiate the terms of this agreement based on obvious impacts on the platform by SFSU, deterioration, graffiti, garbage, maintenance of the platform, and need to pay-into the future development to speed the routing of the transit without negligence in regards to safety of riders in general. The reductions on the 17-Parkmerced bus also affect the ability of senior and disabled residents from getting to the shopping center at Cambon, which again affects the commercial core of Parkmerced, just when it is starting to acquire new businesses and improved commercial tenancy in the complex. The fact

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that the SFSU shuttle is at 136% capacity is obvious signs that students prefer to ride free to Daly City than take Muni, and Muni's numbers are affected by this, when not taken into consideration. The need to directly look at connections to regional transit in regards to the cuts in services, MUST be a part of any "transit-first" city policy so that the M-line routing goes via a straight line to the regional transit hubs first, rather than delay in any side-tracked development proposal for private benefits... Please do look seriously at the proposed cuts to Parkmerced's community as the TEP and current proposals on service reductions to the M-Line 17-Parkmerced, and adjacent routes to and through neighborhood communities serve as life-lines for many seniors, students, disabled, and working families. The increased proposed costs to discount tickets and services is UNACCEPTABLE, and should be eliminated from consideration.

Sincerely

Aaron Goodman (District 7, Parkmerced Tenant)



AEvans604@aol.com
02/09/2010 03:06 PM

To board.of.supervisors@sfgov.org
cc
bcc
Subject: What I Saw in the Haight Today (2/9)

Dear Friends and Neighbors,

I just had a typical encounter with the street thugs on Haight Street (Tuesday afternoon, Feb. 9). There were two of them, white males around 40 or so, sitting right in the middle of the sidewalk at the corner intersection.

One of them had a small dog and was eating. Another had a guitar and was singing (in his mind, at any rate). They were surrounded with their bags and garbage.

They were yelling at passers-by, who had to move to get around them. They appeared to be drunk and/or stoned.

I went down and said, quietly and politely, "Hey, guys, I'd like to ask you not to hang out here, okay?" No response. I went back to my apartment.

After a while, I went back and asked them again. One of them starting shouting: "This is a public sidewalk! We have a right to sit here, fuckin' faggot!"

I said, "Do you want me to call the cops?" One of them kept shouting, so I returned to my apartment. After a few minutes, they got up and left, one them of them still shouting as they departed.

This time, I was lucky. I didn't have to call the police and file a formal complaint.

But I'm getting tired of this scene, which happens, with variations, again and again, sometimes several times a day, day after day, week after week, month after month, year after year.

It's time for us to take back the city's public spaces from the packs of migratory alcoholics and addicts who have colonized them.

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Yours for rationality in politics,

Arthur Evans

* * * * *

Board of
Supervisors/BOS/SFGOV
02/02/2010 12:41 PM

To Alisa Somera/BOS/SFGOV,
cc
bcc
Subject Fw: Save Sharp Park Golf Course

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/02/2010 12:42 PM -----



"Howard Bernstein"
<hbernstein@mcfco.com>
02/02/2010 11:52 AM

To <Recpark.commission@sfgov.org>,
<gavin.newsom@sfgov.org>, <Sean.elsbernd@sfgov.org>,
<board.of.supervisors@sfgov.org>,
<cmoffice@ci.pacifica.ca.us>,
<astissier@co.sanmateo.ca.us>,
<crabtreem@ci.pacifica.ca.us>,
<o'connellk@ci.pacifica.ca.us>,
<rgordon@co.sanmateo.ca.us>,
<cgroom@cosanmateo.ca.us>
cc
Subject Save Sharp Park Golf Course

Dear Mayor Newsom, Mayor Lancelle, Honorable Supervisors and Commissioners, I am a San Francisco resident, writing to urge you to preserve the historic 18-hole Sharp Park Golf Course.

Howard Bernstein

32



gofi and kate gelles
<cakencoffee@gmail.com>
02/11/2010 04:19 PM

To Board.of.Supervisors@sfgov.org
cc
bcc
Subject Sharp Park

Hello,

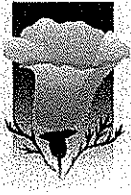
The discussion about Sharp Park interests me as I am interested in nature. The continuation of a golf course which cannot be used during the rains and loses money should be examined when dealing with a budget deficit. The closure of this course and inclusion in the GGNRA is a very viable option.

The Endangered Species Act is the second major consideration as the park is on land inhabited by 2 endangered species, the red legged frog and the SF garter snake. The continuation of a money losing course, should be a real indication that something should be done. The environment is continually being pushed to limits by overpopulation and preserving our heritage for the following generations should be a major consideration when dealing with this problem.

Please help the tax payers of San Francisco as well as the red legged frog and SF garter snake.

Thank you, Gofi Gelles

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Pacifica's Environmental Family
690 Alta Vista Drive
Pacifica, CA 94044

January 30, 2010

Phil Ginsburg
General Manager
San Francisco Recreation and Parks Department
501 Stanyan Street
San Francisco, CA 94117

RE: Sharp Park

Dear General Manager:

On behalf of Pacifica's Environmental Family, a 501 (c) (3) non-profit organization dedicated to enhancing the environmental integrity of Pacifica for its residents and the many people from throughout the Bay Area who come to visit our community due to its scenic beauty, I urge the City and County of San Francisco to close Sharp Park Golf Course and create a new public park at Sharp Park in partnership with the National Park Service. A new public park will protect our environment, return financial resources to San Francisco's neighborhood parks, and create recreational amenities that everyone can enjoy.

Sharp Park Golf Course has a long history of environmental problems, largely because of its poor design and unfortunate placement. The current operation of the golf course harms the habitat of two species protected by the federal Endangered Species Act: the California red-legged frog and the San Francisco garter snake. San Francisco is not permitted by the federal or state government to cause this harm.

Creating a new public park at Sharp Park and managing the property in conjunction with the adjacent landowner, the National Park Service, will reduce the City's exposure to legal liabilities and capital expenditures associated with the environmental problems at Sharp Park. San Francisco is currently exposed to massive civil penalties for harming endangered species in violation of state and federal law. The City is also responsible for tens-of-millions of dollars in capital improvements at Sharp Park to resolve the environmental liabilities caused by the golf course. By closing the golf course and managing the property with the National Park Service, city resources can be redirected to neighborhood parks in desperate need of financial resources, and a protracted and expensive legal action can be avoided. Closing the golf course is the most fiscally

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prudent method for retaining recreational uses of Sharp Park. It is also the right thing to do when faced with deciding what is in the best interest of the two endangered species involved. While we understand the golfing community's love of this golf course, golfers can find other golf courses near by while the California red-legged frogs and the San Francisco garter snakes that live there cannot just hop in a car and find another suitable habitat. In the final analysis, Pacifica's Environmental Family feels that protection of endangered species is more important than protecting a recreational resource that can be enjoyed elsewhere. As a Pacifican who enjoys golfing, I will miss having the Sharp Park Golf Course as a convenient place to play golf from time to time but I know I'll get over it and I know other golfers will too.

A new public park will also provide recreational amenities that many Bay Area residents prefer, including many avid golfers when they're not golfing. A new public park will provide access to hiking trails, picnicking spots, camping facilities, and environmental educational opportunities sorely needed in San Mateo County; it will ensure the continued existence and abundance of endangered species that San Francisco is charged with protecting; it will improve public access to precious coastal resources; and it will make the coastline more resilient to the storm surges and flooding events that are expected to be exacerbated by global warming. These are the amenities that modern Bay Area residents consistently request in survey after survey, including surveys conducted by the Recreation and Parks Department.

Again, we request that the City close Sharp Park Golf Course and create a new public park at Sharp Park in partnership with the National Park Service. Thank you for this opportunity to express our concerns and to give our support for a new public park at Sharp Park.

Sincerely,

Roy Earnest, President
Pacifica's Environmental Family
690 Alta Vista Drive
Pacifica, CA 94044
650-438-6378

cc: City Clerk Alisa Somera, alisa.somera@sfgov.org

SF Board of Supervisors board.of.supervisors@sfgov.org

SF Supervisor David Chiu David.Chiu@sfgov.org
David Chiu, President, Board of Supervisors
City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, Ca 94102-4689



Kate Gelles-Roberts
<cakencoffee@gmail.com>
02/05/2010 12:20 PM

To Board.of.Supervisors@sfgov.org, gavin.newsom@sfgov.org
cc
bcc
Subject Sharp Park

To: The San Francisco Board of Supervisors
Re: Sharp Park Golf Course

Hello,

As a concerned SF citizen, I have been following the discussions about Sharp Park. The present golf course does not seem to provide recreation for as many individuals as the inner city parks. When doing a checks and balances, Sharp Park does not seem to be one of the major concerns to SF citizens as they do not use it as frequently as inner city parks. When budget cuts are made to inner city parks and Sharp Park continues to siphon off money, the balance does not seem to benefit San Franciscans. Jan. 13, 2010, I was at Mori Point and saw not one golfer. I cannot say how many hikers, bikers and slow walkers I encountered. The park was flooded and could not be used on the west side. When observing the difference, I say on that beautiful Sat., Sharp Park had little to defend itself and the money pouring into it's maintenance.

The Endangered Species Act specifically protects Endangered Species habitat and I wonder how the Board of Supervisors can ignore this very important environmental law. The present use - and non use of a golf course in endangered species habitat cannot be ignored.

Please strongly consider closing Sharp Park golf course, to the benefit of San Francisco citizens. If the golfers want to maintain a part of the course, let them come up with the funds to maintain the area which will not endanger any threatened species.

Kate Gelles

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To:
Cc:
Bcc:
Subject: Fw: Controller's Office Government Barometer - December 2009

From: Controller Reports/CON/SFGOV
To:
Date: 02/01/2010 01:54 PM
Subject: Controller's Office Government Barometer - December 2009
Sent by: Patti Erickson

The Office of the Controller has issued the December 2009 Government Barometer to share key performance information with the public in order to increase transparency, create dialog, and build the public's confidence regarding the City's management of public business. The report lists key activity and performance measures in major service areas, such as public safety, health and human services, streets and public works, public transit, recreation, environment, and customer service. Recent data and trend information are included. This is a recurring report and will be issued bimonthly with the February 2010 report scheduled to be issued in late March 2010.

<http://co.sfgov.org/webreports/details.aspx?id=1021>

You can also access the report on the Controller's website (http://www.sfgov.org/site/controller_index.asp) under the News & Events section and on the Citywide Performance Measurement Program website (www.sfgov.org/controller/performance) under the Performance Reports section.

Andrew Murray & Keith DeMartini
City Services Auditor, Performance Measurement Program
Phone: 415-554-6126
Email: Performance.CON@sfgov.org
Intranet: <http://budget.sfgov.org/>
Internet: www.sfgov.org/controller/performance

33



Thomas Weisbecker
<tommyweisbecker@mac.co
m>

02/05/2010 11:00 AM

To board.of.supervisors@sfgov.org

cc

bcc

Subject shadow protection = NO, THANKS!

Dear Mr. David Chiu, Eric Mar, Ross Mirkarimi, David Campos, and Mrs. Sophie Maxwell,

Thank you for all your hard work on the behalf of San Franciscans such as myself. I am a longtime resident of San Francisco and the Bay Area. Like so many others, I love, love, LOVE San Francisco. The purpose of my email is to ask that you please not do anything to inhibit the development of new high-rises in San Francisco. I am in love with the whole city and I see no need to expand legislation on shadows cast by high rises on parks in the city. Golden Gate Park and the Presidio are our parks--protect them, not urban parks in the heart of the city. The proposed ballot will potentially kill thousands of jobs and keep housing costs too high, while they allow but a few minutes of sunlight to shine on certain corners of certain parks and certain street corners. Moreover, if the Transbay Tower and proposed projects like it are killed because of this measure, I doubt I'll ever forgive those whose names are attached to the ballot. I plan to live in the city my entire life and I want more, taller, energy efficient, green high-rises to beautify our skyline.

Sincerely,
Tommy Weisbecker

34

Board of
Supervisors/BOS/SFGOV
02/05/2010 11:42 AM

To BOS Constituent Mail Distribution,
cc
bcc
Subject Budget savings within the SFFD



JAMES CORRIGAN
<marylouc@mac.com>
02/04/2010 02:47 PM

To board.of.supervisors@sfgov.org
cc
Subject Budget savings within the SFFD

Dear Members of the Board of Supervisors:

In an article on District elections, CW asks: **Do we really need 11 districts in a city of just 800,000?**

I ask and refer to the above;

DO WE REALLY NEED 10 SFFD BATTALION DISTRICTS AND 2 DIVISION DISTRICTS EVERY DAY IN SAN FRANCISCO

for approximately 350 firefighters in a City that averages 1 structural fire a day.

Yes, we need the trucks and engines and availability of manpower, but we do not need ALL the Chiefs and their drivers.

Don't forget, at anything over a 3rd alarm, in all likelihood the Chiefs from Headquarters like the COD and Deputy Chief will swell the Chiefs ranks in front of the incident.

These 13 Chief positions require 4.7 employees to fill them 24/7. That's 61 Chiefs averaging \$190,000 or \$11,600,000 in yearly total.

In addition, six of them have drivers everyday and that is 24 jobs at \$140,000 average or another \$3,400,000.

If the City fathers in the 2011 MOU reduce the make up of the SFFD to 1 Division Chief and 6 Battalion Chiefs per 24 hour day, as recommended by Harvey Rose, and have only 1 ceremonial Chief of Department Chauffeur, that would constitute an \$8,700,000 savings.

How would the face of the Department change each day if that took place?

We would be left with the same number of firefighters; same number of firehouses; same number of pieces of equipment.

The exact same number of firefighters handling hoses, axes, hydrants, tools, ladders and scott-air paks would be available and present at fires as is today.

However, at a fire you would have one or two fewer drivers with a clipboard and flashlight, but the same number of Chiefs, though one of the Chiefs may or may not have to drive an additional 1/2 mile than before the almost \$9 million in savings.

With a deficit of over \$500 million facing the City, this should be a no brainer.

Unless there is a Sacred, "sacred cow" status in the ranks of City employees.

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Sincerely yours,
Jim Corrigan

Division and Battalion Stations

Division 2:				
Battalion 1	Battalion 4	Battalion 7	Battalion 8	
Station 2	Station 5	Station 12	Station 18	
Station 13	Station 10	Station 14	Station 19	
Station 28	Station 16	Station 22	Station 20	
Station 41	Station 38	Station 31	Station 23	
		Station 34	Station 40	

Division 3:				
Battalion 2	Battalion 3	Battalion 6	Battalion 9	Battalion 10
Station 3	Station 1	Station 7	Station 15	Station 9
Station 6	Station 8	Station 11	Station 33	Station 17
Station 21	Station 35	Station 24	Station 39	Station 25
Station 29	Station 48	Station 26	Station 43	Station 37
Station 36		Station 32		Station 42
				Station 44



Ronald Tierney
<rtierney44@sbcglobal.net>
02/01/2010 09:09 AM

To board.of.supervisors@sfgov.org
cc
bcc
Subject Parking & Muni

Everyone understands that times are tough and that city budgets are in deep trouble. But there is something deeply wrong when the board of supervisors is even considering raising MUNI fares AGAIN so very soon — and doubling them at that. This affects the people hurting the worst, parents with children and seniors on a fixed income.

And while you are at it, trying to get Sunday money at the parking meters, why don't you actually have public interest in your minds and have meters all have at least two hours. That would help the merchants (as well as everyone else) and merchant taxes come back to the city. Having the meters reflect only an hour means people can't even have lunch without running back to the meter. You folks really need to get a clue: While the city has to pay its bills, it needs to remember it is there to serve the people who live and visit here.

Perhaps a budget cutting start could be to cut the mayor's staff and then start looking at other excesses.

Ronald Tierney

968 Central Avenue
San Francisco, CA 94115

www.ronaldtierney.com
rtierney44@sbcglobal.net
415-440-7913

36



Pete Milton
<pmpmilton@yahoo.com>
01/31/2010 10:44 PM

To board.of.supervisors@sfgov.org
cc
bcc
Subject ballot measures

Thank you in advance for your support of putting some common sense matters up for the taxpayers of San Francisco to vote on. The matters concerning Muni Driver pay (I was astonished to learn how it was derived) and Firefighter hours are long overdue real reforms for the City in these trying economic times. Special kudos to Supervisor Elsbernd for his support of these measures which, I surmise, will be unpopular to the unions, who seem to regard themselves as a special class who are exempt from having to tighten their belts along with the rest of us. I was listening to their tired, emotional rhetoric during public comment at the board meeting. To the extent that the city government has in a large part gotten us into these unfunded union liabilities, it must take the lead in cutting costs in lean times. Stay the course. This one is a no-brainer imho. Thank you.

37

Board of
Supervisors/BOS/SFGOV
02/04/2010 01:38 PM

To BOS Constituent Mail Distribution,
cc
bcc
Subject Planning Commission Board of Appeals



Daleric84
<daleric84@comcast.net>
02/04/2010 01:27 PM

To board.of.supervisors@sfgov.org, rm@well.com, c
<olague@yahoo.com>, wordweaver21@aol.com,
mooreurban@speakeasy.net, hs.commiss@yahoo.com,
thepowelleric@aol.com
cc
Subject Planning Commission Board of Appeals

Hello,

I just had the rather unfortunate experience of being involved in a nearly year-long process regarding a variance request in my neighborhood. While I was on the 'winning' side of the ultimate result, I would like some clarification from some or all of you.

Who appoints these people to the commission, and for how long? Are they paid city employees? What exactly are the qualifications, if any, for the appointment?

Is the appeals process to follow city codes and charter, or is that all suspended once there is a filing? Can anyone appeal just for the sake of it if they do not come out on top in the first hearing?

Why are people sworn, when it was obvious that there is no real fact-check or follow-through on what is presented?

There is such obvious subjective views by the board members of both historical precedence and (sadly), interest, that some of the conversation and remarks seemed almost desultory at best.

Any light any of you can shed on these questions, all of them, will be greatly appreciated. I went into this with a lot of excited interest and true confidence in the system, only to be left with very negative impressions if this process is indicative of the way San Francisco city government works.

Sincerely,
Vernon Humphrey

38

Board of
Supervisors/BOS/SFGOV

02/04/2010 01:37 PM

To Sean Elsbernd/BOS/SFGOV,

cc

bcc

Subject MUNI cuts attn.: Sean Elsbernd



Victoria Isyanova
<vitaisyanova@hotmail.com>

02/04/2010 12:54 PM

To <board.of.supervisors@sfgov.org>

cc

Subject MUNI cuts attn.: Sean Elsbernd

Dear Supervisor, after reading numerous articles and your proposal for salary cuts for drivers, I got a question - why nobody think about cutting salary for a MUNI administration? They are the ones who created all this mess on the top of financial crisis. Why they are never responsible for anything? Did any of you take L,M or K? Why it is almost always a long stay in the tunnel between Forest Hills and West Portal. Who created this and who is responsible? It seems to me form my previous experience that this department run by people who are looking how to get salary not to have a work done. It is just an idea to punish monetary for those mistakes, or maybe even eliminate some unnecessary positions! This department need an audit from outside source! I would appreciate some kind of response.

Sincerely,
Victoria

Your E-mail and More On-the-Go. Get Windows Live Hotmail Free. [Sign up now.](#)

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Board of
Supervisors/BOS/SFGOV
02/04/2010 01:34 PM

To Staff Dufty/BOS/SFGOV,
cc
bcc
Subject Dolores Park



Shauna Kanel
<SBKanel@lbl.gov>
02/04/2010 11:24 AM

To bob.palacio@sfgov.org, board.of.supervisors@sfgov.org
cc
Subject Dolores Park

I just wanted to say, as a Mission resident, that you guys should look into ways to close only parts of Dolores park at a time during its renovation. Closing the whole park will just devastate residents, and will probably harm the entire Mission district. This park is important to the community and it's just unnecessary to close two whole city blocks for 17 months for renovation of one part at a time.

Just my two cents..... and many others' too.

Check out <http://www.facebook.com/group.php?gid=279106532013&ref=nf&v=info>

Shauna Kanel
114A Liberty St.

40



BernalBernal5@aol.com
02/04/2010 10:19 AM

To letters@sfgate.com, letters@sfexaminer.com
cc boardofsupervisors@sfgov.org
bcc
Subject Two Observences of Newspaper Deliveries

Dear Editor:

I am a person very interested in the cleanliness of San Francisco and would like to comment on the methods used to delivery newspapers in our City.

I have observed the deliveries by both the San Francisco Chronicle and the San Francisco Examiner. I see the people delivering the Chronicle stop their vehicle and walk up to an address and place the newspaper inside the property while the Examiner trucks stay in their trucks and shoot the papers out of the truck like bullets from a machine gun sometimes eight or more newspapers when it's an apartment building.

On Sundays most of the sidewalks are littered with Examiners all over the City. I also kept an eye on the streets in my neighborhood the next day and I would guess that maybe 10% are gone while the other 90% just lay there and some stay on the sidewalk for days..

I believe there is an ordinance regarding the proper delivery of informational items and that they should be placed in a secure location to addresses such as handbills which are placed with rubber bands and newspapers such as the Chronicle who actually go onto the property and place it somewhere where it won't eventually blow all over the neighborhood. At bus stops you see the Examiner plastic wrappers blowing in the wind and the Examiners laying on top of news racks which eventually blow all over the neighborhood. The method used by the Examiner is basically litter. Why doesn't the City do something about them if there is an ordinance in place? If no ordinance exists, we need one.

Joseph Porcoro
5 Wright Street
S.F., CA 94110
415-695-7414

41



"Glenn Hirsch"
<glennhirsch@earthlink.net>
02/02/2010 02:29 PM

To <board.of.supervisors@sfgov.org>
cc
bcc
Subject The City needs South of Market Cultural Center

To the Board of Supervisors:

There was a typo in my last e-mail – I am urging you to PLEASE PROTECT (not "protest", as I formerly typed!) the budget of SOMARTS – one of the only places in SF where students and other artists can freely show their work and enjoy the divergent artists' community of San Francisco. The City desperately needs this welcoming and inclusive space!!

Sincerely,

Glenn Hirsch
Art Instructor since 1994
UC Berkeley Extension, JFK University, SFAI ACE Program
(415) 695-9528
glennhirsch@earthlink.net

42



"Richard J. Eber"
<richeber@amerasa.net>
02/01/2010 04:58 PM

To <board.of.supervisors@sfgov.org>
cc
bcc
Subject Som Arts Cuts

As usual when the City gets into budgetary problems they cut the wrong things.
Som Arts is your typical victim of San Francisco politics.

Considering the amount of artistic programs and events they put on, Som Arts
Should have its budget raised. They more than pay for themselves with the people they
Bring into San Francisco to attend events and spend money raising revenues
With sales taxes.

However politically correct San Francisco with a bloated overpaid bureaucracy is
Unwilling to get rid of useless people and events that don't generate the "bang for
The buck" that Som Arts does.

This is why as a 4th generation San Franciscan who is still proud of his roots is
So disappointed with how the City that used to "Know How" has become a
sorry parity of itself.

Richard J. Eber

President

Amerasa Rapid Transit USA Inc.

DBA Focus21 Forwarding Group

936 Detroit Ave., Suite K

Concord, CA 94518 USA

Phone: 925-602-1280 Fax: 925-602-1599

Cell: 925-518-5852 email: richeber@amerasa.net



Candi.M.Farlice@nsmtp.kp.org
g
02/03/2010 10:05 AM

To board.of.supervisors@sfgov.org
cc
bcc
Subject

Please reconsider funding the SOMARTS art organization. Rene Yanez has been a tireless supporter of art in San Francisco since I moved here in 1975. Can you ever imagine a life without art? San Francisco is already becoming a town where artists can't afford the rents, please help the city stay culturally diverse. We can always point to the symphony and ballet but the art that reaches people and supports the "everyday" life is being pushed aside. Please keep SOMARTS alive..they survive on such a small budget and work wonders with it...

Candi Farlice
Research Assistant Facilitator
Kaiser Division of Research
2000 Broadway 5th floor
Oakland, CA 94612
510-891-3786 /FAX 510-891-3761
candi.m.farlice@kp.org

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"Pamela Lanza"
<ialanza@earthlink.net>
02/02/2010 12:05 PM

To <board.of.supervisors@sfgov.org>
cc
bcc
Subject NO CUTS TO SOMARTS

Please do not reduce funding to SOMARTS! This is the ONLY venue in the City open to showing artists of all backgrounds and showcases the huge artist population that San Francisco has without being elitist and exclusive. It gives students, kids, established artists, cultural groups, and emerging artists equal opportunity to show their work and enjoy a true nurturing community. PLEASE don't take funds from this venerable institution!!! San Francisco needs at least ONE place that is vibrant and supportive to the entire artists' community.

Pamela Lanza
Instructor
UC Berkeley Extension



T-Mobile West Corporation
a subsidiary of T-Mobile USA Inc.
Engineering Development
1855 Gateway Boulevard, 9th Floor
Concord, California 94520

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

2010 FEB -4 PM 3:32

BY SK

January 28, 2010

Anna Hom
Consumer Protection and Safety Division
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102

RE: T-Mobile West Corporation as successor in interest to Omnipoint Communications, Inc. d/b/a T-Mobile (U-3056-C) Notification Letter for T-Mobile Site No. SF13105B

This letter provides the Commission with notice pursuant to the provisions of General Order No. 159A of the Public Utilities Commission of the State of California (CPUC) that with regard to the project described in Attachment A:

- (a) T-Mobile has obtained all requisite land use approval for the project described in Attachment A.
- (b) No land use approval is required because

A copy of this notification letter is being sent to the local government agency identified below for its information. Should there be any questions regarding this project, or if you disagree with the information contained herein, please contact Joni Norman, Senior Development Manager, for T-Mobile, at (925) 521-5987, or contact Ms. Anna Hom of the CPUC Consumer Protection and Safety Division at (415) 703-2699.

Sincerely,

Joni Norman
Sr. Development Manager
T-Mobile West Corporation
a subsidiary of T-Mobile USA Inc.

Enclosed: Attachment A

cc: City of San Francisco, Attn: Planning Director, 1 Carlton B. Goodlett Pl, San Francisco, CA 94102
City of San Francisco, Attn: City Manager, 1 Carlton B. Goodlett Pl, San Francisco, CA 94102
City of San Francisco, Attn: City Clerk, 1 Carlton B. Goodlett Pl, San Francisco, CA 94102

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ATTACHMENT A

1. Project Location

Site Identification Number: SF13105B
Site Name: 450 Sutter Street
Site Address: 450 Sutter, CA 94108
County: San Francisco
Assessor's Parcel Number: 0285-006
Latitude: 37° 47' 22.04" N
Longitude: 122° 24' 27.43" W

2. Project Description

Number of Antennas to be installed: 6
Tower Design: Rooftop
Tower Appearance: Installation of six (6) antennas enclosed by screen structure and shall
be painted to match existing building.
Tower Height: 355 feet (building); 10.5 feet (antenna does not exceed parapet)
Size of Buildings: 50 sq feet

3. Business Addresses of all Governmental Agencies

City of San Francisco
Attn: Planning Director
1 Carlton B. Goodlett Place
San Francisco, CA 94102

City of San Francisco
Attn: City Manager
1 Carlton B. Goodlett Place
San Francisco, CA 94102

City of San Francisco
Attn: City Clerk
1 Carlton B. Goodlett Place
San Francisco, CA 94102

4. Land Use Approvals

Date Zoning Approval Issued: 01/26/10
Land Use Permit #: Building Permit No. 2009.0710.2355
If Land use Approval was not required:



BERNARD CHODEN
<choden@sbcglobal.net>
02/05/2010 05:14 PM

To sft-board-list@sonic.net, Board.of.Supervisors@sfgov.org,
Judy Berkowitz <sfjberk@mac.com>, Charles Marsteller
<cm_marsteller@hotmail.com>, Pat Siefers

cc

bcc

Subject Muni. cuts in service

Mitigations for Muni. Cuts:

Suggested are mitigations for proposed Muni. cuts in services through operational and organization innovations as follows:

ORGANIZATION:

Codetermination is a form of labor/management sharing of the responsibilities for operations and revenue prospects. Labor elects representation to the management board for which it shares responsibilities for planning, policies, operations, hiring and prospects with management. Gains and losses could be limited by agreed upon planned, pre-financed margins; this would be a form of salary circuit breaker. There is precedence in the labor contract for Local 21 workers. On a vaster scale, public owned Volkswagen is a successful codetermined corporation. (In German this called "Mitbestimmen" which means "joint voice."). Revenues then would be dependent on trust generated through cooperation and contractual mutual dependency.

OPERATIONS: Muni. will forever require operational

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subsidies in meeting the broader civic needs of our community.

External forms of revenue generation need to be found.

Suggested is a regional amalgamation, under Muni's aegis, of transit maintenance and functional improvements.

Modernization and ecological innovation would be enhanced while revenues to Muni. for its services would be created. An example for such activities existed in the 1930's in Detroit, then the largest bus operator in the nation, whereby its shops provided regional bus maintenance and the converting gasoline operation to alcohol.

Rather advanced for its time and, unfortunately, a political target of the local auto industry.

BOS-11, cpage
COB



SAN FRANCISCO PLANNING DEPARTMENT

Certificate of Determination EXEMPTION FROM ENVIRONMENTAL REVIEW

Case No.: 2010.0059E
 Project Title: SFMTA Fiscal Emergency
 Zoning: Various Locations throughout San Francisco
 Block/Lot: Various Locations throughout San Francisco
 Lot Size: Not Applicable
 Project Sponsor: Sonali Bose, SFMTA Director of Finance and CFO
 (415) 701-4617
 Staff Contact: Viktoriya Wise -- (415) 575-9049
 Viktoriya.wise@sfgov.org

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
 415.558.6378

Fax:
 415.558.6409

Planning
 Information:
 415.558.6377

PROJECT DESCRIPTION:

On April 7, 2009 the San Francisco Municipal Transportation Agency (SFMTA) Board held a hearing to consider a declaration of fiscal emergency in accordance with the use of a statutory exemption authorized by the California Environmental Quality Act, California Public Resources Code § 21000 *et seq.* ("CEQA"), § 21080.32 and CEQA State Guidelines, 14 California Code of Regulations ("CEQA Guidelines"), § 15285. On April 21, 2009, the SFMTA Board approved Resolution 09-064 in which SFMTA declared that it found a fiscal emergency existed within the definition of CEQA § 21080.32. (See next page)

EXEMPT STATUS:

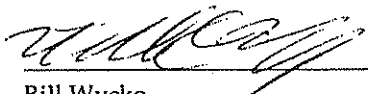
Statutorily Exempt as provided in California Public Resources Code Section 21080.32 and 21080(b)(8), and CEQA Guidelines Sections 15285 and 15273.

REMARKS:

(See next page)

DETERMINATION:

I do hereby certify that the above determination has been made pursuant to State and Local requirements.


 Bill Wycko
 Environmental Review Officer

February 4, 2010
 Date

cc: Julie Kirschbaum, SFMTA
 Lorraine Fuqua, SFMTA
 Sonali Bose, SFMTA
 Nannie Turrell, MEA Division
 Virna Byrd, MDF

John Kennedy, City Attorney
 Kate Stacy, City Attorney
 Board of Supervisors

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 2010 FEB - 8 PM 2:54
 AR

45

PROJECT DESCRIPTION (continued):

Subsequent to the declaration of the fiscal emergency and compliance with the requirements set forth in CEQA, the Planning Department issued a Statutory Exemption determination in support of actions proposed by SFMTA to address the budget deficit on April 24, 2009. On April 30, 2009, the SFMTA Board approved the 2009-2010 amended Operating Budget and related actions, and on December 5, 2009, Muni service changes associated with the budget deficit were implemented.

The fiscal emergency declared on April 21, 2009 continues through the Fiscal Year (FY) 2010. The SFMTA is facing a budget shortfall in its current FY, which ends on June 30, 2010. To address the continuing fiscal emergency, among other things, the SFMTA is proposing to implement an increase in fares, fees, rates and charges that support transit service. The changes include increases to cash fares, discount transit passes for seniors, youth and the disabled, and parking citation fines as well as instituting premium monthly transit passes and will be established in the near future as the SFMTA presents more information to its Board of Directors and to the Board of Supervisors. These fee changes are necessary to continue to address the fiscal emergency declared on April 21, 2009.

In addition, there are a number of other fee changes not directly related to transit service which the SFMTA has indentified and will present to its Board of Directors for approval. These fee changes include increases to residential parking permit fees and parking garage rates, elimination of free parking privileges for City officials and employees, including SFMTA employees, and instituting fees for on-line computer transactions by the public and in-person transactions at the SFMTA Customer Service Center.

REMARKS:

Public Resources Code Section 21080.32 and CEQA Guidelines Section 15285 provide for a statutory exemption for Transit Agency Responses to Revenue Shortfalls. Section 15285 states that "CEQA does not apply to actions taken on or after July 1, 1995 to implement budget reductions made by a publicly owned transit agency as a result of a fiscal emergency caused by the failure of agency revenues to adequately fund agency programs and facilities." Actions shall be limited to those directly undertaken by or financially supported in whole or in part by the transit agency, including actions which initiate or increase fares, fees, rates or charges directly related to transit service. The SFMTA will increase its fares and fees as a partial response to an existing fiscal emergency declared on April 21, 2009. This action meets the provisions of Public Resources Code Section 21080.32 and CEQA Guidelines Section 15285 and therefore is statutorily exempt from environmental review.

Further, Public Resources Code Section 21080(b)(8) and CEQA Guidelines Section 15273 provide a separate statutory exemption and state that CEQA does not apply to establishment, modification, structuring, restructuring or approval of rates, tolls, fares, and other charges by public agencies which the public agency finds are for the purpose of:

1. Meeting operating expenses, including employee wage rates and fringe benefits,
2. Purchasing or leasing supplies, equipment, or materials,
3. Meeting financial reserve needs and requirements,
4. Obtaining funds for capital projects, necessary to maintain service within existing service areas, or

5. Obtaining funds necessary to maintain such intra-city transfers as are authorized by city charter.

The SFMTA is proposing fare and fee changes not directly related to transit service which meet the criteria of Public Resources Code Section 21080(b)(8) and CEQA Guidelines Section 15273. These changes include increases to residential parking permit fees and parking garage rates, elimination of free parking privileges for City officials and employees, including SFMTA employees, and instituting fees for on-line computer transactions by the public and in-person transactions at the SFMTA Customer Service Center. These fee changes are necessary to meet a variety of operating expenses. Accordingly, the proposed fee, rate and charge increases not directly related to transit service are considered to be statutorily exempt from CEQA under this separate statutory provision per Public Resources Code Section 21080(b)(8) and Section 15273 of the CEQA Guidelines.

BOS-11
COB, cpage



SAN FRANCISCO PLANNING DEPARTMENT

Certificate of Determination EXEMPTION FROM ENVIRONMENTAL REVIEW

Case No.: 2010.0060E
 Project Title: SFMTA Fiscal Emergency
 Zoning: Various Locations throughout San Francisco
 Block/Lot: Various Locations throughout San Francisco
 Lot Size: Not Applicable
 Project Sponsor: Sonali Bose, SFMTA Director of Finance and CFO
 (415) 701-4617
 Staff Contact: Viktoriya Wise - (415) 575-9049
 Viktoriya.wise@sfgov.org

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

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415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

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On April 7, 2009 the San Francisco Municipal Transportation Agency (SFMTA) Board held a hearing to consider a declaration of fiscal emergency in accordance with the use of a statutory exemption authorized by the California Environmental Quality Act, California Public Resources Code § 21000 *et seq.* ("CEQA"), § 21080.32 and CEQA State Guidelines, 14 California Code of Regulations ("CEQA Guidelines"); § 15285. On April 21, 2009, the SFMTA Board approved Resolution 09-064 in which SFMTA declared that it found a fiscal emergency existed within the definition of CEQA § 21080.32. (See next page)

EXEMPT STATUS:

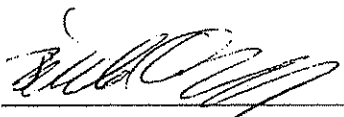
Statutorily Exempt as provided in California Public Resources Code Section 21080.32 and CEQA Guidelines Sections 15285.

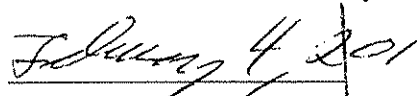
REMARKS:

(See next page)

DETERMINATION:

I do hereby certify that the above determination has been made pursuant to State and Local requirements.


 Bill Wycko
 Environmental Review Officer

BY 
 Date

cc: Julie Kirschbaum, SFMTA
 Lorraine Fuqua, SFMTA
 Sonali Bose, SFMTA
 Nannie Turrell, MEA Division
 Virna Byrd, MDF

John Kennedy, City Attorney
 Kate Stacy, City Attorney
 Board of Supervisors

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PROJECT DESCRIPTION (continued):

Subsequent to the declaration of the fiscal emergency and compliance with the requirements set forth in CEQA, the Planning Department issued a Statutory Exemption determination in support of actions proposed by SFMTA to address the budget deficit on April 24, 2009. On April 30, 2009, the SFMTA Board approved the 2009-2010 amended Operating Budget and related actions, and on December 5, 2009, Muni service changes associated with the budget deficit were implemented.

The fiscal emergency declared on April 21, 2009 continues through the Fiscal Year (FY) 2010. The SFMTA is facing a budget shortfall in its current FY, which ends on June 30, 2010. To address the continuing fiscal emergency, among other things, the SFMTA is proposing to reduce service by up to 325,000 annual service hours through modifications to most of the Muni bus routes and rail lines. In order to achieve an overall reduction in 325,000 annual service hours, the SFMTA proposes to reduce the frequencies and hours of operation of most Muni bus routes and rail lines. Changes would include, but are not limited to, reducing frequencies and hours of operation that would affect weekday, Saturday and Sunday service. The details of the reduction of service hours would be established in the near future as the SFMTA presents more information to its Board of Directors.

REMARKS:

Public Resources Code Section 21080.32 and CEQA Guidelines Section 15285 provide for a statutory exemption for Transit Agency Responses to Revenue Shortfalls. Section 15285 states that "CEQA does not apply to actions taken on or after July 1, 1995 to implement budget reductions made by a publicly owned transit agency as a result of a fiscal emergency caused by the failure of agency revenues to adequately fund agency programs and facilities." Actions shall be limited to those directly undertaken by or financially supported in whole or in part by the transit agency, including actions which reduce or eliminate the availability of an existing publicly owned transit service, facility, program, or activity. The SFMTA would reduce its transit service by up to 325,000 annual service hours in response to the existing fiscal emergency declared on April 21, 2009. This action meets the provisions of Public Resources Code Section 21080.32 and CEQA Guidelines Section 15285 and therefore is statutorily exempt from environmental review.

Board of
Supervisors/BOS/SFGOV
02/11/2010 05:16 PM

To BOS Constituent Mail Distribution,
cc
bcc
Subject Perilous Parking by SFFD firefighters and approved by their
officers and Chiefs.



JAMES CORRIGAN
<marylouc@mac.com>
02/10/2010 03:52 PM

To board.of.supervisors@sfgov.org
cc Fire Commission <Fire.Commission@sfgov.org>
Subject Perilous Parking by SFFD firefighters and approved by their
officers and Chiefs.



*Blocking firehouse doors by members of the
SFFD with their private autos, all in the name
of free parking.*

Dear Members of the Board of Supervisors.

It is never, never, never a good idea to park your car in front of a firehouse door.

Agreed?

This morning, February 10, 2010, a firefighter found free parking all day in front of Station # 28 on Stockton St as seen by the two photos on the left.

Last week they were blocking the doors of Station # 2 on Powell St.

At what point does the fire safety concerns of the residents of Chinatown and North Beach, surpass the insatiable desire for free parking for our very well paid firefighters?

Choose to ignore it, if you wish. I'm just not made that way.

Sincerely yours,

James J. Corrigan

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rgb.jpg