

Petitions and Communications received from February 8, 2011, through February 18, 2011, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on March 1, 2011. (Note: An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is available at the Clerk's Office, Room 244, City Hall.)

From concerned citizens, submitting support for proposed legislation that bans the delivery of unwanted Yellow Pages in San Francisco. File No. 110114, Approximately 250 letters \*(1)

From James Corrigan, regarding the Fire Department. (2)

From concerned citizens, regarding the sidewalk sitting ban. 42 letters \*(3)

From James Chaffee, regarding the public library. (4)

From Edith McMillan, regarding proposed legislation appropriating funds for disability access improvement projects and relocation costs. File No. 101124, Copy: Each Supervisor, Mayor (5)

From Office of the Controller, submitting the FY2011-2012 Six-Month Budget Status Report. (6)

From Office of the Controller, submitting a cost-benefit analysis of supportive housing that is funded by the Human Services Agency and the Department of Public Health. \*(7)

From Verizon Wireless, submitting notification of six cellular antennas to be installed at 501 Laguna Honda Boulevard. Copy: Each Supervisor (8)

From State Office of Historic Preservation, submitting notice that the Rialto Building was placed on the National Register of Historic Places. Copy: Each Supervisor (9)

From Office of the Mayor, submitting request for release of reserved funds (\$44,000,000) for salaries and fringe benefits. (10)

From Department on the Status of Women, submitting a line item summary of the resources allocated to District 11. (11)

From Public Utilities Commission, submitting schedule of rates, fees, and charges for retail electric service effective March 10, 2011. Copy: Each Supervisor \*(12)

From Debbie Devall, commenting on restaurant food sold accompanied by toys or other youth focused incentive items. (13)

From Dennis Mackenzie, regarding the initiation of a public/private non-profit organization to facilitate the construction of two high school academies on Port property. Copy: Each Supervisor (14)

From Office of the Controller, regarding adoption of the FY2011-2012 San Francisco Employee Retirement System employer contribution rate increase. (15)

From Animal Control and Welfare Commission, submitting the FY2010-2011 quarterly report. Copy: Each Supervisor (16)

From concerned citizens, submitting opposition to the boycott of Arizona and Arizona-based businesses until Arizona repeals Senate Bill 1070. 2 letters (17)

From concerned citizens, submitting opposition to the Central Subway Project. 10 letters (18)

From Stephen Taber, submitting support for the Central Subway Project. (19)

From Ryan Olson, submitting opposition to extending the hours of parking meters. (20)

From concerned citizens, submitting support for keeping the Haight Ashbury Neighborhood Council's Recycling Center open. File No. 101490, 19 letters (21)

From concerned citizens, submitting opposition to keeping the Haight Ashbury Neighborhood Council's Recycling Center open. File No. 101490, 12 letters (22)

From Office of the Controller, submitting the December 2010 Economic Barometer Report. (23)

From concerned citizens, regarding the long-term waste disposal contract with Recology. File No. 101225, Copy: Budget and Finance Committee Members and Clerk, 5 letters (24)

From Department of the Environment, regarding the long term waste disposal contract with Recology. File No. 101225 (25)

From concerned citizens, regarding the Parkmerced Project. 13 letters (26)

From Bruce Brugmann, concerning better options for garbage. (27)

From Andrew Zollman, regarding safety inspection violation requirements at the Heart of the City Farmers' Market. 3 letters (28)

From concerned citizens, regarding proposed legislation concerning the distribution of handbills. File No. 101522, 2 letters (29)

From concerned citizens, regarding GGNRA's proposed dog management plan. 9 letters (30)

From Molly Tsongas, regarding Sharp Park. (31)

From Clerk of the Board, the following individuals have submitted a Form 700 Statement: (32)

Mark Farrell, Supervisor - assuming

Jane Kim, Supervisor - assuming

Margaux Kelly, Legislative Aide - assuming

April Veneracion, Legislative Aide - assuming

Michela Alioto-Pier, Supervisor - assuming

Andrew Hayward, Legislative Aide - assuming

From Office of the Mayor, submitting notice that Paul Kelly has withdrawn his name for appointment to the Relocation Appeals Board. Copy: Each Supervisor, Rules Committee Clerk (33)

From Capital Planning Committee, regarding supplemental appropriation for the Marina Yacht Harbor, West Harbor Renovation Project. File No. 110151, Copy: Each Supervisor (34)

From Office of the Mayor, withdrawing appointment of Michael Kim to the Port Commission. Copy: Rules Committee Clerk, City Attorney (35)

From Supervisor Chiu, submitting the reappointment of Supervisor Sean Elsbernd to the San Francisco Retirement Board. Copy: Rules Committee Clerk (36)

From Bernal Heights Neighborhood Center, announcing their Board of Directors upcoming meetings. (37)

From Valerie Ibarra, regarding the push into the Clipper System and the elimination of the paper Fast Pass. (38)

From Department of Public Works, submitting report on the use of funds appropriated from the Local Street and Road Improvement, Congestion Relief, and Traffic Safety Account of 2006. (39)

From concerned citizen, regarding Pat Murphy. Copy: Each Supervisor (40)

From Planning Department, regarding the Market/Octavia Street Community Advisory Committee. Copy: Each Supervisor, Rules Committee Clerk (41)

From Arthur Lembke, regarding taxi cab drivers in San Francisco. (42)

From Mary R., regarding shark fin soup. (43)

From Department of Building Inspection, submitting their FY2009-2010 Annual Report.  
Copy: Each Supervisor \*(44)

The following departments have submitted their FY2011-2012 Efficiency Plan. (45)

Adult Probation  
Art Commission  
Board of Appeals  
Board of Supervisors Clerk's Office  
Child Support Services  
Children, Youth & Their Families  
City Administrator  
Civil Service Commission\*  
Controller's Office  
District Attorney  
Elections  
Emergency Management\*  
Ethics Commission  
Fire Department  
Health Service System\*  
Human Services Agency  
Law Library  
Police\*  
Police-Office of Citizens Complaints  
Port\*  
Public Defender  
Public Health\*  
Public Library  
Public Utilities Commission  
Public Works  
Rent Board  
Retirement System\*  
Sheriff  
Status of Women  
Treasurer and Tax Collector  
War Memorial and Performing Arts Center



**I Support a Ban on Unwanted Yellow Pages**  
Nicole Gauvin to: Board.of.Supervisors  
Please respond to Nicole Gauvin

02/17/2011 01:38 PM

View: (Mail Threads)

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

Greetings,

I recently heard of Supervisor David Chiu's proposal to ban the delivery of unwanted Yellow Pages. I applaud him for introducing it, and I'm writing to voice my support for this landmark nation.

A vast and growing majority of Americans now get their information online, via high-speed Internet connections. In this context, the automatic delivery of phone books on doorsteps every single year represents an enormous waste.

Cities can reduce their carbon footprint and save trees by ending needless phone book printing. Residents can stop feeling aggravated by receiving piles of phone books they do not want and did not ask for. And all taxpayers benefit from the money the city will save on recycling costs.

Yellow Page distributors have a history of opposing local efforts to limit their distribution abilities. That's why I am writing early to demonstrate my support for this measure. It also will set a great example for cities around the nation to take similar steps.

Thank you for your time,

Nicole Gauvin  
Alexandria, VA

Note: this email was sent as part of a petition started on Change.org, viewable at [www.change.org/petitions/end-waste-support-a-landmark-ban-on-unwanted-phone-books](http://www.change.org/petitions/end-waste-support-a-landmark-ban-on-unwanted-phone-books). To respond, email [responses@change.org](mailto:responses@change.org) and include a link to this petition.

(1)



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: San Francisco Fire Department shirks its emergency medical responsibility in half marathon.

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From: JAMES CORRIGAN <marylouc@mac.com>  
To: board.of.supervisors@sfgov.org  
Date: 02/11/2011 10:56 AM  
Subject: San Francisco Fire Department shirks its emergency medical responsibility in half marathon.

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Dear San Francisco Board of Supervisors:

It is reprehensible that the SFFD is a story when those responsible try to pawn off their responsibilities:

***SFFD Our Mission***

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

City taxpayers should know that the S.F.F.D. has a lot to gain from attacking the sponsors of the race.

1) The attack sends warnings to other organizers to award medical ambulance services to the SFFD at "OVERTIME" rates or this could happen to you. Overtime rates for SFFD paramedics are \$70 an hour.

"We want more!" is their chant.

2) When an EMERGENCY agency takes 22 minutes to arrive at the scene, they go to their BOOK OF STANDARD EXCUSES." As if the SFFD was relying on three weeks of experience instead of the 150 years it should have benefited from, they were unclear on the address and oh, "who knew there would be crowds?" By the way, another reason for the delay was the SFFD equipment was driving directly into the strong winds coming in off Ocean Beach.

The SFFD is attacking so as we are to forget the pitiful, disgraceful 22 minute response time.

A man walking his dog at the finish line who suffered a heart attack would have had the same miserable response time and the SFFD would have no one to blame.

When did the SFFD turn over their responsibility for medical assistance to a running group? Yes, Rhodyco had obligations and seemed to have fulfilled them.

It is the SFFD who failed to fulfill their 4 1/2 minute response time to emergencies promise.

In a movie, a fire battalion chief would be briefing his units at 8 A.M. that "we have a race occurring in our District this morning; lots of people, opportunity that they may need us.

This is the route. This is our response plan due to crowds." But only in the movies.

Instead, I'm sure the talk was about the Super Bowl Pool and "What's for Brunch?"

Jim Corrigan



**Overtun San Francisco's Discriminatory Sidewalk Sitting Ban**  
Amanda Kissane to: Board.of.Supervisors  
Please respond to Amanda Kissane

02/17/2011 01:52 PM

View: (Mail Threads)

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

Greetings,

As you know, after the San Francisco Board of Supervisors voted 8-3 against a measure to ban sitting on city sidewalks in June 2010, Mayor Gavin Newsom took Proposition L, better known as the sit-lie ordinance, to the ballot.

Supporters, especially businesspeople in the Haight-Ashbury neighborhood, said it would curb loitering and aggressive panhandling. But since the police acknowledge that enforcement will be "complaint-driven," opponents are sure it will be unfairly used against homeless people.

Penalties for repeat offenders include 30-day jail sentences and \$500 fines. Officials can go ahead and add to that jail sentence, since \$500 might as well be \$1,000,000 for many of the city's homeless. It makes no sense to put people in jail, costing taxpayers money, because they can't pay a fine.

Please take action once again to end this discriminatory sidewalk sitting ban.

Amanda Kissane  
Belton, TX

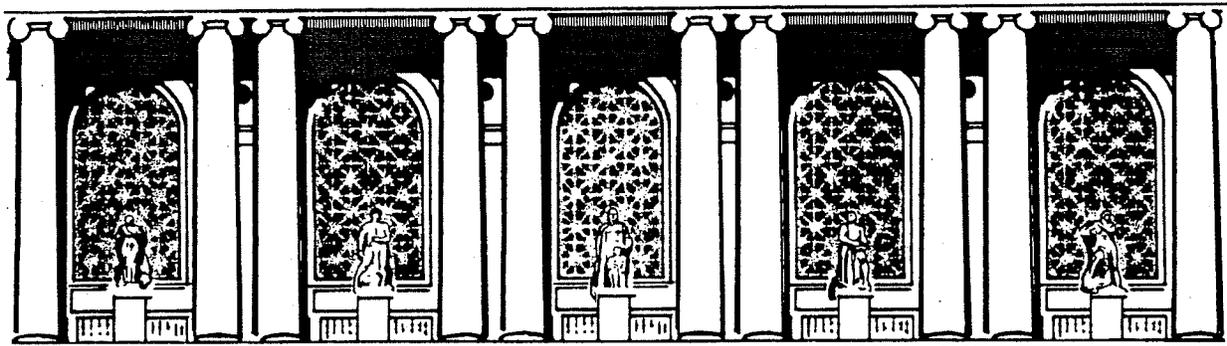
Note: this email was sent as part of a petition started on Change.org, viewable at [www.change.org/petitions/overtun\\_san\\_franciscos\\_discriminatory\\_sidewalk\\_sitting\\_ban](http://www.change.org/petitions/overtun_san_franciscos_discriminatory_sidewalk_sitting_ban). To respond, email [responses@change.org](mailto:responses@change.org) and include a link to this petition.

3

Received 2/8/11



THE PUBLIC LIBRARY OF THE CITY AND COUNTY OF SAN FRANCISCO  
FOUNDED A.D. MDCCCLXXVIII ERRECTED A.D. MDCCCXXVI  
MAY THIS STRUCTURE THROWN ON IMPERISHABLE BOOKS BE MAINTAINED AND CHERISHED FROM GENERATION  
TO GENERATION FOR THE IMPROVEMENT AND DELIGHT OF MANKIND



The Original Library Movement

February 8, 2011

James Chaffee  
63 Stoneybrook Avenue  
San Francisco, CA 94112

Member, Board of Supervisors  
City Hall  
San Francisco, CA 94102

Re: Maybe They Are Cheating Their Own Donors

Dear Supervisor:

The voters in San Francisco were asked to approved a bond issue in the year 2000. Actually the election was on the ballot November 7, 2000. That original Proposition A called for a budget of \$105.9 Million for improving branch libraries. At that time the Friends and Foundation widely advertized that they were committed to raising \$16 Million for the Branch Library Improvement Program. In fact that figure was considered "pledged" and appears on budgeting and planning documents for the program. That commitment represented 15.1% of the public contribution.

Currently the budget is \$188,910,119, an increase of 78.3%. (I have attached pages from the most current Quarterly Report where these figures can be verified. The Dept. of Public Works participates in its production.) The budget is expected to rise to \$201,486,492.

At the present time, out of 25 projects, that include 24 branches and one support center, 15 have been completed for exactly 60%. As we would expect, public expenditures through December 31, 2010, are \$144,636,825.

How are the expenditures of the money pledged by the Friends & Foundation progressing? As of December 31, 2010, of the \$16 Million pledged, the Friends & Foundation have expended \$1,124,332. That represents 7.0% of what was originally committed.

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Board of Supervisors  
February 8, 2011  
Page 2

More significantly, this represents 0.76%, (three quarters of one percent) of the public contribution. This means that the Friends and Foundation have contributed less than one percent of the entire program, yet continue to claim the privileges that they thought they were entitled to by contributing 15.1%.

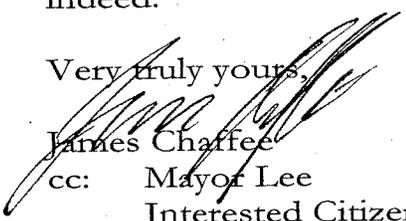
The entire income of the Friends & Foundation during the period of the Branch Library Improvement Program was \$31,705,600, but the \$1,143,547 that so has benefit the BLIP, only represented 3.6%.

How does this 3.6%, in a ten-year period compare with what we know about the Friends & Foundation's finances from filings with the California State Attorney General? First, we can add up the salaries of the executive directors of the Friends in the nine years, from 2000 to June of 2009 and the total is \$1,493,584. The same filings with the Attorney General disclose executive-level salaries which in the nine years totaled \$5,526,160.

One of the quotations that I often refer to is a statement from a Vice-president of the Library Commission that "If the Friends Don't Raise \$16 Million, the Public Will Be Sitting on the Floor." The context was that no one has the right to criticize the Friends.

I don't think that we need to sacrifice the benefits of an open and democratic society because those benefits are not worth the price of a chair. The more important point is that people in a free society should never be subjugated by gratitude. There are some things that the public needs to own in common, for the benefit of all, so that we can all enjoy liberty of speech and thought. Most people understand that the library needs to be public – our right to information and our cultural legacy are at stake. This most public of institutions is playing host to a complete fraud. The public sitting on the floor, indeed.

Very truly yours,

  
James Chaffee

cc: Mayor Lee  
Interested Citizens and Media

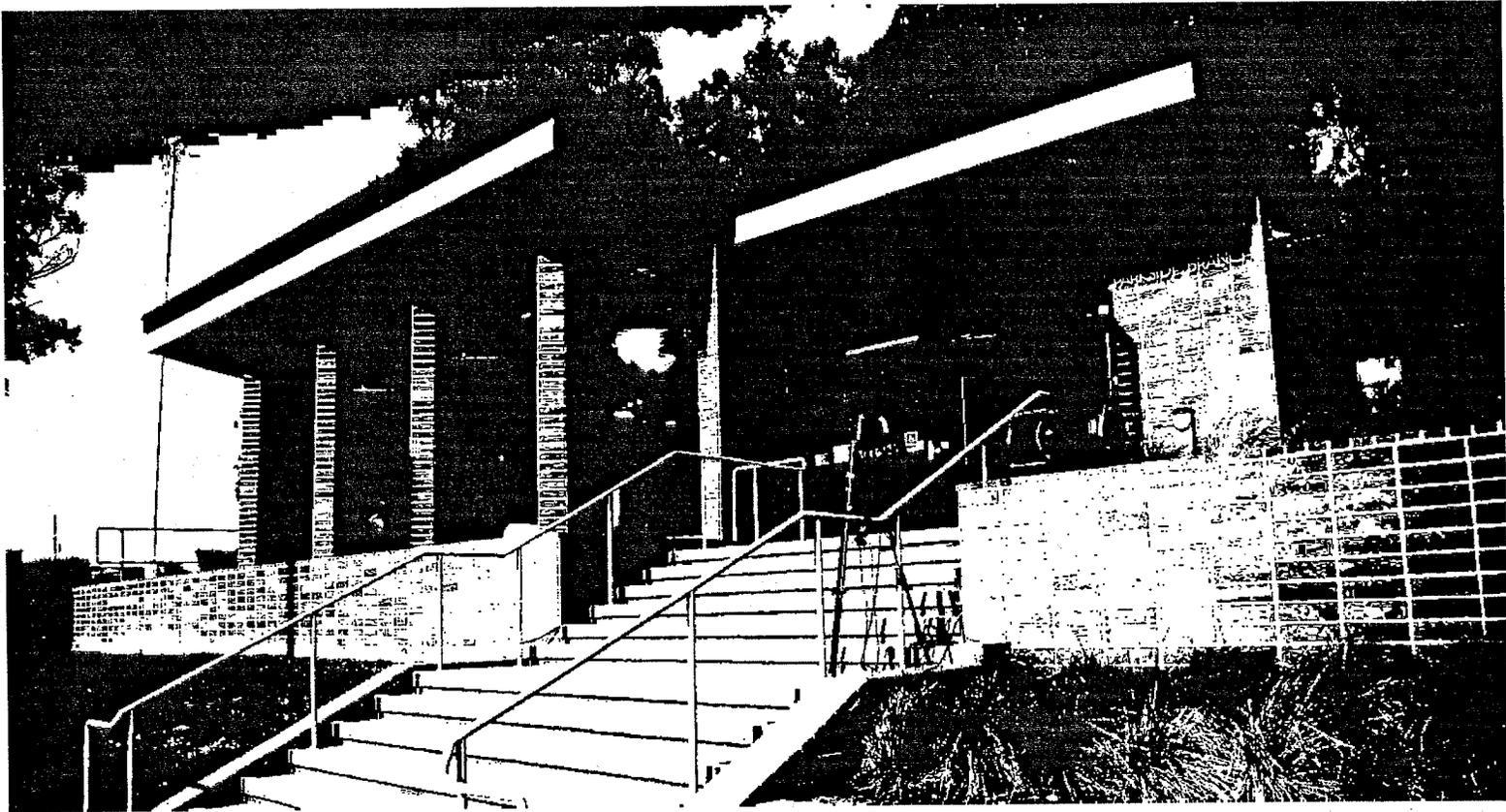
# 2000 Branch Library Improvement Bond

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## QUARTERLY REPORT

Fourth Quarter 2010

October - December



Parkside Branch Library

Opening Day Photo November 6, 2010



**BRANCH LIBRARY**  
IMPROVEMENT PROGRAM

*Building better libraries for stronger communities*

<p><b>Table of Contents</b>  <b>Quarterly Report</b>  <b>October – December 2010</b></p>
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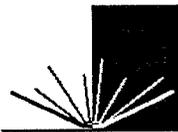
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*San Francisco Public Library*

Luis Herrera  
City Librarian



**BRANCH LIBRARY**  
IMPROVEMENT PROGRAM

Lena Ch'en, AIA  
Bond Program Manager



Edward D. Reiskin  
Director

**Program Budget**

- Baseline Program Budget: \$133,265,000  
Current Program Budget: \$188,910,119  
Projected Program Budget: \$201,486,492
- The current Program Budget \$188,910,119 is funded from the following sources:

City Prop. A Bonds	\$105,865,000
Interest Proceeds	7,036,580
Lease Revenue Bond	34,056,156
Rents Realized	340,172
City ESP Bonds	2,400,000
State Prop. 14 Bonds	9,710,784
Library Preservation Fund	11,501,427
Developer Impact Fees Advanced for Vis Valley	2,000,000
Friends of the Library	16,000,000

- A total of \$144,636,825 has been *expended or encumbered* as of December 31, 2010:

City Prop. A Bonds	\$97,818,779
Bond Interest & Rents	4,904,687
Lease Revenue Bond	17,375,370
City ESP Bonds	2,400,000
State Prop. 14 Bonds	9,710,376
Library Preservation Fund	11,284,066
Friends of SFPL	1,143,547

- Actual *expenditures* through December 31, 2010 of \$136,623,941 are as follows:

City Prop. A Bonds	\$96,971,491
Bond Interest & Rents	4,778,408
Lease Revenue Bond	11,207,459
City ESP Bonds	2,400,000
State Prop. 14 Bonds	9,710,376
Library Preservation Fund	10,431,875
Friends of SFPL	1,124,332

- Funding anticipated from the following sources:

2 <sup>nd</sup> Sale, Lease Revenue Bonds	\$12,576,373
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**Project Status**

- The following project is in Design:

North Beach	Design Development completed  EIR in progress
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- The following project is in Pre-Construction:

Bayview	CM/GC contract rescinded and re-awarded
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- The following projects are in Construction:

Park	Opening Feb. 26 <sup>th</sup> !
Presidio	99% Complete
Merced	91% Complete
Visitacion Valley	88% Complete
Anza	86% Complete
Ortega	71% Complete
Golden Gate Valley	53% Complete

- The following project reopened this quarter:

Parkside	Reopened November 6 <sup>th</sup> !
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cc: Each Supervisor  
Maya

File # 101124

Mrs. Edith McMillan  
647 28th Ave  
San Francisco CA 94121-2816

Received 2/9/11  
1:15pm  
FEB 2011

BUDGET COMMITTEE BOARD OF SUPERVISORS, Room 299  
New Carmen Chu, Hon Ross Mirkarimi, Hon Jane Kim  
\*1 CARLOS B. GOODLET TRADER  
SAN FRANCISCO, CA 94102 - 4689

554-7923

Re: RAMP

FURTHER TO MY LETTER TO YOU OF 31 JAN 2011 AND YOUR  
POSTPONMENT OF EXPENDITURE CONSIDERATION OF ABOUT \$500,000 (1/2 MILLION)  
FOR A CURRENTLY UNNECESSARY RAMP IN THE INNER AREA OF THE BOARD  
OF SUPERVISORS CHAMBERS, PLEASE DEFER INDEFINITELY UNTIL SUCH TIME  
AS NECESSARY WHEN A DISABLED SUPERVISOR IS ELECTED.

CONSIDERING THE TREMENDOUS CURRENT BUDGET SHORTFALL AND  
THE UNPLEASANT & CREDIBLE LIABILITY CUTS YOU AND MAYOR ED LEE WILL  
HAVE TO MAKE SOON - THIS IS NOT THE TIME TO SPEND ABOUT  
\$1/2 MILLION (i.e. \$500,000.00) ANY IS NOT IMMEDIATELY NECESSARY.

FURTHERMORE Ms. SUSAN KIZNER CARRYING IT FOR ADA  
ACCESSIBILITY FOR THE DISABLED COMMUNITY IS WRONG - IT'S A LIE. THE  
DISABLED PUBLIC CANNOT AVAIL THEMSELVES OF THIS PROPOSED  
RAMP - IT IS OFF-LIMITS TO THEM - THEY ARE PREVENTED  
AND PROHIBITED FROM ACCESS TO THIS "INNER SPACE" AREA - ONLY  
OPEN TO THE SUPERVISORS - NOT THE PUBLIC (DISABLED OR NOT).

FOR THE PUBLIC GOOD PLEASE DON'T VOTE FOR  
THIS EXPENDITURE AT THIS TIME.

SINCERELY,

A DISABLED TAXPAYER

MRS. EDITH MCMILLAN

1647-28th Ave

SAN FRANCISCO CA 94112

TEL: 757-5224

5



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Fw: Controller's Office Report: FY 2010-11 Six-Month Budget Status Report

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From: Controller Reports/CON/SFGOV  
To: BOS-Supervisors/BOS/SFGOV, BOS-Legislative Aides/BOS/SFGOV, Steve Kawa, Greg Wagner/MAYOR/SFGOV@SFGOV, Jonathan Lyens, Tony Winnicker/MAYOR/SFGOV@SFGOV, Starr Terrell/MAYOR/SFGOV@SFGOV, Severin Campbell/BudgetAnalyst/SFGOV@SFGOV, Debra Newman/BudgetAnalyst/SFGOV@SFGOV, Ben Rosenfield, monique.zmuda@sfgov.org, Maura Lane, CON-Media Contact/CON/SFGOV, CON-EVERYONE/CON/SFGOV, CON-CCSF Dept Heads/CON/SFGOV, CON-Finance Officers/CON/SFGOV  
Date: 02/09/2011 03:51 PM  
Subject: Controller's Office Report: FY 2010-11 Six-Month Budget Status Report  
Sent by: Debbie Toy

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The City and County of San Francisco Controller's Office Six-Month Budget Status Report projects an ending General Fund balance of **\$89.2 million**, representing a \$42.7 million improvement from the Three-Month Report. The increase is driven primarily by modest improvements in the City's general tax revenues. Departments spending levels have remained relatively flat from the three month reporting with a net operating shortfall primarily driven by shortfalls in state revenues that have been absorbed in departments budgets. This projected ending balance will be available to address a portion of the projected shortfall for the coming fiscal year. But a substantial budget shortfall for FY 2011-12 will remain.

<http://www.sfcontroller.org/Modules/ShowDocument.aspx?documentid=1669>

6



OP ✓

MEMORANDUM

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 10 AM 11:32  
BY \_\_\_\_\_  
AK

TO: Clerk of the Board  
Supervisor Ross Mirkarimi

FROM: Ben Rosenfield, Controller

DATE: February 10, 2011

SUBJECT: Board Inquiry # 20110104-006: Supportive Housing Review

**Request:**

Supervisor Mirkarimi requested that the City Services Auditor to conduct a cost-benefit analysis of supportive housing, including evaluation of the following questions:

- 1) *Does the cost of supportive housing for the homeless ultimately save money over time in the overall use of public funded services?*
- 2) *Is the cost of supportive housing for the homeless justified by cost savings in comparison to those homeless persons in non-supportive housing?*

*The study should include an examination of the cost of all Supportive Housing that is funded by the Human Services Agency and Department of Public Health (master leased, Care Not Cash and Non-Profited owned), compared to the cost that a homeless individual incurs while they are on the street and in emergency shelter.*

**Response:**

The Administrative Code requires a periodic review of expenditures of the Care Not Cash supportive housing program. The Controller's Office completed an audit in April 2008, which is attached to this memo, and is currently performing a broader audit of the City's entire supportive housing program. The audit is scheduled for completion in April. I anticipate that the audit will contain a portion of the information requested in this inquiry, given that part of the audit's focus is on the cost and sustainability of the supportive housing program as a whole. We will review the audit findings with Supervisor Mirkarimi after its completion, and work with his office at that time to outline additional analysis not covered in the final audit report that will be required to answer other questions.

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

7

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 FEB -8 AM 10:08

BY \_\_\_\_\_

BOS-11-via  
email

**verizon**wireless

1120 Sanctuary Pkwy  
Suite 150  
MC: GASASREG  
Alpharetta, GA 30009  
(770) 797-1070

January 28, 2011

Ms. Anna Hom  
**Consumer Protection and Safety Division**  
California Public Utilities Commission  
505 Van Ness Avenue  
San Francisco, CA 94102  
[alh@cpuc.ca.gov](mailto:alh@cpuc.ca.gov)

Re: Notification Letter for **Twin Peaks** GTE Mobilnet of California Limited Partnership (U-3002-C), of San Francisco-Oakland, CA MSA

This is to provide the Commission with notice according to the provisions of General Order No. 159.A of the Public Utilities Commission of the State of California ("CPUC") for the project described in Attachment A.

A copy of this notification letter is also being provided to the appropriate local government agency for its information. Should there be any questions regarding this project, or if you disagree with any of the information contained herein, please contact Chrissy Agricola of Verizon Wireless at (770) 797-1049.

Very truly yours,



**Chrissy Agricola**  
Verizon Wireless  
MTS Network Compliance



**Attachment A**

CPUC CELL SITE REPORT GTE Mobilnet of California Limited Partnership (U-3002-C)

**PROJECT LOCATION: Twin Peaks - Mod**

SITE NAME: Twin Peaks  
SITE ADDRESS: 501 Laguna Honda Blvd  
LOCATION: San Francisco, CA 94127  
COUNTY: San Francisco  
APN: 2888A-001  
COORDINATES: 37° 44' 47.15"/122° 27' 29.80" (NAD83)

**1. PROJECT DESCRIPTION:**

GTE Mobilnet of California Limited Partnership (U-3002-C) proposes the addition of three (3) new 4' panel antennas inside the stealth cupola on the existing church building rooftop.

ANTENNAS: Six (6) panel antennas  
TOWER DESIGN: Stealth cupola on church building rooftop  
TOWER APPEARANCE: Stealth cupola on church building rooftop  
TOWER HEIGHT: N/A  
BUILDING SIZE: 80'  
OTHER: N/A

**3. BUSINESS ADDRESSES OF ALL LOCAL GOVERNMENT AGENCIES:**

Cc: Jonas Ionin  
Senior Planner  
San Francisco Planning Department  
1650 Mission Street, Suite 400  
San Francisco, CA 94103-2479

Edwin Lee  
Office of the City administrator  
1 Dr. Carlton B. Goodlett Place, Room 362  
San Francisco, CA 94102

County Clerk  
Office of the County Clerk  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4678

**LAND USE APPROVALS:**

Type: Conditional Use Permit  
Issued: 11/7/10  
Effective: 11/7/10  
Agency: Planning  
Permit No.: N/A  
Resolution No.: N/A

Type: Building Permit  
Issued: 12/9/10  
Effective: 12/9/10  
Agency: Building Inspection  
Permit No.: N/A  
Resolution No.: N/A

**OFFICE OF HISTORIC PRESERVATION  
DEPARTMENT OF PARKS AND RECREATION**

P.O. BOX 942896  
SACRAMENTO, CA 94296-0001  
(916) 445-7000 Fax: (916) 445-7053  
calshpo@parks.ca.gov



BY AK

February 4, 2011

Angela Calvillo  
Clerk of the Board of Supervisors  
City and County of San Francisco  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, California 94102-4689

RE: Rialto Building Listing on the  
National Register of Historic Places

Dear Board of Supervisors:

I am pleased to notify you that on January 3, 2011, the above-named property was placed on the National Register of Historic Places (National Register). As a result of being placed on the National Register, this property has also been listed in the California Register of Historical Resources, pursuant to Section 4851(a)(2) of the Public Resources Code.

Placement on the National Register affords a property the honor of inclusion in the nation's official list of cultural resources worthy of preservation and provides a degree of protection from adverse affects resulting from federally funded or licensed projects. Registration provides a number of incentives for preservation of historic properties, including special building codes to facilitate the restoration of historic structures, and certain tax advantages.

There are no restrictions placed upon a private property owner with regard to normal use, maintenance, or sale of a property listed in the National Register. However, a project that may cause substantial adverse changes in the significance of a registered property may require compliance with local ordinances or the California Environmental Quality Act. In addition, registered properties damaged due to a natural disaster may be subject to the provisions of Section 5028 of the Public Resources Code regarding demolition or significant alterations, if imminent threat to life safety does not exist.

If you have any questions or require further information, please contact the Registration Unit at (916) 445-7008.

Sincerely,

Milford Wayne Donaldson, FAIA  
State Historic Preservation Officer

Enclosure: National Register Notification of Listing

9

January 14, 2010

The Director of the National Park Service is pleased to send you the following announcements and actions on properties for the National Register of Historic Places. For further information contact Edson Beall via voice

(202) 354-2255, or E-mail: <[Edson\\_Beall@nps.gov](mailto:Edson_Beall@nps.gov)> This and past Weekly Lists are also available here: <http://www.nps.gov/history/nr/nrlist.htm>

Our physical location address is:

National Park Service 2280, 8th floor  
National Register of Historic Places  
1201 "I" (Eye) Street, NW,  
Washington D.C. 20005

New National Register Brochure (pdf 11MB):

[http://www.nps.gov/history/nr/publications/bulletins/NR\\_Brochure\\_Poster/NR\\_Brochure\\_Poster.pdf](http://www.nps.gov/history/nr/publications/bulletins/NR_Brochure_Poster/NR_Brochure_Poster.pdf)

WEEKLY LIST OF ACTIONS TAKEN ON PROPERTIES: 1/03/11 THROUGH 1/07/11

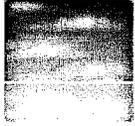
KEY: State, County, Property Name, Address/Boundary, City, Vicinity, Reference Number, NHL, Action, Date, Multiple Name

CALIFORNIA, FRESNO COUNTY,  
Ben Gefvert Ranch Historic District,  
4770 W Whites Bridge Rd,  
Fresno vicinity, 10001117,  
LISTED, 1/07/11

CALIFORNIA, LOS ANGELES COUNTY,  
Bricker Building, The,  
1671 Northern Western Ave,  
Los Angeles, 10001119,  
LISTED, 1/07/11

CALIFORNIA, SAN FRANCISCO COUNTY,  
Rialto Building,  
116 New Montgomery St,  
San Francisco, 10001108,  
LISTED, 1/03/11

CALIFORNIA, SAN JOAQUIN COUNTY,  
Harmony Grove Church,  
11455 E Locke Rd,  
Lockeford, 10001103,  
LISTED, 1/03/11



To: Joy Lamug/BOS/SFGOV, Ross Mirkarimi/BOS/SFGOV, Jane Kim/BOS/SFGOV, Victor Young/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: Fw: Release of reserves

---

From: Kate Howard/MAYOR/SFGOV  
To: Carmen Chu  
Cc: Greg Wagner/MAYOR/SFGOV, Ben Rosenfield/CON/SFGOV@SFGOV, Harvey Rose/BudgetAnalyst/SFGOV@SFGOV, Angela Calvillo/BOS/SFGOV@SFGOV, Katy Tang, Victor Young/BOS/SFGOV@SFGOV, Monique Zmuda/CON/SFGOV@SFGOV  
Date: 02/08/2011 12:48 PM  
Subject: Release of reserves

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Dear Supervisor Chu:

Please see the attached letter requesting a hearing regarding the Budget and Finance Committee reserve on salaries and fringe of \$44 million dollars. We look forward to working with you on this matter. Please feel free to contact me or Greg Wagner if you have questions.

Many thanks,

Kate Howard  
Deputy Budget Director  
Mayor's Office of Public Policy and Finance  
1 Dr. Carlton B. Goodlett Place, Room 288  
San Francisco, CA 94102  
(415) 554-6515  
kate.howard@sfgov.org



DOC001.PDF

10

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

January 31, 2011

Supervisor Carmen Chu  
Chair, Budget and Finance Committee  
Board of Supervisors  
City Hall, Room 244  
San Francisco, CA 94102

Dear Supervisor Chu:

As you may recall, during the Fiscal Year 2010 – 2011 budget process, the Controller's revenue letter indicated that certain revenues in the FY 10-11 budget were uncertain, pending action by the State of California, the federal government and the voters of the City and County of San Francisco.

As a result, both the Controller and the Board of Supervisor's Budget and Finance Committee placed certain expenditures on reserve pending the verification of uncertain Citywide General Fund revenues. After the Controller's revenue report verified these revenues in October 2010, the Controller's Office released its reserve of \$134,218,840. The Budget and Finance Committee's reserve of \$44,000,000 is still in place.

We respectfully request that the Budget and Finance Committee hold a hearing to consider the release of \$44,000,000 in salaries and fringe benefits that have been placed on reserve in a number of departmental budgets. The reserves are detailed in the FY 10-11 Annual Appropriation Ordinance (pages 257-8) and are attached to this letter.

I look forward to working with you on this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Wagner".

Greg Wagner  
Mayor's Budget Director

CC: Harvey Rose, Budget Analyst  
Ben Rosenfield, Controller

**CITYWIDE GENERAL FUND SUPPORTED APPROPRIATION RESERVES**

<b>Uncertain Revenues &amp; Follow-Up Action Required</b>	<b>Total FY 2010-2011 Appropriation Reserve</b>	<b>Releasing Authority</b>
SB188/AB1383 Hospital Fee Revenue Pending Federal Approval of the State plan submitted to Federal government	\$ 88,000,000	Controller
FMAP extension Pending Federal government approval of FMAP extension	22,549,749	Controller
Mental Health State Plan Amendment Pending Federal Approval of the State plan amendment	12,639,091	Controller
Clarifying Hotel Tax Ordinance on November Ballot Pending voter approval of November ballot amendment	6,000,000	Controller
Solid Waste Impound Account Revenue surcharge Pending surcharge on garbage costs	2,500,000	Controller
Cigarette Fee Pending litigation developments of Cigarette Litter Abatement Fee revenues	2,530,000	Controller
	134,218,840	

The following salaries and fringe benefits are placed on Controller and Board of Supervisors Budget and Finance Committee reserve pending verification of uncertain Citywide General Fund revenues. Committee Reserves are a subset of funds reserved by the Controller.

<b>Department</b>	<b>FY 2010-11 Reserves Budget and Finance Cttee Reserve</b>	
	<b>Controller Reserve</b>	<b>Finance Cttee Reserve</b>
Academy of Science	103,587	-
Adult Probation	702,319	-
Art Commission	64,463	-
Asian Art Museum	341,841	-
Assessor Recorder	969,989	326,257
Board of Supervisors	508,147	170,916
Children, Youth, and Their Families	25,595	-
City Attorney	3,504,828	1,178,855
City Planning Commission	1,093,832	367,912
Civil Service Commission	48,026	-
Controller	1,700,288	571,895
District Attorney	2,060,288	692,981
Economic & Workforce Development	368,707	-
Elections	277,273	-
Emergency Management	2,019,553	679,280
Ethics Commission	132,775	-
Fine Arts Museum	570,410	-
Fire Department	16,661,670	5,604,181
General Services Agency - City Administrator	2,493,303	838,627
General Services Agency - Public Works	1,886,938	634,675
General Services Agency - Technology	69,808	-
Human Resources	589,666	-
Human Rights Commission	33,209	-

<u>Department</u>	<u>Controller Reserve</u>	<u>Budget and Finance Cttee Reserve</u>
Human Services Agency	12,941,191	4,352,792
Juvenile Probation	1,681,267	565,497
Law Library	33,488	-
Mayor	239,141	80,435
Police Department	23,283,979	7,831,606
Public Defender	1,561,582	525,241
Public Health	47,234,919	15,887,545
Recreation and Park	2,651,361	891,790
Sheriff's Department	7,129,537	2,398,032
Status of Women	42,241	-
Treasurer/Tax Collector	1,193,639	401,483
	<u>\$ 134,218,840</u>	<u>\$ 44,000,000</u>

## IT SALARY EXPENDITURE APPROPRIATION RESERVES PENDING INFORMATION ON THE PROGRESS OF CONSOLIDATION

<u>Department</u>	<u>Budget and Finance Cttee Reserve</u>
Airport Commission	638,684
Controller	459,193
Department of Building Inspection	147,976
Department of Emergency Management	168,796
General Services Agency - City Administrator	115,840
General Services Agency - Public Works	314,593
General Services Agency - Telecom & Info Services	887,550
Human Services Agency	570,305
Police	327,314
Public Health	1,465,780
Public Library	111,354
Public Utilities Commission	914,398
Retirement System	103,266
Treasurer/Tax Collector	168,325
	<u>\$ 6,393,373</u>



To: BOS-Operations/BOS/SFGOV, John Avalos/BOS/SFGOV,  
 Cc:  
 Bcc:  
 Subject: BOS Inquiry Ref. No. 20110125-009 - Departmental Allocation of Resources by District

---

Board of Supervisors  
 1 Dr. Carlton B. Goodlett Place, Room 244  
 San Francisco, CA 94102  
 (415) 554-5184  
 (415) 554-5163 fax  
 Board.of.Supervisors@sfgov.org

Complete a Board of Supervisors Customer Service Satisfaction form by clicking  
<http://www.sfbos.org/index.aspx?page=104>  
 ----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/08/2011 03:04 PM -----

From: Laura Marshall/DOSW/SFGOV  
 To: BOS-Supervisors/BOS/SFGOV, Angela Calvillo/BOS/SFGOV@SFGOV, Board of Supervisors/BOS/SFGOV@SFGOV  
 Cc: Emily Murase/DOSW/SFGOV@SFGOV  
 Date: 02/08/2011 11:52 AM  
 Subject: BOS Inquiry Ref. No. 20110125-009 - Departmental Allocation of Resources by District

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On January 28, 2011, Supervisor John Avalos requested a line item summary of the resources allocated to District 11 by the Department on the Status of Women for Fiscal Years 2008-2011, as well as information about services provided directly by City personnel and those contracted through community-based organizations. The attached memo and spreadsheet outline the Department's response to this inquiry, expanding the information to address all Supervisor Districts. In the memo, I refer to the *Comprehensive Report on Family Violence in San Francisco, 2010*. Please find this report online: <http://www.sfgov3.org/Modules/ShowDocument.aspx?documentid=458>.

Please let me know if you have any questions. Thank you,



BOS inquiry 20110125-009\_DOSW resource allocation by district.doc



VAW Grants Program Budget Inquiry\_01.28.11.xls

Laura

\*\*\*\*\*  
 Laura Marshall, MSW  
 Department on the Status of Women  
 25 Van Ness Avenue, Suite 130  
 San Francisco, CA 94102  
 p. (415) 252-2578  
 f. (415) 252-2575  
 \*\*\*\*\*





City and County of San Francisco

# Department on the Status of Women

Mayor Edwin M. Lee

Executive Director Emily M. Murase, PhD

## MEMORANDUM

**DATE:** February 8, 2011  
**TO:** Supervisor John Avalos  
**CC:** Board of Supervisors  
Angela Calvillo, Clerk of the Board  
**FROM:** Laura Marshall, Fiscal and Policy Analyst  
**RE:** **Departmental Allocation of Resources by District**  
**Inquiry Ref. No. 20110125-009**

---

### Background

On January 28, 2011, Supervisor John Avalos requested a line item summary of the resources allocated to District 11 by the Department on the Status of Women for Fiscal Years 2008-2011, as well as information about services provided directly by City personnel and those contracted through community-based organizations. The following memo and attached spreadsheet outline the Department's response to this inquiry, expanding the information to address all Supervisor Districts.

The overall Department budget in FY2010-2011 is \$3.7 million, with a staff of 5.50 FTE. The Department conducts policy work related to women's human rights, workplace equality, women's leadership, and women's health and safety. Our largest program is the Violence Against Women Prevention and Intervention (VAW) Grants Program, which allocates \$2.9 million to community-based organizations providing services to women survivors of violence and the general public.

### VAW Grants Program

In FY09-10, the Department distributed grants totaling \$2,743,250 to 34 programs that provided services in 6 areas: Crisis Lines, Intervention & Advocacy, Legal Services, Prevention & Education, Emergency Shelter, and Transitional Housing. During FY09-10, Partner Agencies served a total of 29,823 unduplicated individuals and provided 46,010 hours of supportive services and technical assistance.

Though the Department collects detailed demographic data from Partner Agencies about the clients they serve, such as ethnicity, gender, age, disability status, sexual orientation, language spoken, and history of abuse, we do not currently ask agencies to collect zip code information from clients. All demographic data collected from clients is voluntary, and though we request this data from all programs, some programs do not request more specific demographic information from their clients. Because of the confidential nature of many of the services offered through the VAW Grants Program, some agencies have determined that asking detailed questions could inhibit participation in the program.

***Providing Services City-Wide***

The Department funds agencies that outreach to and serve clients from every neighborhood in the City. No programs limit clientele to specific neighborhoods, zip codes, or districts. The Department funds 2 crisis lines, 3 confidential emergency shelters, and 4 transitional and permanent housing programs. Referrals to all of these services come from a multitude of sources, including other agencies in San Francisco, bus advertisements, and targeted outreach. Many domestic violence survivors prefer to access sensitive services outside of their own neighborhood, and in fact, emergency shelters require a certain distance between their locations and the client's residence for victim safety and to protect confidentiality.

Rather than being neighborhood-specific, many of the VAW Grants Program Partner Agencies are population-specific, with services targeting age groups, ethnic backgrounds, or types of abuse. For example, though San Francisco Women Against Rape (SFWAR) operates its administrative office out of the Women's Building in District 8, the STAND program conducted prevention education workshops at over 50 school sites throughout San Francisco and the Bay Area in FY09-10, including numerous events at City College of San Francisco (District 11) and Burton High School (District 10). These workshops created a pipeline for referrals to SFWAR's intervention and advocacy services for youth from all over San Francisco.

Similarly, the Department funds the Institute on Aging to conduct technical assistance workshops about domestic violence in late life with community-based organizations throughout San Francisco. Audience members include In-Home Supportive Services case managers, Family Services Agency of San Francisco staff members, the staff from numerous senior centers throughout the city, and more. The administrative offices of Institute on Aging are located in District 2, but the services are wide-ranging and have the potential to touch residents in every corner of San Francisco.

***VAW Grants Program Funding Allocations by District***

The attached spreadsheet documents FY08-11 allocations to the 34 programs funded through the VAW Grants Program. Please note that the Department may fund a single agency for multiple programs. For confidential emergency shelter programs and crisis line programs, administrative office locations are listed. The spreadsheet can be sorted by agency name, service area, zip code, district, and/or funding amount.

Supervisors should note that the Department is currently engaged in a Request for Proposals process to determine funding allocations for the next 3-year grant cycle, FY11-14. The Department released the RFP in January, and proposals must be submitted by February 25, 2011. The Department expects to send funding recommendations to the Commission on the Status of Women by March 23, 2011, and to have contracts in place for the coming fiscal year by June 30, 2011. This competitive process could change the portfolio of funded agencies and allocations documented in the attached spreadsheet.

***Department Staffing of VAW Grants Program***

Department personnel administer all aspects of the VAW Grants Program. This includes serving on the Controller's City-Wide Nonprofit Monitoring Committee that conducts fiscal and

compliance monitoring of all jointly-contracted agencies. The Department provides ongoing technical assistance to all grantees through all aspects of the granting process. The Department dedicates 1.0 FTE to grants administration.

## **Policy Initiatives**

The policy work of the Department impacts women and girls City-wide. In general, the Department does not engage in neighborhood-specific reform efforts. Rather, our ground-breaking work targets a variety of populations, such as immigrant and limited-English proficient women, women survivors of violence, women in non-traditional employment, etc. Department staff does not conduct direct services. However, staff members do regularly provide referrals to members of the public seeking services by phone or in person. The Department does not collect zip code information from individuals seeking referrals.

### ***Violence Against Women Policy Initiatives***

In addition to the grant-funded services provided by community partners, the Department also engages in City-wide policy work to address the needs of women survivors of violence throughout San Francisco. For example, the Justice and Courage Oversight Panel, a committee of the Commission on the Status of Women since 2002, seeks to create a seamless criminal justice response to domestic violence. By building a collaborative network of City agencies, the Oversight Panel has informed the City-wide response system, creating reforms that make survivors of domestic violence safer and that hold batterers accountable for their crimes. In 2007-2008, the Department coordinated the award-winning *Domestic Violence Response Cross-Training Institute*, and in 2010, coordinated the *Bridges to Freedom Language Fluency Project*. Both of these training projects were privately funded (except for staffing), and created innovative models for preparing City personnel to address the needs of domestic violence survivors.

Policy reforms of this type continue with the Department's coordination of the San Francisco Family Violence Council, a state-mandated advisory body that addresses violence throughout the lifespan. The Family Violence Council releases an annual report on the scope of family violence, and uses that data to implement protocol changes. In February 2011, the Department of Emergency Management and the San Francisco Police Department will roll out new 911 call codes to better track cases of child abuse and elder abuse. This will improve our understanding of the types of cases entering the system, and better ensure that response systems are meeting community needs.

Attached to this memo is a copy of the *Comprehensive Report on Family Violence in San Francisco, 2010*. Please refer to page 9, *911 Domestic Violence Calls by District*, as well as to page 25, *Children with Child Maltreatment Allegations by Zip Code*. These charts provide a snapshot of where family violence reporting occurs in San Francisco. Please note that domestic violence is underreported by upwards of 30%, and that individuals with resources may be less likely to report a crime like domestic violence to the criminal justice system.

The Department has 1.0 FTE dedicated to these and other life-saving violence against women policy efforts.

### ***Women's Human Rights Policy Initiatives***

In April 1998, San Francisco became the first municipality in the country to adopt an ordinance implementing locally the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. The local implementation of this Women's Human Rights Treaty includes gender analyses of City departments and budget cuts, for which the Department has received national and international attention, including the 2006 National Association of Counties Achievement Award, a featured case study at the 2007 United Nations Gender Equity Training in Atlanta, and the CIFAL Americas Award in 2010.

The Department's newest project is the San Francisco Gender Equality Principles Initiative (GEP), which brings the award-winning gender analysis tool developed for City departments to the private sector. The GEP creates a framework for the private sector to create socially responsible workplaces for women. The GEP creates extensive benchmarks and resources that eliminate discrimination and gender stereotyping, and promote economic independence, work-life balance, leadership, health and safety, civic and community engagement, and accountability for women in the workplace.

By FY10-11, 19 companies have signed on to the GEP, supporting the Department in the development of indicators. Partners include Deloitte, McKesson, Symantec, Chevron, Google, Williams Sonoma, and more. With thousands of employees worldwide, and large corporate offices in San Francisco, the involvement of these companies in the GEP has the potential to touch the lives of every woman in San Francisco.

The Department dedicates 1.5 FTE to women's human rights policy work, including implementing the GEP, continuing to conduct gender analyses among City departments and commissions, and addressing issues related to women's economic independence, women in non-traditional careers, and women's leadership.

### **More Information**

The Department can provide additional information about any of the topics described in this memo upon request. Please contact Dr. Emily Murase at (415) 252-2571 or [Emily.Murase@sfgov.org](mailto:Emily.Murase@sfgov.org) to make further inquiries about how Department resources are allocated.

### **Attachments:**

Funding Allocations by Board of Supervisor Districts and Zip Codes (.xls)  
*Comprehensive Report on Family Violence in San Francisco, 2010* (.pdf)

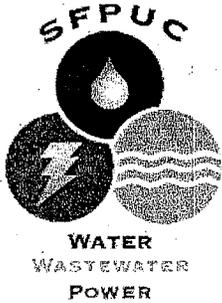
Department on the Status of Women  
Violence Against Women Prevention and Intervention (VAW) Grants Program  
**Funding Allocations by Board of Supervisor Districts and Zip Codes**

3-Feb-11

Agency	Program	Service Area	Primary Zip Code*	District	FY08-09	FY09-10	FY10-11
Institute on Aging	Preventing Violence in Late Life	Prevention Education	94118	2	\$ 15,291	\$ 15,291	\$ 15,291
APA Family Support Services	VAW Prevention and Intervention for API Families	Intervention & Advocacy	94108	3	\$ 71,363	\$ 71,363	\$ 71,363
Bar Association of San Francisco VLSP	Domestic Violence Legal Services Project	Legal	94111	3	\$ 77,358	\$ 77,358	\$ 77,358
Community Youth Center	Sisters Against Violence Empowerment	Prevention Education	94109	3	\$ 29,625	\$ 29,625	\$ 29,625
Community Youth Center	Young Asian Women Against Violence	Prevention Education	94109	3	\$ 80,406	\$ 80,406	\$ 80,406
Donaldina Cameron House	Asian Anti-Domestic Violence Advocacy Program	Intervention & Advocacy	94108	3	\$ 121,907	\$ 121,907	\$ 121,907
Gum Moon Residence Hall	Transitional Housing Project for Asian Immigrants	Transitional Housing	94108	3	\$ 57,433	\$ 57,433	\$ 57,433
Mary Elizabeth Inn	Innroads Program	Transitional Housing	94109	3	\$ 85,978	\$ 85,978	\$ 85,978
Arab Cultural and Community Center	Sexual Assault Education and Prevention	Prevention Education	94116	4	\$ 29,325	\$ 29,325	\$ 29,625
Arab Cultural and Community Center	Women's Program	Prevention Education	94116	4	\$ 36,254	\$ 36,254	\$ 36,254
Jewish Family and Children's Services	Dream House	Transitional Housing	94115	5	\$ 46,950	\$ 46,950	\$ 46,950
Asian Pacific Islander Legal Outreach	API Violence Against Women Services	Legal	94103	6	\$ 130,229	\$ 130,229	\$ 130,229
Asian Pacific Islander Legal Outreach	Asian Anti-Trafficking Collaborative	Prevention Education	94103	6	\$ 25,000	\$ 25,000	\$ 25,000
Bay Area Legal Aid	Domestic Violence Legal Services	Legal	94103	6	\$ 71,791	\$ 71,791	\$ 71,791
Community United Against Violence	LBT Prevention and Education Services	Prevention Education	94110	6	\$ 50,000	\$ 50,000	\$ 50,000
Glide Foundation	Glide/Wells Fargo Women's Center	Prevention Education	94102	6	\$ 42,255	\$ 42,255	\$ 42,255
Horizons Unlimited of San Francisco, Inc.	Females Against Violence Peer Leadership	Prevention Education	94110	6	\$ 28,170	\$ 28,170	\$ 28,170
La Casa de las Madres	Safe Housing Project	Intervention & Advocacy	94103	6	\$ 14,000	\$ 14,000	\$ 14,000
La Casa de las Madres	Emergency Domestic Violence Shelter Program	Emergency Shelter	94103	6	\$ 335,970	\$ 335,970	\$ 393,970
WOMAN, Inc.	Therapy and Latina Case Management Program	Intervention & Advocacy	94103	6	\$ 46,950	\$ 46,950	\$ 46,950
WOMAN, Inc.	Crisis Line Program	Crisis Line	94103	6	\$ 224,477	\$ 224,477	\$ 224,477
Asian Women's Shelter	Domestic Violence Shelter Services	Emergency Shelter	94110	8	\$ 159,048	\$ 159,048	\$ 217,048
Bar Association of San Francisco VLSP	Cooperative Restraining Order Clinic	Legal	94110	8	\$ 74,837	\$ 74,837	\$ 74,837
LYRIC	LBTQQ Young Women's Wellness Program	Prevention Education	94115	8	\$ 51,753	\$ 51,753	\$ 51,753
Mujeres Unidas y Activas	Sanando el Alma	Intervention & Advocacy	94110	8	\$ 42,255	\$ 42,255	\$ 42,255
San Francisco Women Against Rape	Sexual Assault Prevention Education	Prevention Education	94110	8	\$ 29,625	\$ 29,625	\$ 29,625
San Francisco Women Against Rape	STAND	Prevention Education	94110	8	\$ 69,542	\$ 69,542	\$ 69,542
San Francisco Women Against Rape	Sexual Assault Crisis Line	Crisis Line	94110	8	\$ 92,729	\$ 92,729	\$ 92,729
San Francisco Women Against Rape	Sexual Assault Intervention and Advocacy	Intervention & Advocacy	94110	8	\$ 125,722	\$ 125,722	\$ 125,722
St. Vincent de Paul Society	Brennan House	Transitional Housing	94110	8	\$ 105,064	\$ 105,064	\$ 105,064
St. Vincent de Paul Society	Rosalie House	Emergency Shelter	94110	8	\$ 189,822	\$ 189,822	\$ 247,822
Women in Dialogue	In Defense of Prostitute Women's Safety Project	Prevention Education	94114	8	\$ 25,000	\$ 25,000	\$ 25,000
Mission Neighborhood Centers, Inc.	RAICES	Prevention Education	94110	9	\$ 114,866	\$ 114,866	\$ 114,866
Filipino Community Center	Babae Domestic Violence Program	Prevention Education	94112	11	\$ 42,255	\$ 42,255	\$ 42,255
<b>TOTALS</b>					<b>\$ 2,743,250</b>	<b>\$ 2,743,250</b>	<b>\$ 2,917,550</b>

\* For confidential shelter and hotline services, zip codes reflect the administrative office location for the program.

Note: All programs must serve clients city-wide. No programs limit clients to specific neighborhoods, zip codes, or districts.



**SAN FRANCISCO PUBLIC UTILITIES COMMISSION**

1155 Market St., 11th Floor, San Francisco, CA 94103 • Tel. (415) 554-3155 • Fax (415) 554-3161 • TTY (415) 554.3488

orig: Joy  
BOS-11, cpage



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

February 9, 2011

Ms. Angela Calvillo  
Clerk of the Board of Supervisors  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

EDWIN M. LEE  
MAYOR

FRANCESCA VIOTOR  
PRESIDENT

ANSON MORAN  
VICE PRESIDENT

ANN MOLLER CAEN  
COMMISSIONER

ART TORRES  
COMMISSIONER

VINCE COURTNEY  
COMMISSIONER

ED HARRINGTON  
GENERAL MANAGER

Dear Ms. Calvillo,

Attached please find an original and four copies of the Public Utilities Commission's February 8, 2011 **Resolution 11-0021** adopting schedules of rates, fees and charges of the San Francisco Public Utilities Commission Power Enterprise for retail electric service to be effective with meter readings beginning March 10, 2011.

These resolutions are transmitted to you per San Francisco City Charter Section 8B, that states that the rates, fees, and other charges are subject to rejection within 30 days of submission by resolution to the Board of Supervisors.

Also attached are copies of the explanatory documents outlining the proposed fees. Should you have any questions concerning aspects of these fees, please contact San Francisco Public Utilities Commission Assistant General Manager Todd Rydstrom at 554-3155 for any additional information you may require.

If you have any questions regarding the Public Utilities Commission's February 8, 2011 adoption of this rate-setting resolutions, please contact me at 554-3163.

Sincerely,

Michael Housh  
Secretary, San Francisco Public Utilities Commission

2011 FEB 10 AM 11:48

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

AK

12



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: freedom of choice

---

From: Debbie Devall <debbied8215@sbcglobal.net>  
To: Board.of.supervisors@sfgov.org  
Date: 02/07/2011 04:58 PM  
Subject: freedom of choice

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To the board of supervisors and clerk Angela Calvillo,

I sit back and laugh as I observe the nutty decisions you and all of Californians continue to make. It is NOT up to you to decide for families what they can eat or not eat!!! It is up to the parent(s) to decide. Banning the happy meal? What next? Cracker Jacks? Chucky Cheese? 2 for 1 coupons? Your continued idiotic laws and policies continue to drive your cities and state over the edge!!! Quit infringing on peoples rights and freedoms of choice. You have become detached from reality. You do not have the right to decide how businesses can advertise. I'm very pissed off at all you liberals in California, and I'm not even a resident. I,m a Nevadian. Please keep all your nutjobs on your side of the border!!! TOM ROLLINGER



The purpose and intentions of my lifework and proposals are focused on the creation of a model, collaborative effort between public and private agencies and leaders. After over 20 years of studying, researching and developing educational methodologies and the social influence that education and sports play in our society and social institutions, I believe that in order to expand and improve our ability to provide effective and relevant public (and private) education for our youth, all segments of our public and private sector communities must of course work together; which inherently will benefit all investors and sectors. In this view, our political and corporate leaders, as well as all our communities, become increasingly aware of, and respectful of how best to meet our interdependent, long-term goals and shared-visions.

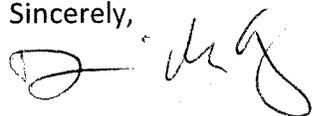
I respectfully ask to speak with City and County of San Francisco and Port of San Francisco officials, in order to discuss the future implications of the implementation of a Marine Science Academy. As you are aware, I trust that this facility can assist in serving our long-term goals by creating accessible and innovative programs for our students, teachers and a number of our SFUSD high school pathway programs. This facility can introduce our youth to not only the subject matters required for them to successfully complete their high school diplomas focused on interrelated fields and careers in marine science, physics and environmental studies, but also the practical knowledge necessary to build innovative, creative and visionary high-tech vessels necessary to compete in global, international races such as the America's Cup.

Waterfront educational facilities (Marine Science & Basketball Arena) capable of allowing our students the opportunity to develop their minds and visions and abilities from first-hand experience, can offer students the incentives, inspiration and knowledge that will assist them to successfully develop their unique, inherent and individual qualities necessary to make positive and valuable contributions to our community that only they can. These types of facilities can expand beyond the 'four walls' of their classroom learning, so they can become aware of the relevance of being responsible for the quality and depth of their own high school education. This process will help students begin to envision what is essential for them to create their own pathway and commitment to study at the college level; as well as what practical steps and college degrees to pursue in order to earn and obtain their long range goals and dreams.

I believe these facilities will provide abundant opportunities for our youth - and at the same time - simultaneously initiate and build far sighted models for innovative education, successful economic growth, and job creation for adults and youth; including socially conscious careers for the mutual benefit of all our San Francisco cross-cultural citizens, and communities.

Once again, thank you to all San Francisco public officials for your open minded and successful bid to bring the America's Cup race to San Francisco. I look forward to hearing from you, and am available to work professionally with San Francisco in the most beneficial capacity possible.

Sincerely,



Dennis G. MacKenzie

CC:

Mr. Lawrence J. Ellison, CEO, Oracle Corporation; owner, Oracle Racing Team

Golden Gate Yacht Club; C/o Ms. Leslie Anne Iacopi, Race Director/Secretary

Golden Gate Yacht Club/High School Sailing Program; C/o Mr. David Santori, Director

Mr. Warren Hellman, Managing Director; Hellman and Friedman, LLC

Mr. Bill Neukom, Managing General Partner, CEO; The San Francisco Giants

San Francisco Board of Education; C/o Ms. Esther V. Casco, Executive Assistant

Mr. Carlos Garcia, Superintendent; San Francisco Unified School District

Honorable Leland Yee, Senator; CA State Senate

Honorable Mark Leno, Senator; CA State Senate

Honorable Tom Ammiano, Assemblyman; CA State Assembly

Honorable Fiona Ma, Assemblywoman; CA State Assembly

Honorable Jerry Brown, Governor; State of California

Honorable Dianne Feinstein, Senator; United States Senate

Honorable Barbara Boxer, Senator; United States Senate

Honorable Nancy Pelosi, Congresswoman; United States House of Representatives

Honorable Barack Obama, President; United States of America



To: BOS-Operations Finance/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: BOS Request 2011011-007 Response attached

---

Complete a Board of Supervisors Customer Satisfaction form by clicking the link below.  
[http://www.sfgov.org/site/bdsupvrs\\_form.asp?id=18548](http://www.sfgov.org/site/bdsupvrs_form.asp?id=18548)

----- Forwarded by Angela Calvillo/BOS/SFGOV on 02/07/2011 02:36 PM -----

From: Maura Lane/CON/SFGOV  
To: Angela Calvillo/BOS/SFGOV@SFGOV, Sean Elsbernd/BOS/SFGOV@SFGOV ✓  
Cc: Alexander Volberding/BOS/SFGOV@SFGOV  
Date: 02/07/2011 02:08 PM  
Subject: BOS Request ~~2011011-007~~ Response attached

---

2011 0111 -007

Hi Angela and Sup. Elsbernd,

The attachment is in response to the request submitted in January. The reference number is 2011011-007.

Sincerely,

Maura



bos.20110011.007\_20110207152812\_000.PDF

15

**MEMORANDUM**

**TO:** Supervisor Elsbernd

**FROM:** Ben Rosenfield, Controller 

**DATE:** February 7th, 2011

**SUBJECT:** Impacts of San Francisco Employee Retirement System FY 2011-12  
Employer Contribution Rate Increase, Reference 2011011-007

This memo responds to your inquiry at the Board of Supervisors meeting on January 11, 2011, regarding the estimated impact on the General Fund of the City and County of San Francisco related to the San Francisco Employee Retirement System (SFERS) adoption of an employer contribution rate in the amount of 18.09% for FY 2011-12.

In the current year, FY 2010-11, the SFERS contribution across all funds is budgeted at \$277 million, with a 13.56% employer contribution rate. The anticipated amount for the budget year FY 2011-12 with the new 18.09% contribution rate, assuming current staffing levels and labor agreements, is \$378 million, for an increase of \$101 million. Approximately 60% of this will be paid from the General Fund, representing a \$60 million increase. In the last Three Year Budget Projection report dated April 2, 2010, based on actuarial projections available at the time; we anticipated a 16.5% employer contribution rate and a \$40 million increase in these costs to the general fund for FY 2011-12. Accordingly, the latest projections after the adoption of the 18.09% employer contribution rate represent an additional \$20 million cost to the General Fund above the amount previously anticipated.

Please call me at 554-7500 if you have any questions or would like to discuss this further.

Cc: Angela Calvillo, Clerk of the Board of Supervisors

BOS-11  
C-Page

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2010 FEB - 7 PM 3:10  
BY Re

Quarterly Report

to the Board of Supervisors  
from the Animal Control and Welfare Commission

January 2011

The San Francisco Animal Control and Welfare Commission was established through the SF Health Code. Sec. 41.3 of the Code states: "The Commission shall render written report of its activities to the Board [of Supervisors] quarterly." This report fulfills that requirement.

(16)

The San Francisco Animal Control and Welfare Commission advises the Board of Supervisors on issues involving animals. People come to Commission meetings to offer their opinions about issues under discussion, and to suggest topics that the Commission might investigate further. **During 2010, the Commission took the following actions:**

- 1) Recommended to the Board of Supervisors that they **encourage all San Francisco restaurants and retailers not to sell eggs from birds kept confined in “battery cages,”** cages so small the animals cannot turn around in them. – Resolution passed by the Board of Supervisors on April 6, 2010.
- 2) Recommended that the Recreation and Park Department conduct a **full evaluation of the Golden Gate Park soccer field project** (installing artificial turf and lighting at soccer fields on the western end of Golden Gate Park), including the project’s impact on resident wildlife and migratory birds. The Department is currently conducting an Environmental Impact Review of the project. (January 2010)
- 3) Recommended to the City Office of Contract Administration that **city contracts with goat companies (goats eat vegetation on city land that otherwise would require herbicides and heavy manual labor) include the following conditions on fencing erected to contain and protect goats**, but that can have a negative impact on wildlife and feral cats by keeping them from their normal sources of water and food: 1) fencing not enclose more than one acre in size and not be in place for more than two days; 2) goat herders be present; 3) provide two containers of water at both ends of the enclosure; 4) notify Animal Care and Control that a contract has been signed and when the goats will be present; 5) goat companies work with feral cat feeders to allow feeding of feral cats effected by fences. These conditions are now included in contracts with goat companies. (April 2010)
- 4) Recommend to the Board of Supervisors that they pass an ordinance amending the Annual Salary Ordinance to **create a classification for a Senior Animal Behaviorist/Trainer and an Assistant Animal Behaviorist/Trainer to expand/increase the Behavior and Training division at SF Animal Care and Control** to meet the needs of the shelter animals. (April 2010)
- 5) Recommend to the **Recreation and Park Department that they notify the SF/SPCA, especially their feral cat program, Animal Care and Control, and the Commission of work to be done at all stages of capital projects**, so that destruction of habitat for feral cats and small animals (skunks, possums, raccoons, etc) does not occur or is done in such a way to minimize impacts on feral cats and wildlife. The Department verbally agreed to do so at our November meeting. (November 2010)

In addition, the Commission has held extensive, ongoing discussions on the following topics, which highlight animal issues that are of concern to San Francisco residents:

- 1) **Efforts to reduce euthanasia of adoptable animals, including those that need medical or behavioral help but would be adoptable after that, at city shelters** The Commission has heard from a number of speakers on this topic over the course of the last two years. Some members of the public wanted the Commission to enact legislation that would mandate “No Kill”, the policy that no adoptable animal, or one that would be adoptable after medical or behavioral intervention, is ever euthanized at any shelter in San Francisco. Euthanasia of animals who were suffering medically and behaviorally (e.g., irredeemably vicious) would still be allowed. The Commission looked at best practices in other communities and programs offered by national nonprofits that would help make No Kill a reality. Some Commissioners experimented with wording of potential mandates, but ultimately the Commission decided not to pursue a legislative mandate. The San Francisco Homeless Animals Coalition, a coalition of shelters, rescue groups, and other animal organizations, not affiliated with the Commission grew out of this discussion.
- 2) **Efforts to ban the sale of animals at pet stores.** During the No Kill discussions, Animal Care and Control reported that there are very few rescues for small animals such as guinea pigs, hamsters, and rats,

and those that exist are frequently overwhelmed with animals. As a result, many otherwise adoptable small animals are euthanized at city shelters because there is no one to take them home. Many of these animals are “impulse buys,” bought without any real understanding of what the animals will require or how they will behave. When reality sets in and people realize they cannot or do not want to keep the animals, they can be surrendered to shelters where they are at increased risk of euthanasia. In addition, the Commission wanted to address ways to reduce the market for puppies, kittens, and other animals bred in “puppy mills” and other types of “mills”, facilities where animals are kept in substandard conditions and bred repeatedly, at great physical and behavioral cost to the animals involved. Nationwide, these animals frequently turn up in pet stores. There are only five pet stores in San Francisco that sell any kind of animal, two of which are part of a large national chain. The vast majority of pet stores in San Francisco sell pet supplies only, not animals. The proposed ban would have had no effect on the sales of pet supplies, and therefore was not expected to have a major effect on the vast majority of pet stores. The Commission decided to postpone further discussion of a ban to allow time to explore voluntary or mandatory education for pet ownership. The issues is likely to come back up at the Commission.

- 3) **San Francisco Zoo.** The Commission has continued its concerns about conditions at the San Francisco Zoo with presentations from Zoo critics as well as Zoo staff about conditions at the Zoo. The Commission gets monthly updates on the Joint Zoo Oversight Committee (one Commissioner serves as a non-voting member of the Committee), and has expressed concerns about enclosures for the giant eland, rhinos, hippos, Baird’s tapir, and bears, along with the tethering of raptors at the ARC in the Zoo. The Commission has also expressed concerns that the Zoo has sent animals to facilities that have amusement parks attached to them or that allow practices such as camel rides, amid concerns that these facilities place more emphasis on bringing in money than on animal welfare.
- 4) **Fencing at events in Golden Gate Park.** The Commission has had an ongoing interest in monitoring fencing at events, such as the Outside Lands Festival, in Golden Gate Park. When these events are fenced in for days at a time, wild animals and feral cats can lose access to their normal food and water sources. At the Commission’s urging, Outside Lands event organizers have provided backstage passes to feral cat feeders and other volunteer to provide food and water for animals affected by the presence of the fences. They also have delayed completing the fences (leaving some gaps in the fence) until shortly before the event actually begins, to minimize the effects on wildlife and feral cats. The Commission gets a yearly report on the Outside Lands Festival and what it has done to minimize its impact on wildlife and feral cats.
- 5) **High death rate of Western Gulls near the animal rendering plant at Pier 94.** The Commission heard testimony about an unusually high number of dead Western sea gulls observed near the Darling animal rendering plant at Pier 94, which turns animal waste from restaurants, butcher shop trimmings, etc. into tallow, biodiesel fuel, and dog and cat food. Necropsies in the past have revealed the birds died from rodenticide poisoning, and oil-soaked feathers. More recent necropsies are less clear cut. Gulls are scavengers and may be sickened by eating tainted and rancid meat on trucks at the plant, or when their wings get coated with oil and grease in the trucks. One solution mentioned would be for the rendering plant to enclose, on all sides, with an industrial building or chain-link netting, the areas where trucks are unloaded to prevent gulls from getting access to the trucks and the rancid meat and oils contained therein.

The Animal Control and Welfare Commission will continue to explore issues relating to animal welfare and to advise the Board on these issues.

FW: Travel plans - James Dimpose  
Laurie Armstrong  
to:  
g.elt09  
02/09/2011 05:16 PM  
Cc:  
edwin.lee, board.of.supervisors  
Show Details

Dear Mr. Dimpose,

Thank you for your email. I am sharing your message with the offices of the Mayor and the Board of Supervisors.

To express your concerns directly, please contact the Mayor's Office at [MayorEdwinLee@sfgov.org](mailto:MayorEdwinLee@sfgov.org) and the Board of Supervisors at [board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org).

The San Francisco Travel Association opposes travel boycotts in general. As a sales and marketing organization, our role is to market the city as a visitor destination.

Our hope is that this issue will be resolved quickly so that we can continue our work welcoming visitors to one of the world's favorite cities.

I know that this issue is important to you. I hope that, once it is resolved, we can welcome you as well.

Sincerely,



Laurie Armstrong Director, Media Relations-US & Canada  
San Francisco Travel Association  
201 Third St, Ste 900  
San Francisco, CA 94103  
Follow us on [Facebook](#) and [Twitter](#)

T 415.227.2615  
F 415.227.2602  
M 415.290.6830  
[larmstrong@sanfrancisco.travel](mailto:larmstrong@sanfrancisco.travel)  
[www.sanfrancisco.travel](http://www.sanfrancisco.travel)

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**From:** James Dimpose [<mailto:g.elt09@yahoo.com>]  
**Sent:** Monday, February 07, 2011 4:14 PM  
**To:** VIC 1  
**Subject:** Travel plans

My family and i were planning a vacation to San francisco in the late spring. While researching and planning our trip we found out about San Franciscos boycott of Arizona. I am pleased to inform you that until this boycott ends, my family will not step one foot in California. We live in Ohio and will be vacationing in lake Havasu, Arizona instead.

17



**To:** BOS Constituent Mail Distribution,  
**Cc:**  
**Bcc:**  
**Subject:** Arizona - Larry Tansey

---

**From:** Larry Tansey [mailto:lat3@cableone.net]  
**Sent:** Thursday, May 27, 2010 7:35 PM  
**To:** SFTravel PR Department  
**Subject:** Arizona

Just canceled my plans to attend a multi-day meeting in San Francisco. I believe in enforcement of our laws, including immigration law. It's bad enough that San Francisco is a "sanctuary city," but when San Francisco tries to punish Arizona for simply enforcing US law, you have gone too far for me. Therefore you can have no fiscal relationship with Arizona, and I will have none with your city, its hotels, its restaurants, its retail establishments, etc. Larry Tansey

***The Neighborhood Network***

***7 Fielding Court***

***San Francisco, CA 94133***

February 14, 2011

President David Chiu

President, Board of Supervisors

San Francisco, CA

[Board.of.Supervisors@sfgov.org](mailto:Board.of.Supervisors@sfgov.org),

**Re: Proposed Central Subway Project**

Dear President Chiu and Members of the Board:

The **San Francisco Neighborhood Network** is opposed to the City of San Francisco proceeding with the Central Subway Project. The Project does not increase ridership, connect existing transit systems within San Francisco, decrease trip times nor enhance the travel experience to Union Square, Chinatown or North Beach.

In fact, this ill-conceived project is predicated on a twenty-year-old idea that automobile access is vital to tourist districts by promising the construction of the subway as mitigation for the loss of the Embarcadero Freeway. Current thinking demonstrates that above ground rather than underground transit will enhance the profitability of both local and tourist related businesses along this route as well as providing faster, more disability friendly transit for local riders and seniors.

Walking long distances to one of the three proposed stations, then having to descend and ascend steep stairs or rely on elevators and escalators which are often out of service increases the difficulty of transit for disabled and elderly passengers. Improved loading and increased capacity on certain heavily used bus lines will result in shorter trip times and shorter distances between stops without the disruption or dubious benefit of an eight year construction project.

In conclusion, we urge the Board to halt the submission of the funding plan to the Federal Transit Authority.

Very truly yours,

Gerry Crowley

Co- Chair



To:  
Cc:  
Bcc:  
Subject: opposition to the construction of the Central Subway through Chinatown.

---

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

From: John Reed [johnreed@sonic.net]

Sent: 02/15/2011 11:38 PM PST

To: Board of Supervisors; WongAIA@aol.com

Cc: Angela Calvillo; Carmen Chu; David Campos; David Chiu; Eric Mar; Jane Kim; John Avalos; Malia Cohen; Mark Farrell; Ross Mirkarimi; Scott Wiener; Sean Elsbernd

Subject: opposition to the construction of the Central Subway through Chinatown.

I am writing to you to express my profound opposition to the construction of the Central Subway through Chinatown.

BART was under construction when I moved to San Francisco in 1968 and Market Street - from Market & Powell to Civic Center - was a total disaster during that time. The businesses that were in that location were unapproachable and today the truth is those businesses are no longer there and that area of Market Street has never recovered from the devastation brought on by the BART construction work.

It this ever gets off the ground - and I sure hope it won't - Chinatown (not perfect, but perfectly unique, and homes and businesses to many) will become a disaster area for years to come - especially for the people who now inhabit that area.

The Stockton Street Muni system is a complete mess, and that's not just by accident. There are no longer any MUNI buses going down parallel Columbus Avenue. MUNI decided to eliminate the fully utilized #15 route that traveled from Fisherman's Wharf along North Beach and down Columbus Ave to the Financial district. The passengers who regularly used that route were then left with no other option than to be consolidated with the already way over-crowded Stockton Street bus routes. This was and is totally mindless.

The Financial crisis is REAL. MUNI is in the worst shape and with the worst service it has ever been from my 43 years here and it makes me really angry. Management and clear informed thinking is seriously lacking.

Please do not take money from this most necessary service to make deals with contractors - and whoever else is out there waiting with open hands to destroy the businesses and homes in Chinatown - to build this completely unaffordable, unnecessary, and unwanted fantasy subway through Chinatown and North Beach - especially while the existing MUNI service is falling apart. Instead, make existing MUNI management accountable and get this system back in functional order.

Sincerely,

John Reed

491 Chestnut Street, #3





To:  
Cc:  
Bcc:  
Subject: Opposed to Central Subway

---

From: Cautn1@aol.com  
To: David.Chiu@sfgov.org, Carmen.Chu@sfgov.org, Ross.Mirkarimi@sfgov.org,  
Eric.L.Mar@sfgov.org, John.Avalos@sfgov.org, Malia.Cohen@sfgov.org, Jane.Kim@sfgov.org,  
Scott.Wiener@sfgov.org, Sean.Elsbernd@sfgov.org, David.Campos@sfgov.org,  
Mark.Farrell@sfgov.org, Angela.Calvillo@sfgov.org  
Date: 02/14/2011 02:14 PM  
Subject: Opposed to Central Subway

---

Dear Supervisors,

Anyone who has watched CSPAN knows that the Republicans are trying hard to shake off the low public image of them engendered by their slothful ways during the Bush Administration. Boehner, Ryan, McConnell, Gingrich, Mica, Issa and others all go out of their way these days to emphasize their commitment to cutting waste. We'll see.

If they are serious, the Central Subway, because of its lack of redeeming qualities, is certain to be on the cut list. The best time for San Francisco to come together behind useful and cost-effective transportation alternatives would be now....

Gerald Cauthen,  
for Save Muni San Francisco

Fw: DERAILED THE CENTRAL SUBWAY BOONDOGGLE  
 Angela Calvillo  
 to:  
 Peggy Nevin  
 02/13/2011 07:12 PM  
 Show Details

File

**From:** WongAIA  
**Sent:** 02/13/2011 09:56 AM EST  
**To:** WongAIA@aol.com  
**Subject:** DERAILED THE CENTRAL SUBWAY BOONDOGGLE

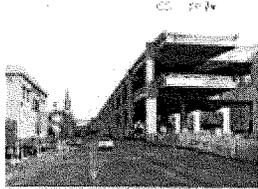
### **MEDIA ADVISORY**

### **ALERT ! DERAILED THE CENTRAL SUBWAY BOONDOGGLE !**

Bad infrastructure projects, like the Embarcadero Freeway, need citizen persistence to avert waste and flawed planning. The Central Subway Project will be sending its funding plan to the Federal Transit Administration (FTA) in February 2011---seeking federal funding approvals in December 2011. The citizenry need not subsidize the Central Subway Boondoggle, which drains the citywide Muni system of funding and services. Let's stand up against state power like the people of Tunisia and Egypt.



The Egyptian people against overwhelming state power.



The Embarcadero Freeway stopped at Broadway.



Freeway protesters at the steps of City Hall.

### **PLEASE TESTIFY:**

**Transportation Authority Board (all 11 Supervisors)**  
**TUESDAY, FEBRUARY 15, 2011, 11:00 am start** (Item 9 about 11:30 am)  
**City Hall, Legislative Chamber Room 250**

**ITEM 9.** Amend the Baseline Funding Plan for the San Francisco Municipal Agency's Central Subway Project, Affirm the Authority's Funding Commitments to the Project and Amend Related 5-Year Prioritization Programs.

**Board Attachment:** <http://www.sfcta.org/images/stories/Executive/Meetings/board/2011/02feb15/r11-44%20central%20subway%20baseline%20funding%20plan%20amendment%201.pdf>

### **EMAIL if you are unable to attend:**

[David.Chiu@sfgov.org](mailto:David.Chiu@sfgov.org), [Ross.Mirkarimi@sfgov.org](mailto:Ross.Mirkarimi@sfgov.org), [carmen.chu@sfgov.org](mailto:carmen.chu@sfgov.org), [sean.elsbernd@sfgov.org](mailto:sean.elsbernd@sfgov.org),  
[Eric.L.Mar@sfgov.org](mailto:Eric.L.Mar@sfgov.org), [john.avalos@sfgov.org](mailto:john.avalos@sfgov.org), [david.campos@sfgov.org](mailto:david.campos@sfgov.org), [Board.of.Supervisors@sfgov.org](mailto:Board.of.Supervisors@sfgov.org),  
[Malia.Cohen@sfgov.org](mailto:Malia.Cohen@sfgov.org), [Mark.Farrell@sfgov.org](mailto:Mark.Farrell@sfgov.org), [Jane.Kim@sfgov.org](mailto:Jane.Kim@sfgov.org), [Scott.Wiener@sfgov.org](mailto:Scott.Wiener@sfgov.org),  
[angela.calvillo@sfgov.org](mailto:angela.calvillo@sfgov.org)

**GENERAL INFORMATION:** The MTA's Funding Plan and New Starts Reports are required for federal funding. The MTA is spending millions of dollars in public relations, staff and contracts to control their message. A united citizenry can refocus priorities on citywide Muni needs.

- The Central Subway is draining Muni of its scarce funding, creating unnecessary budget deficits.
- The MTA has drained \$636 million of state/ local funds from the citywide Muni system for the short 1.7 mile subway, which will serve a small percentage of Muni's riders.
- 700,000 daily Muni riders and 800,000 taxpayers are subsidizing the Central Subway, while Muni crumbles and declines.
- Muni is going backwards because "backdoor taxes": are subsidizing the Central Subway boondoggle.

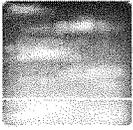
- Self-inflicted deficits have forced unnecessary service cuts, fare increases, higher parking fees/ meter rates, aggressive traffic citations, draconian revenue generation, depleted reserves, wage/ benefit decreases, deferred maintenance, crumbling infrastructure, Caltrain contributions/ cutbacks, high liability and life safety risks.
- In the current MTA fiscal year, a mid-year budget deficit of \$21.2 million is further exacerbated by the robbing of MTA's Reserves by \$65 million, leaving only \$12 million---not the \$77 million, or 10% of operating budget, mandated by MTA policies established in April 2007.
- Without reserves, major disasters and emergencies would cripple the Muni System.
- The MTA's deferred infrastructure investments already threaten public safety, by example, dilapidated vehicles, deteriorating rails/ tracks, spalling/ cracking concrete in Metro tunnels due to water infiltration.... The structural integrity of older tunnels warrants immediate retrofits.
- Finally, the Central Subway just doesn't make transportation sense, disconnecting the Market Street Corridor/ Transbay Terminal, reducing surface buses on the Stockton Corridor, shortening stations to 3-car lengths, eliminating moving sidewalks, increasing total travel times between most major destinations....

**SaveMuni.com**

**For additional information, contacts:**

Jerry Cauthen, PE: (510)-208-5441

Howard Wong, AIA: (415)-982-5055



To:  
Cc:  
Bcc:

Subject: ITEM 9. Amend the Baseline Funding Plan for the San Francisco Municipal Agency's Central Subway Project, Affirm the Authority's Funding Commitments to the Project and Amend Related 5-Year Prioritization Programs.

---

**From:** " " [lgoodin1@mindspring.com]

**Sent:** 02/13/2011 03:10 PM PST

**To:** David Chiu; Ross Mirkarimi; Carmen Chu; Sean Elsbernd; Eric Mar; John Avalos; David Campos; Board of Supervisors; Malia Cohen; Mark Farrell; Jane Kim; Scott Wiener; Angela Calvillo

**Cc:** "cwnevius" <cwnevius@sfchronicle.com>; "kgarcia" <kgarcia@sfxaminer.com>; "dsaunders" <dsaunders@sfchronicle.com>; "WongAIA" <WongAIA@aol.com>

**Subject:** ITEM 9. Amend the Baseline Funding Plan for the San Francisco Municipal Agency's Central Subway Project, Affirm the Authority's Funding Commitments to the Project and Amend Related 5-Year Prioritization Programs.

Two years ago I appeared before the Board of Supervisors to comment on the Central Subway EIR. Despite its many fatal flaws the Board approved it. Be that as it may, I would like to reiterate some of my comments and concerns. Some years ago I was the Mayor of Amador City and a member of the Amador County Transportation Commission, Air Quality Control Board and several other boards and committees. As such I reviewed a number of EIRs and was involved in a number of large projects [ none as grand as this billion dollar boondoggle ] but enough to know good EIRs and good projects from bad ones. This is one of the worst ever conceived.

My detailed comments and concerns were well-documented in the Final EIR and the minutes of the Planning Commission and the Board of Supervisors. In summary: impacts on parks and recreation; on small businesses; on preparedness for natural or human-caused disasters; gentrification; social/ economic consequences that displace low-income, minority populations; changes to the character of the city's premier tourist attractions; and cumulative future impacts were largely overlooked, barely addressed or white-washed. Most of the thinking on this project takes place in some fantasy world.

For example, the funds needed to get this project underway that must be provided by the city are obviously in someone's imagination. And when the **rule of two** is applied you had better hope that Tinkerbell, Jimminy Cricket and the Good Fairy can join together and come up with the cash. The **rule of two** states that every government project will take twice as long and cost twice as much as planned. Two words: Bay Bridge.

Let's be honest, we all know that this is not a good project. It's all about politics [ follow the money. The only people who will benefit are the property owners along the proposed route. Use the funds to improve the existing Muni system. Please see a more detailed discussion attached.

Lee Goodin

**GENERAL INFORMATION:** The MTA Funding Plan and New Starts Reports are required for federal funding. The MTA has been spending millions of dollars on public relations, staff and contracts for a fatally flawed project.

- The Central Subway is draining Muni of its scarce funding, creating unnecessary budget deficits.
- The MTA has drained \$636 million of state/ local funds from the citywide Muni system for the short 1.7 mile subway, which will serve a small percentage of Muni riders.
- 700,000 daily Muni riders and 800,000 taxpayers are subsidizing the Central Subway, while Muni crumbles and declines.
- Muni is going backwards because “backdoor taxes” are subsidizing the Central Subway boondoggle.
- Self-inflicted deficits have forced unnecessary service cuts, fare increases, higher parking fees/meter rates, aggressive traffic citations, draconian revenue generation, depleted reserves, wage/ benefit decreases, deferred maintenance, crumbling infrastructure, high liability and life safety risks.
- In the current MTA fiscal year, a mid-year budget deficit of \$21.2 million is further exacerbated by the robbing of MTA Reserves by \$65 million, leaving only \$12 million - not the \$77 million, or 10% of operating budget, mandated by MTA policies established in April 2007.
- Without reserves, major disasters and emergencies would cripple the Muni System.
- The MTA deferred infrastructure investments already threaten public safety. For example, dilapidated vehicles, deteriorating rails/tracks, spalling/cracking concrete in Metro tunnels due to water infiltration. The structural integrity of older tunnels warrants immediate retrofits.
- Finally, the Central Subway just doesn't make transportation sense: disconnecting the Market Street Corridor/Transbay Terminal, reducing surface buses on the Stockton Corridor, shortening stations to 3-car lengths, eliminating moving sidewalks, increasing total travel times between most major destinations are all examples of the “make this thing work” mentality that political pressure has caused.

**SaveMuni.com**



To: Erika.Cheng@sfcta.org,  
Cc:  
Bcc:  
Subject: STOP THE CENTRAL SUBWAY

---

**From:** Gail Switzer [switzer.gail@gmail.com]

**Sent:** 02/13/2011 11:11 AM HST

**To:** David Chiu; Ross Mirkarimi; Carmen Chu; Sean Elsbernd; Eric Mar; John Avalos; David Campos; Board of Supervisors; Malia Cohen; Mark Farrell; Jane Kim; Scott Wiener; Angela Calvillo

**Subject:** STOP THE CENTRAL SUBWAY

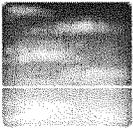
· The Central Subway doesn't make transportation sense, disconnecting the Market Street Corridor/ Transbay Terminal, reducing surface buses on the Stockton Corridor, shortening stations to 3-car lengths, eliminating moving sidewalks, and increasing total travel times between most major destinations.

The Central Subway is draining Muni of its scarce funding, creating unnecessary budget deficits.

· Deficits have forced unnecessary service cuts, fare increases, higher parking fees/ meter rates, deferred maintenance, and crumbling infrastructure.

I urge you to stop this waste now.

Gail Switzer  
341 Filbert Street  
San Francisco 94133  
[switzer.gail@gmail.com](mailto:switzer.gail@gmail.com)



**To:** Erika.Cheng@sfcta.org,  
**Cc:**  
**Bcc:**  
**Subject:** DERAIL THE CENTRAL SUBWAY BOONDOGGLE / Focus on real transit improvement and infrastructure.

---

**From:** Aaron Goodman [amgodman@yahoo.com]

**Sent:** 02/14/2011 10:23 PM PST

✓ **To:** David Chiu; Ross Mirkarimi; Carmen Chu; Sean Elsbernd; Eric Mar; John Avalos; David Campos; Board

of Supervisors; Malia Cohen; Mark Farrell; Jane Kim; Scott Wiener; Angela Calvillo

**Subject:** Fw: DERAIL THE CENTRAL SUBWAY BOONDOGGLE / Focus on real transit improvement

and infrastructure.

SF Board of Supervisors,

it is increasingly apparent that we no longer have transit planners with any real sense of the problems districtwide in San Francisco. The lack of true, low-tech, and small scale changes needs to be addressed especially in all areas and systems to promote linkage, and direct connections throughout the system. Without basic new line growth in the urban areas, we are losing the battle to create a sound transit system along major traffic arterials. The central subway money could be much better spent, on geary blvd., routing new lines up mission (14 line) through the sunset, north south on sunset blvd., or 19th ave grade separation, (parkmerced/sfsu-csu) or even relinking old lines like the L line on Sloat Taraval back up to west portal through St. Francis Woods intersection.

The need is critical, but the sinking money in this hole is beyond comprehension, its bad planning.

I strongly support the savemuni.com campaign on the problems the central subway creates, and the sincere issues of promoting neighborhood suggestions on change in transit.

We need a better citywide plan, and we will NOT get there with the current proposals in the pipeline. Its more important than ever to convene people to discuss adequately the needs of the city.

Sincerely

Aaron Goodman  
[amgodman@yahoo.com](mailto:amgodman@yahoo.com)

--- On Sun, 2/13/11, WongAIA@aol.com <WongAIA@aol.com> wrote:



**To:** Erika.Cheng@sfcta.org,  
**Cc:**  
**Bcc:**  
**Subject:** The Central Subway

---

**From:** "Mary Etta Moose" <maryetta@edmoose.com>  
**To:** <angela.calvillo@sfgov.org>, <Scott.Wiener@sfgov.org>, <Jane.Kim@sfgov.org>, <Mark.Farrell@sfgov.org>, <Malia.Cohen@sfgov.org>, "Angela Calvillo" <Board.of.Supervisors@sfgov.org>, "Supervisor David Campos" <David.Campos@sfgov.org>, "Supervisor John Avalos" <John.Avalos@sfgov.org>, <Eric.L.Mar@sfgov.org>, "Supervisor Sean Elsbernd" <Sean.Elsbernd@sfgov.org>, "Supervisor Carmen Chu" <Carmen.Chu@sfgov.org>, "Supervisor Ross Mirkarimi" <Ross.Mirkarimi@sfgov.org>, "Supervisor David Chiu" <David.Chiu@sfgov.org>  
**Date:** 02/14/2011 09:31 AM  
**Subject:** The Central Subway

---

Dear Supervisors:

I urge you to resist the message regarding the Central Subway that the MTA is spending millions of dollars to control.

Against our will and better judgment, we taxpayers are being put in the position of subsidizing the Central Subway boondoggle, while citywide Muni crumbles and declines, without reserves to protect against major disasters and emergencies that would cripple the system.

The MTA's deferred infrastructure investments already threaten public safety, by example, dilapidated vehicles, deteriorating rails/ tracks, spalling/ cracking concrete in Metro tunnels due to water infiltration.... The structural integrity of older tunnels warrants immediate retrofits.

The MTA has drained \$636 million of state/ local funds from the citywide Muni system for the short 1.7 mile subway, which will serve a small percentage of Muni's riders.

The Central Subway is a blatantly bad idea. Please do the right thing for San Francisco and vote against it.

Sincerely,  
Mary Etta Moose

## STOP THE CENTRAL SUBWAY

Gail Switzer

to:

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

02/13/2011 01:10 PM

Show Details

The Central Subway doesn't make transportation sense, disconnecting the Market Street Corridor/  
Transbay Terminal, reducing  
surface buses on the Stockton Corridor, shortening stations to 3-car lengths, eliminating moving  
sidewalks, and increasing total  
travel times between most major destinations.

The Central Subway is draining Muni of its scarce funding, creating unnecessary budget deficits.

Deficits have forced unnecessary service cuts, fare increases, higher parking fees/ meter rates,  
deferred maintenance,  
and crumbling infrastructure.

I urge you to stop this waste now.

Gail Switzer

341 Filbert Street

San Francisco 94133

[switzer.gail@gmail.com](mailto:switzer.gail@gmail.com)



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Central Subway

---

From: "Taber, Stephen" <staber@meyersnave.com>  
To: <angela.calvillo@sfgov.org>  
Date: 02/14/2011 02:27 PM  
Subject: Central Subway

---

Members of the Board of Supervisors:

I am chairman of the SPUR Central Subway Task Force and also a resident of Russian Hill. I am writing to you to ask that you continue your support of the Central Subway and keep the project on track. San Francisco has the slowest average transit speeds of any major system and the Northeast part of San Francisco has the slowest transit in the City because of its narrow streets and high degree of congestion. We need the rapid and reliable service that can only be provided by a subway.

The Central Subway is "legacy" project that can occur only once in a generation. It will serve as an important North-South rapid transit route that will complement the Market Street subway and can be expanded to serve additional high-density neighborhoods to the North and West. In that regard, I urge that planning be commenced as soon as possible to build a station at Washington Square, hopefully concurrently with taking the tunnelling machine out of the ground. This project, which would be relatively affordable, would greatly expand the utility of the system by providing a convenient transfer point for the 30, 39, 41 and 45 lines, as well as serving the dense Russian Hill, North Beach and Telegraph Hill neighborhoods.

Your support of this project is greatly appreciated

Stephen L Taber  
Attorney at Law  
**MEYERS NAVE**  
575 Market Street, Suite 2600  
San Francisco, CA 94105  
Phone: 415.677.3355  
Fax: 415.421.3767  
staber@meyersnave.com  
[www.meyersnave.com](http://www.meyersnave.com)  
[www.publiclawnews.com](http://www.publiclawnews.com)

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To comply with IRS regulations, we advise you that any discussion of Federal tax issues in this e-mail was not intended or written to be used, and cannot be used by you, (i) to avoid any penalties imposed under the Internal Revenue Code or (ii) to promote, market or recommend to another party any transaction or matter addressed herein.

**Reduce. Reuse. Recycle. Re-planet.**

19

Parking fee increases

Ryan Olson

to:

mtaboard, gavin.newsom, board.of.supervisors

02/12/2011 09:43 AM

Show Details

Dear SF Leadership,

I'm concerned about the proposed parking increases and meter extension. This will negatively affect retailers in SF, and make driving in San Francisco even more of a challenge. Please reconsider these changes or make much smaller increases than what are proposed.

Thank you for your consideration,

Ryan Olson



PLEASE DO NOT EVICT HANC.  
AS A BUSINESS OWNER OF SAM  
ADATO'S DRUM SHOP I ACCUMULATE  
TRUCKLOADS OF CARDBOARDS AND  
PAPER. IT'S WAY TOO MUCH TO PUT  
IN THE SIDEWALK BINS FOR 17 YEARS  
HANC HAS BEEN THERE FOR ME. I DO  
NOT KNOW WHAT TO DO WITHOUT IT.

SINCERELY Sam Adato



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: SAVE HANC Recycling Center & Native Plant Nursery!

---

From: glenn hunt <glenn@arkipolygon.com>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/18/2011 12:13 PM  
Subject: SAVE HANC Recycling Center & Native Plant Nursery!

---

SAVE HANC Recycling Center & Native Plant Nursery!

HANC Recycling Center & Native Plant Nursery

\*Provides Green Jobs

\*Operates a native plant nursery

\*Is a Ca State certified buyback center

\*Wdith Nature in the City, conducts educational workshops

\*Diverts 1800 tons of recyclables from SF landfill

SAVE HANC Recycling Center & Native Plant Nursery!

Glenn Hunt, AIA  
LEED Accredited Professional  
NCARB certificate



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: Why HANC should not be evicted!

---

From: Anna Yoon <anna\_yoon@yahoo.com>  
To: board.of.supervisors@sfgov.org  
Date: 02/15/2011 10:17 PM  
Subject: Why HANC should not be evicted!

---

As a long-time resident of San Francisco, about 15 years, I have had the benefit to be a part of the important act of recycling. Our future and the earth's future depends on it, on every level, large and small. On a personal level, with eight people in our household, we produce an enormous amount of disposables, all or most of which should be processed in the most ecologic way. Unfortunately, even our large-sized recycling bin does not accommodate large boxes or all of our recyclables. Therefore, I have been pressed to find a way to recycle mostly these large corrugated boxes. The local pick-up service was not accessible, and as a resident of the Outer Sunset district, I have found HANC to be the most convenient location to bring my recyclables. It happens to be the closest recycling center to my home. I also enjoy the environment, being so close to lovely Golden Gate Park and most often a sun-bathed and earth-friendly location. The native plant nursery is an added pleasure, which is appropriately located near a recycling location, again promoting a sense of responsibility to care for our wonderful home, earth. I would be saddened and amiss, and like most others, find it a great loss of resources to evict HANC. It would cause disruption in the natural continuity of the community as well. Thank you for taking the time to hear my plea.

Sincerely,  
Anna Yoon

69 Divisadero Street  
San Francisco, CA 94117

February 12, 2011

Office of the Clerk of the Board  
1 Dr. Carlton B. Goodlet Place  
City Hall, Room 200  
San Francisco, Ca 94102-4689

To the Board of Supervisors:

Please do not evict the HANC Recycling Center from its present location.

It is of essential use to the community.

It diverts 1800 tons of recyclable from the San Francisco landfill.

It is well kept, odorless and neatly organized, staffed with friendly, helpful people who would otherwise lose their jobs.

It is ideally and discreetly located near the Park and feels as much a part of it as its nursery sections.

It is accessible to a large population in the neighborhood who dispose of waste cardboard, bottles and papers there daily, helping to keep sidewalks clean.

Please register my strong support for allowing HANC to remain where they are.

Respectfully and sincerely,

*Isabelle M. TOMS*

Isabelle Manning Toms

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 FEB 14 PM 4:12

BY AK

101491  
City Ops Clerk.  
BOS-11  
Lpage  
GJ



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: File 110114: Please don't treat a good service like garbage. Keep the Haight Ashbury Recycling Center in place.

---

From: tina heringer <dahliafully@gmail.com>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/14/2011 11:59 AM  
Subject: Please don't treat a good service like garbage. Keep the Haight Ashbury Recycling Center in place.

---

Dear Members of the San Francisco Board of Supervisors:

As a longtime residents, homeowners, employees and employers in the Haight, let us voice praise over the good work that the Recycling Center accomplishes and deep concern over its removal from the neighborhood.

Evicting the Recycling Center is not going to remove the problem of homelessness. Only a cure for mental illness will make a dent in that problem. In the meantime, work for people facing huge challenges in life due to brain issues is almost impossible in an economy where it is difficult for the young with all their faculties and resources.

The problems of the poor are only getting worse as services are getting cut across the board. As the economy worsens, so will the homeless problem worsen and competition for resources will only become more desperate. Those suffering from mental illness will once again get the least attention and the most resentment.

For 35 years, HANC has offered a modest service for those suffering from mental illness to find meaningful work that they can actually do.  
Exactly what job should a paranoid schizophrenic get?

There are also plenty of elderly adding to their meager income at the recycling center. Do you suggest they work harder as Social Security benefits disappear? What will happen when the elderly population expands dramatically in the next 10 and 20 years?

Why are we forcing the ill, old and poor to just be out of sight? Out of sight out of mind. Unless you're young and rich, San Francisco will treat you like garbage. Is that really the message we want to convey? Is that how we really feel?

HANC provides a positive atmosphere that should not be moved to a place that is even harder for people struggling with meager transportation resources to get to.

The arguments we hear for eviction of the center are baffling, frustrating and are only based in self service and the values of the "not in my backyard" entitled. To remove the recycling center would be the act of a bully.

The belligerent contention that the center is "from another era," is an imperious statement that has no basis in the reality of the positive energy and substantial pride that the Recycling Center provides to the neighborhood. Such a stance is emblematic of how any forces interested in the eviction of such services are angry and resentful of anything other than themselves, especially any one who may be older and vulnerable.

The idea that the Center is an enabler is also not reality based. Removal of the center would only enable further panhandling.

Let us conclude by saying, we have never had a problem with our garbage cans being ransacked. Also, may we add that it is everyone's right to have a buyback center for bottle and can deposit conveniently located. We pay that deposit with the guarantee that it is refundable. We go there and find it an entirely pleasant experience to be where industrious productivity, education, natural resources, and positive community involvement are in full gear.

Please keep the Haight Ashbury Recycling Center going and do NOT evict such a valuable contribution to the quality of our neighborhood.

Thank you,

Aliyah Stein (homeowner, Haight Ashbury)

Lilah Stein (resident)

Tina Heringer (resident and employee in neighborhood)

Sean Scullion (resident)

Junko Sasaki (resident)

Betty Doza (Cole Valley/ Haight Ashbury employer)

Renee Pletka (resident)

Katherine McWilliams (resident)

Elissa Stevens (resident)

Graham Connah (San Francisco resident and supporter of HANC)

Marie Rongone (homeowner, resident)

Mark Posth (homeowner, resident)

Simone Cox (resident)

Susan Jones (resident, employer)

Cindy Cho (homeowner, resident, former employer)

Peter Doolittle (resident, HANC supporter)

Christine Wolheim (resident)

Ann Crow (former resident, HANC supporter)

Renee Georgulas (San Francisco resident, HANC supporter, Executive Director of the Northern California Psychiatric Society)

File 101491



Boston, page, Hissa  
Bruce Heikkinen  
1251 26th Ave.  
San Francisco, CA 94122-1504

To the board of Supervisors;

I would like to express my support for the HANC Recycling center near Kezar Stadium. We only recently found it and can't understand why it should be removed.

Yours Truly  
Bruce Heikkinen

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2010 FEB - 7 PM 3:51  
BY AK

(21)



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491 Please Do Not Evict the HANC Recycling Center

---

From: Ivan Lam <yayitsivan@hotmail.com>  
To: <board.of.supervisors@sfgov.org>  
Date: 02/07/2011 09:56 PM  
Subject: Please Do Not Evict the HANC Recycling Center

---

Dear San Francisco Board of Supervisors,

My name is Ivan Lam, and I am asking you to please not evict the Haight Ashbury Neighborhood Council Recycling Center. I recently became a resident of San Francisco, and one of the things I liked about San Francisco is its reputation for setting the example for the rest of the country for being green and environmentally friendly. I love that there's a ban on plastic bags and that there's a composting program for everyone in the city. You shouldn't shut down recycling centers like the one at Haight Ashbury. It should allow more to open!

I am a pretty environmentally conscious person. I drive a Prius, but even then, I take Muni almost every day. I just moved to the city a few months ago, and every furniture purchase decision I made started with its environmental impact from the production to the disposal.

In fact, I first learned about the HANC recycling center when I was looking for a place to recycle the cardboard packaging from my new furniture. Before that, I had to cut up the cardboard into small pieces and put them in the recycling bin in my apartment building once a week. I had so much cardboard that even as an environmentally conscious person, I was considering just dumping it in the trash bin, because it was so inconvenient.

If it weren't for the HANC Recycling Center, there would be a lot more recyclable trash in the landfill. Not just from my trash, but from the entire city of San Francisco.

So please, make your decision carefully. If the recycling center has to go, please think of an alternative that the residents of the Haight Ashbury community and of San Francisco can benefit from.

Thank you for your time,

Ivan Lam

BOS-11 File 101491  
City of Clerk GS

S A T I N M O O N F A B R I C S

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

FEB 9, 2011  
FEB 11 PM 3:31  
By



DEAR BOARD OF SUPERVISORS,

WE ARE WRITING TO SHOW OUR SUPPORT FOR THE HANC RECYCLING CENTER. WE LIVE IN THE INNER SUNSET DISTRICT AND OWN AND OPERATE A RETAIL FABRIC STORE ON CLEMENT STREET. WE HAVE BEEN IN BUSINESS FOR 39 YEARS AND TRULY APPRECIATE HAVING THE RECYCLING CENTER TO TAKE OUR LARGE CARDBOARD BOXES AND LONG CARDBOARD TUBES TO RECYCLE. IT WOULD BE A HUGE BURDEN ON US TO HAVE TO ONLY USE THE RECOLOGY BINS BECAUSE WE WOULD HAVE TO CUT UP VERY THICK AND HEAVY CARDBOARD INTO SMALLER PIECES AND WE ARE BOTH IN OUR SIXTIES AND HAVE ARTHRITIS IN OUR HANDS.

WE FEEL HANC IS PROVIDING A NEEDED SERVICE ALLOWING SENIORS AND OTHERS AN OPPORTUNITY TO REDEEM BOTTLES AND CANS TO SUPPLEMENT THEIR FIXED INCOMES.

WE ALSO LIKE THE PEOPLE WORKING AT HANC. THE PLACE HAS A VERY NICE NEIGHBORHOOD FEELING AND WE FEEL THE PROCEEDS ARE GOING TO CAUSES THAT ARE GOOD — NOT JUST A GIANT CORPORATION LIKE SUNSET SCAVENGER RECOLOGY (WE ALL FEEL LIKE WE PAY THEM ENOUGH).

PLEASE KEEP HANC OPEN

Sincerely,  
ALICE MIYAMO  
SUSAN MIYAMO

BOS-11 CO Clerk  
File, 101491

1221 Third Avenue  
San Francisco, CA 94122  
February 9th, 2011

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 FEB 10 PM 2:46

BY \_\_\_\_\_  
RC

Office of the Clerk of the Board  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 204  
San Francisco, CA 94102-4689

Dear Sirs:

We think that the HANC Inner Sunset Recycling Center should not be closed. The Center is and has been providing a service for many of our residents who at this very difficult financial time are helped by being able to get a few dollars for their recyclables. There are many people in San Francisco who are not homeless but need to find ways to supplement their earnings.

Many small businesses also use the Recycling Center. I, Martha Fulmer, a 30 year resident of the Inner Sunset, have observed that plumbers, electricians and solar installers bringing their cardboard boxes and recyclable packing thus saving them the cost of a debris box or a run to the land fill. I have also seen trucks from those businesses who say that they will get rid of your "Junk" bringing their loads for recycling.

Many residents have a small back yard for a garden. For those who want a community garden, there are other possibilities in the area. As the number of our City's gardeners have been decreased, wouldn't it be easier to work on a partnership which would be beneficial for everyone.

San Francisco and most of its citizens support recycling and the center provides an alternative to the curbside service and meets some needs that the curbside does not provide. Why should the Center which has run smoothly for years, provided jobs and not been a detriment to the neighborhood but has provided a great benefit to the community be closed? I wonder if this is just a plan to get rid of the HANC recycling center?

We hope you will consider the points we have mentioned and support the retention of our neighborhood recycling center.

Sincerely,  
*Martha Fulmer*  
*Robert Gardner*  
Martha Fulmer  
Robert Gardner

shut down this facility.

I hope your consideration will improve San Francisco to be one of the greenest cities in the US.

Best Regards,

Pornthipa Rojanadechakul

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: "Desmond Smith" <ember445@cutlersmith.com>  
To: <board.of.supervisors@sfgov.org>  
Date: 02/10/2011 10:04 AM  
Subject: HANC Recycling Center

---

Dear Board of Supervisors,

I am writing to register my support for the continued operation of the HANC Recycling Center.

I use the Center for recycling approximately once a month, as my time schedule often makes it difficult to use the weekly collection provided by the Scavengers. If the Center were to close, recycling would become very problematic for me, and I imagine that there are many others in the City who would be similarly adversely affected.

Therefore, I would urge you to keep this facility open.

Sincerely,

Desmond Smith

it.

That is understandable right? Especially in these economic times.

I really hope you hear my pleas here. I really hope you care about this.

This recycling center is a focal point for so many, many people from all kinds of walks of life.

The neighborhood council complains about the homeless. Well, guess what? They are all over the city!

And most of the ones that come to HANC are at least trying to make a living and do something positive.

The ones who have drug and drinking problems in their own way are trying also.

Take away their means of making a living in the neighborhood they are used to doing it in will only cause problems. Some will crowd farther away recycling centers. And some may just turn to crime I'm afraid.

HANC is open during reasonable hours. The noise from it is more than tolerable. They aren't waking people up or keeping them awake.

Please consider that when making your final decisions.

We need them to stay open! They need their jobs! People need to keep recycling in this city!

Shutting it down just adds to the following- Joblessness, the homeless, and people not recycling.

People in general recycle more when there is something in it for them.

At HANC they pay for your bottle and cans. And in this economy.....every little bit helps!

Did this fall on deaf ears? Is anybody listening? Anybody care?

-Jon Stewart

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: Thip R <pornthipar@gmail.com>  
To: board.of.supervisors@sfgov.org  
Date: 02/09/2011 10:55 PM  
Subject: Oppose the eviction of HANC

---

Dear SF Supervisors,

I'm writing to you to oppose the eviction of the HANC Recycling Center. I am one of the Inner Richmond residents who go to HANC weekly to recycle my household items, not only the water bottles, but all the paper, cardboards, oil, etc. I had used other recycling centers such as the one in Safeway supermarkets before, but those places didn't impress me. They didn't provide good management to handle numerous recyclable items as effective as HANC does.

HANC is not only great for the environment in terms of providing places for SF residents to recycle almost everything, but also it provides friendly-environment for people who concern about the importance of recycling. All the employees working at HANC are very professional, hard working people who work efficiently and incredibly polite with all the recyclers who come in. They treat everyone with respect.

Last two weeks, I met a reporter from England at HANC who wanted to write about this recycling center. As a public relations person, I asked why she's interested to write about this place. What made her come to HANC was that she never experienced numbers of residents who care about environment and do recycling like people at HANC do. We noticed that people who come here are general residents from everywhere.

I personally think that this place is safe and friendly. I like their managable system and I appreciate their rotating duties to keep work done.

The eviction of HANC is wrongful plan that should not be approved. I oppose any attempt to

Dear Mayor and Board of Supervisors,

My name is Oliver and I'm fifteen years old. My family and I have lived in the Haight-Ashbury district for most of our lives. Coming from a low-income setting, my family depends on the HANC Recycling Center for extra pocket money. Before coming to the HANC Recycling Center, we used to go to the Recycling Center in the old Safeway located at 7th Avenue and Cabrillo. After the Safeway was renovated, their Recycling Center moved out, and we moved to the Haight-Ashbury Neighborhood Council (HANC) Recycling Center. I am just one of the thousands of residents who use the Recycling Center on a weekly basis. I understand the qualms regarding the condition of the HANC Recycling Center. Some people view the Recycling Center as a "dump" for homeless to get extra money for alcohol or drugs. Some see the center as a messy, noisy place that is ruining the integrity of Golden Gate Park (even though the center is not located in what we view as "Golden Gate Park"). Closing down HANC won't solve these problems. Honestly, the thousands of residents who use this center will have to find another place to redeem their bottles and cans. Should we close down all of these Recycling Centers? How else can these communities create green job opportunities, educate the public on recycling, and economically help low-income families while creating a fun and rewarding way for residents to contribute to San Francisco's natural ecosystem. Let us not close down the center, but rather find other rational solutions that will benefit the local residents, the Haight-Ashbury Neighborhood Center, the good-hearted homeless, and the City and County of San Francisco.

Sincerely,

Oliver Wijayapala

--

Oliver Wijayapala  
2740 McAllister St.  
San Francisco, CA 94118  
House: (415) 751-6392  
Cell: (415) 509-0338

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: IROAR883@aol.com  
To: Board.of.Supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/09/2011 09:16 PM  
Subject: Please don't close down my neighborhood recycling center!

---

To whom it may concern.

My name is Jon Stewart. I am a San Francisco native and have lived in this city for 46 yrs. I live in the Inner Richmond district and do my Recycling not too far from my house at the HANC recycling center on Frederick St in near the Haight Ashbury. They are wonderful there! Always nice and helpful. And it's so nice to be able to go somewhere close by. I don't own a car and bring my bottles,cans, etc to their buy back station using a cart. If you take away their permit to operate I don't have anywhere else nearby to go. They employ some great people at HANC. They will all lose their jobs and they are all really worried about



**To:** BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
**Cc:**  
**Bcc:**  
**Subject:** File 101491: Please help save the HANC Recycling Center

---

**From:** Joshua Cruz <joshuacruz23@gmail.com>  
**To:** board.of.supervisors@sfgov.org  
**Date:** 02/10/2011 12:19 PM  
**Subject:** Please help save the HANC Recycling Center

---

Dear Board of Supervisors,

I am writing this letter in response to the terrible news that the HANC Recycling Center and Native Plant Nursery may be evicted from its current location. I am an attorney and long-time resident of the Pan Handle area who has grown to appreciate and utilize all the services that the HANC center provides. I frequently recycle cans and bottles there each month. In addition, I have also purchased native plants from the center with the help of their very friendly and knowledgeable staff.

News of the HANC Recycling Center possible eviction is very troublesome. I believe that this particular recycling center provides many great services for our community. In addition, the center's great staff would risk losing their jobs. As such, I humbly ask for your help in preventing the eviction of the HANC Recycling Center. The HANC Recycling Center should not be evicted. Thank you and have a great weekend.

Cordially,

Joshua Cruz  
(408) 705-7786  
[joshuacruz23@gmail.com](mailto:joshuacruz23@gmail.com)



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491 Haight Ashbury Recycling Center - 17 emails with different views

---

The Clerk's Office has received 17 emails regarding the Haight Ashbury Recycling Center.

Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102  
(415) 554-5184  
(415) 554-5163 fax  
Board.of.Supervisors@sfgov.org

Complete a Board of Supervisors Customer Service Satisfaction form by clicking  
<http://www.sfbos.org/index.aspx?page=104>

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/14/2011 03:16 PM -----

From: Phil Gara <whodrixlab@sbcglobal.net>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/12/2011 02:29 PM  
Subject: Haight Ashbury Recycling Center

---

I cannot attend the Monday hearing about the Haight Ashbury Recycling Center but I would like to be counted as a supporter of this important facility. I have been donating my recycling goods there for over 20 years. This group services the entire San Francisco community, provides employment, and gives back to the Haight Ashbury district in the form of monetary donations to non-profits groups of the neighborhood. I would prefer to give my recycling goods to this group which is a model of San Francisco enterprise rather than be forced to contribute to the Sunset Scavenger Co. coffers. Please consider recinding the decision to close this facility. Keep the Haight Ashbury Recycling Center open for the benefit of all San Francisco. Sincerely Yours, Philip Gara.

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/14/2011 03:16 PM -----

From: Cindy Young <mscindyyoung@yahoo.com>  
To: board.of.supervisors@sfgov.org  
Date: 02/12/2011 06:48 PM  
Subject: please close HANC

---

Hi -

I'm writing in support of closing HANC. As an honest, hard-working, tax-paying, homeowner on Beulah Street, I would like to see this center closed and relocated to the city outskirts or an industrial area. I don't believe recycling centers should be in the center of the city, or in any residential neighborhood. I am seriously concerned about the street people living on Haight Street and in Golden Gate Park; they are a grossly negative representation of our beautiful city. I am embarrassed by the homeless people who are allowed to gather at the park entrance on Stanyan. I truly believe that closing HANC will encourage the homeless and street-people to move to other areas (where they are closer to homeless shelters) because they will no longer be able to exchange cans & bottles for money.



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: HANC should not be evicted

---

From: Kelly Newhouse <misskellykal@hotmail.com>  
To: <board.of.supervisors@sfgov.org>  
Date: 02/10/2011 04:13 PM  
Subject: HANC should not be evicted

---

Hello,

I would like to put in a plug for the HANC recycling site. We have used this site often, and find its location easy for use in the City.  
Please consider keeping this recycling center in its current location.

Thank you,

Kelly and Chad Newhouse



**To:** BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
**Cc:**  
**Bcc:**  
**Subject:** File 101491: HANC Recycling Center & Native Plant Nursery

---

**From:** A F <afternoonfunn@yahoo.com>  
**To:** board.of.supervisors@sfgov.org, mayoredwinlee@sfgov.org  
**Date:** 02/11/2011 12:13 PM  
**Subject:** HANC Recycling Center & Native Plant Nursery

---

Mayor Lee and Supervisors,  
We urge you to keep the HANC facility open. It operates in an obscure and well hidden corner of the park and provides a vital service to Richmond and Sunset district neighborhoods at NO COST TO TAXPAYERS. After all, what's the point of paying CRV "deposits" on bottles and cans if we have no where to redeem them? If HANC is evicted (as was the facility at the 7th & Cabrillo Safeway a few years back), the CRV becomes an additional tax in this already expensive city. Further, any new use the City would intend for the parcel will require expending already cash-strapped tax funds. Please do the correct and most logical thing and keep HANC Center open.  
695 Third Ave, SF 94118



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491 Letters HANC

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From: "Rich Lang" <r\_lang@pacbell.net>  
To: "Board" <Board.of.Supervisors@sfgov.org>  
Date: 02/08/2011 10:23 AM  
Subject: HANC

---

As a many-year resident of the upper Haight, I am urging you NOT to close the HANC Recycling Center. The center provides a valuable service for the entire area and should be retained. It is folly to educate SF residents on the value of recycling and then close such a center.

Please -- retain the HANC Recycling Center.

Thank you.

Richard Lang  
169-A Belvedere St  
SF 94117

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: Michael Gorman <michaelgorman1038@comcast.net>  
To: Board.of.Supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/08/2011 02:48 PM  
Subject: recycling center and wreck and park

---

**TO THE BOARD OF SUPERVISORS-**

**WHY WOULD YOU GET RID OF THE RECYCLING CENTER AND THE NATIVE PLANT NURSERY WHEN YOU HAVE PEOPLE LIKE BRANDO RODGERS AND CHRIS BOETCHER AT THE HARVEY MILK CENTER WHO DO NOT EXPRESS A CREATIVITY NEEDED AT THIS FACILITY - THEY LACK JUDGEMENT AND ENTHUSIASM NEEDED.**

**MOST OF ALL THEY ARE NOT RESPONSIVE TO THE NEEDS OF THE COMMUNITY THEY JUST WANT TO GRAB A PAY CHECK AND GO HOME.**

**MICHAEL GORMAN**

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: David Hoffman <theHoff@earthlink.net>  
To: board.of.supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/09/2011 12:25 PM  
Subject: HANC

---

Mayor Lee & the board -

Let me get this straight: you force upon the populace things such as recycling kitchen compost items, but are now considering closing down the only facility near me to recycle many items like bottles?

Don't do it!

I want to leave a smaller environmental footprint on this planet. You will force me to do otherwise if you close the HANC Recycling Center.

David Hoffman  
24th Ave  
SF

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: Bob and Ann Goldberg <auberg16@sbcglobal.net>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/09/2011 12:51 PM  
Subject: Closure of HANC

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It is not in the best interest of The City to close HANC. The recycle center provides neighborhood services that promote the goals of The City. Closure seems to negate the intent of san Francisco to be a leader in ecology. The service provided by scavenger organizations is not timely or adequate for the amount of recyclable material that my wife and I produce. HANC is located conveniently out of the way of the immediate neighborhood residents. Please DO NOT close HANC, although I feel that it is already a done deal, as much of the City's activities are.

Robert and Ann Goldberg  
1541 Shrader Street

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: paradoctor@aol.com  
To: Board.of.Supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/09/2011 03:43 PM  
Subject: Keep HANC where it is

---

Dear Mayor and Supervisors:

Do not evict the HANC Recycling Center from its present location. I have been a regular visitor to the Recycling Center for as long as I have lived here, over 24 years so far. I have found it extremely useful, and I have grown accustomed to it. Therefore please leave HANC the way it is.

Sincerely,  
Nathaniel Hellerstein  
100 Shields Street  
San Francisco, CA 94132  
415-586-7828

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:16 PM -----

From: Oliver W <oliver.wijayapala@gmail.com>  
To: board.of.supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/09/2011 04:33 PM  
Subject: Regarding the Eviction of the HANC Recycling Center

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devoted voters in  
S.F.  
D. Spencer and P.  
Luke

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/15/2011 12:45 PM -----

From: Katy Schweigerdt <schweighead@yahoo.com>  
To: board.of.supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/14/2011 08:52 PM  
Subject: HANC

---

I am writing in support of keeping the Haight Ashbury Neighborhood Council Recycling Center open.

I recently went there to drop off large amounts of cardboard that I needed to dispose of for my job. Not only was the experience pleasant because of the kindness of the employees, but having a local, neighborhood recycling center available so close allowed me the option of choosing the earth-friendly approach rather than throwing these goods in the landfill. The role that the center plays in the community brings like-minded, environmentally conscious individuals together to take small steps every day.

Without an establishment such as the HANC Recycling Center, citizens of San Francisco do not have the choice to live an environmentally friendly lifestyle, and it is a crime to take that choice away from residents. What's the purpose of composting and diverting waste with the green barrel program, while at the same time not allowing the HANC to divert waste that otherwise ends up in the landfill or on the street?

Please consider my plea in keeping the doors of this great SF resource open to serve and educate the community which allows SF citizens to play an active role in making this world a better place.

Thank you for your consideration!

Sincerely,  
Katy Schweigerdt

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/15/2011 12:45 PM -----

From: Rebecca Stillpass <rstillpass@gmail.com>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/15/2011 09:35 AM  
Subject: Support for the HANC Recycling Center

---

Dear Board of Supervisors,

I realize I am writing this a day after the hearing, but I do hope this reaches you and demonstrates our heartfelt support for the HANC Recycling Center. We have made weekly trips to the recycling center for over five years now and cannot imagine them being evicted. The mere thought of it is shocking as it has become such a deeply embedded part of our routine.

We look forward to seeing the folks who work there who are friendly and very knowledgeable about recycling. The center itself is cloaked behind forest green screens making their presence unobtrusive and simply blend in with the surrounding Golden Gate Park. The location is fairly centralized making it a convenient spot for recycling and purchasing native plants. On any given day, you will see many people redeeming their bottles for much needed money, especially during this tough economy. We heard the center may be converted to some sort of a neighborhood garden which completely baffles us as Golden Gate Park is right across the street, providing

breathtaking gardens for all to enjoy. The HANC Recycling Center is a vital part of the San Francisco infrastructure providing valuable services to its residents and must be allowed to continue to flourish. It would be hard to imagine the city of San Francisco, the city we love so much, with one of its unwavering core values to be supporting disadvantaged people, consider evicting this center to indulge the wishes of an already greatly advantaged group of individuals.

Please save the HANC Recycling Center!!!

Thank you for listening!

Kind regards,

Rebecca and Paul Stillpass

H: 415.221.2442

Click [here](#) to forward this mailing with your personal message.

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This email was sent by: **National League of Cities**  
1301 Pennsylvania Avenue, Washington, DC 20004

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----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/15/2011 12:45 PM -----

From: Ted Loewenberg <tedlsf@sbcglobal.net>  
To: board.of.supervisors@sfgov.org  
Cc: Ed Lee <Ed.Lee@sfgov.org>, Phil Ginsburg <phil.ginsburg@sfgov.org>  
Date: 02/14/2011 05:39 PM  
Subject: Resolution on HANC Recycling

---

File 101491

BOS-11

Alisa

cpage

### Supervisors:

Today's hearing on the topic of HANC's industrial processing center missed the point entirely. The issue is not about the value or worth of recycling, or the role of HANC in the city's process. Rather, the issue is the termination of the lease that has been on a month-to-month for about the last ten years.

HANC has elected to stick its collective head in the sand on the possibility that their sweetheart

deal would go away. \$416 a month for the lease of 2/3rds of an acre? That amounts to a huge subsidy HANC was receiving, and artificially keeping their operating costs extremely low. The organization has failed to properly plan its business to run without such a supplement Poor planning on their part does not create an exception by the city for poor business practices.

The matter of ending the lease is a condition they agreed to when they signed the lease. Termination could come from the Rec & Park department with 90 days notice (now given on Dec. 4th, 2010) and the tenant is obliged to vacate the premises, per the lease agreement. The 90 day notice is NOT an eviction. Eviction occurs when the tenant violates a term of the lease, creating a breach of contract, which is not remedied by the tenant. Termination is a normal, agreed to process between the land owner and the tenant. There is no dispute on this basic principle.

The matter is strictly administrative. It is not a matter of public opinion, nor the jurisdiction of the Board of Supervisors. HANC, bringing this matter to the Board merely attempts to politicize what is not a political matter. The Board has no more authority to delve into the matter than the US has to dictate the outcome of political protests in Egypt. It is time for the Board to deal with the serious issues under its jurisdiction, such as the budget, fixing our crappy streets, and other pressing matters.

I would have delivered these comments today, but after more than 2 hours of grandstanding and reviewing what was already known by all the parties (in addition to several gross misrepresentations), I no longer had time to stay and wait for my turn to state the above. Perhaps the Board should figure out how to run a meeting more efficiently so that so many people do not waste their time hearing all the grandstanding.

The Haight Ashbury Improvement Association is proud to stand with the other community groups who want to see people-centered activities programmed for public park spaces. The time for a community garden is way over-due.

Ted Loewenberg  
President,  
Haight Ashbury Improvement Association

**tedlsf@sbcglobal.net**

"It's got to come from the heart if you want it to work."

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/15/2011 12:45 PM -----

From: Peggy Luke <pluke@att.net>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/14/2011 08:39 PM  
Subject: RE:HANC Recycling Center & Native Plant Nursery

---

Dear Board:



**To:** BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
**Cc:**  
**Bcc:**  
**Subject:** File 101491 HANC Recycling Center closure

---

**From:** cgstudio2 <cgstudio2@aol.com>  
**To:** board.of.supervisors@sfgov.org  
**Cc:** cviasf@aol.com  
**Date:** 02/13/2011 01:56 PM  
**Subject:** HANC Recycling Center closure

---

Dear Supervisors,

I will not be able to attend the hearing on Monday, Feb 14. I did attend the meeting in December regarding this matter and it was quite clear that both the Recreation and Park Department and the neighbors and resident's associations were in favor of replacing the Recycling Center with a community garden.

Why are we still talking about this? For ten years the HANC Recycling Center has been on notice to find a new location for their commercial business. I have a letter dated 1990 from park planner Deborah Learner to then general manager Mary Burns stating that the HANC Recycling Center was using the site for commercial transfer of large quantities of materials and that this operation was inappropriate for the location and should be relocated to an industrial site.

Neighbors have been complaining about the noise and large trucks for 20 years. What does it take to remove this operation? The HANC Recycling Center employees are using "over my dead body" talk and stamping their feet like children because they are not getting what they want.

The Center exists because our tax dollars subsidize them and they pay very low rent to the RPD. But now, those of us who pay those tax dollars would like to have a Community Garden instead. We don't need HANC Recycling anymore because we have curbside pickup. They are no longer functioning as a neighborhood resource. If they want to keep that business going they can move to an industrial site and use the same employees.

Supervisors, I hope you will do the right thing for our neighborhood and require the HANC Recycling Center to vacate the site as dictated by the RPD.

Sincerely,  
Carole Glosenger  
117 Beulah Street  
San Francisco, CA 94117  
415 221-7379



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: HANC Recycle Center/ Give us back our park

---

From: Albert Minvielle <minvielle@sbcglobal.net>  
To: Board.of.Supervisors@SFGov.org, MayorEdwinLee@SFGov.org  
Cc: Adam Greenfield <gubbins4ever@yahoo.com>, Andrea Jadwin <ajadwin@pacbell.net>, Ann Morris <annbartronmorris@gmail.com>, Blue Greenlight <bluegreenlight@gmail.com>, board@inner-sunset.org, britton@jacksonfuller.com, Larry Rosenfeld <LBRMouse@aol.com>, PRyan@winston.com  
Date: 02/15/2011 06:31 PM  
Subject: HANC Recycle Center/ Give us back our park

---

I spent three hours yesterday listening to a long line of emotional supporters to retain the HANC recycle center and a fundamental question remains unanswered. WHY DOES the center have to be located on park land? Information below.

The Native Plant Nursery located at the recycling center will be accommodated by the proposed garden center, better facilities and a strong community garden network. This removes the issues around the nursery from the neighborhood. How much does HANC impact city recycling??

The impact of HANC on city wide recycling was addressed by the Dept. of the Environment which stated that only 0.01% of the City's recycling, according to HANC, a large amount (75%) is trucked to the center from other areas like "the Richmond, Castro and Western Addition". It is then processed and trucked out of the neighborhood for collection. If it was trucked directly to a processing station rather than into the neighborhood and out again it would reduce traffic by HANC at the Kezar center to a miniscule amount.

How can household recycling be accommodated if the Kezar Center is gone?

The Dept. of the Environment proposed the use of redemption machines at a variety of locations to accommodate household recycling. These machines would be more convenient to neighbors than hauling their materials to the park location and as a result recycling volume among households and surely reduce traffic in the neighborhood. The volume of household recycling without the burden of the commercial collections HANC currently processes could easily be accommodated by the city.

Based on this information and logic why does the recycle center have to be located in Golden Gate Park on land? There are many other ways. HANC trucks in most of its product from remote locations into the neighborhood, processes it and tucks it directly to a processor. HANC can continue to provide this service if its commitment to the environment is maintained. This is not an anti HANC issue it is a pro park issue. At no time during yesterday's hearing was an explanation of why a park location is required presented. With a change in this model that moved the transfer function of the park site to a location that does not require a park site, the continuation of HANC's recycle efforts, an improvement of recycling accessibility for households and a new model for recycling.

WHY NOT?????????  
Let's stop dancing around the issue with political rhetoric and try to serve our community our broader community.

Delete



*Respect the neighborhood, be part of the community*

North of Panhandle Neighborhood  
Association  
P.O. Box 591208  
San Francisco, CA 94159  
Email: [nopna@nopna.org](mailto:nopna@nopna.org)  
Web: <http://www.nopna.org>

February 10<sup>th</sup>, 2010

Board of Supervisors

1 Dr. Carlton B. Goodlett Place

City Hall, Room 244

San Francisco, Ca. 94102-4689

Dear Board of Supervisors

On behalf of North Panhandle Neighborhood Association, I would like to express our support for more community garden spaces in San Francisco parks and specifically creating a community garden at Frederick and Arguello. Community gardens bring neighbors together, teach valuable lessons to our children and encourage sustainable living practices.

Based on conversations with neighbors, in and around Frederick and Arguello, and the endorsements of the Cole Valley Improvement Association (CVIA) and the Haight Ashbury Improvement Association (HAIA), we believe the majority of neighbors want a community garden at Frederick and Arguello. In addition, based on information provided from the Chronicle and other sources, it appears that the usefulness of a recycling center that processes less than 1% of San Francisco's recycling is not a good use of our park space. The simple fact is that parks should be for people and not for industrial uses.

When plans move forward to convert the site, we would also ask that everyone be respectful of the employees of the recycling center by giving them ample time to find new employment by assisting them in making the transaction.

Cordially,

Jarie Bolander

A handwritten signature in black ink that reads "Jarie Bolander". The signature is fluid and cursive, with a long horizontal line extending to the right.

President, North Panhandle Neighborhood Association (NOPNA)

*cc: Panhandle Park Stewards, Supervisor Mirkarimi, Phil Gierburg, HAIA, CVIA*

22



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Inner Sunset residents support the community garden

---

From: ann morris <annbartronmorris@gmail.com>  
To: board.of.supervisors@sfgov.org  
Cc: Phil Ginsburg <philip.ginsburg@sfgov.org>, Sarah Ballard <Sarah.Ballard@sfgov.org>, Andrea  
Jadwin <ajadwin@pacbell.net>, Albert Minvielle <minvielle@sbcglobal.net>, Vallie Brown  
<vallie.brown@sfgov.org>  
Date: 02/08/2011 05:21 PM  
Subject: Inner Sunset residents support the community garden

---

Honorable Members of the S.F. Board of Supervisors  
cc: P. Ginsburg, S. Ballard - S.F.Recreation & Park Department

Dear Supervisors:

As a 12-year resident of the Inner Sunset and the past president of Inner Sunset Park Neighbors, the neighborhood advocacy group which represents more than 1,200 residents of the Inner Sunset, I ask you to maintain the Rec & Park Commission's decision to repurpose the Kezar Recycling Center into a community garden - for the good of the surrounding neighborhoods, Golden Gate Park and indeed all San Franciscans.

Residents of the Inner Sunset have repeatedly asked for three key improvements to our neighborhood: an increased sense of community, better safety & security and stronger ties to Golden Gate Park. **The proposed Community Garden accomplishes all three goals.** Additionally, as a densely packed neighborhood, we have many residents without backyards who would love the chance to garden. There also are benefits from learning, interaction with others, respect for the environment and community-building.

There is overwhelming enthusiasm for a community-focused garden on this site, and neighbors are excited at the prospect of a clean & usable southeastern corner of the park. Please be aware that the vast majority of Inner Sunset residents are in favor of this change - *and are disappointed at the "politics" and gamesmanship which have ensued since the Rec & Park Board's positive action .*

Please abide by Rec & Park's recommendation for the Kezar site and know that the Inner Sunset neighborhood supports Rec & Park's decision to replace the outdated recycling center. Thank you.

Ann Bartron Morris

Inner Sunset Resident & Secretary, Inner Sunset Park Neighbors



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: don't close HANC!!!!

---

From: Judith Schein <youdeet@revroc.net>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/09/2011 04:46 PM  
Subject: don't close HANC!!!!

---

I live in HANC's neighborhood and love the place. I get my plants there and take my recycle and donations there. If I have things that are still functional but that I have no use for any more I take it there and know it won't go to waste but to someone who can still use it and enjoy it! Please don't close HANC.  
Thanks a lot, Judith Schein



**To:** BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
**Cc:**  
**Bcc:**  
**Subject:** File 101491: Letter of Support for a Community Garden at Frederick and Arguello

---

Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102  
(415) 554-5184  
(415) 554-5163 fax  
Board.of.Supervisors@sfgov.org

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<http://www.sfbos.org/index.aspx?page=104>

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:25 PM -----

**From:** Jarie Bolander <jarie.bolander@gmail.com>  
**To:** Board.of.Supervisors@sfgov.org  
**Cc:** BVNA <BVNA@ix.netcom.com>, Ted Loewenberg <tedlsf@sbcglobal.net>, Lena Emmery <emmeryl@aol.com>, Dale <dale987@gmail.com>, Vallie Brown <Vallie.Brown@sfgov.org>, Ross Mirkarimi <Ross.Mirkarimi@sfgov.org>, Phil.Ginsburg@sfgov.org  
**Date:** 02/10/2011 05:48 AM  
**Subject:** Letter of Support for a Community Garden at Frederick and Arguello

---

Dear Board of Supervisors-

Please find attached a letter of support for a community garden at Frederick and Arguello from NOPNA.



garden\_support\_letter.pdf

Jarie Bolander, President NOPNA

For all things NOPNA, check out our website: <http://www.nopna.org>



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: HANC

---

From: B P <itsmebpass@yahoo.com>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/10/2011 01:37 PM  
Subject: HANC

---

To Members of the Board of Supervisors

I was and still am in favorer of removing the industrial transfer station from Gold Gate Park and replacing it with an educational community garden center

I am a volunteer that works in Golden Gate Park the area I work is from Arguello Blvd to 9<sup>th</sup> Ave along Lincoln Way my neighborhood. In the process of clean the park we come in contact with Human was, used needles, old razors and broken bottles. I still believe the majority of the waste comes from many people who use HANC for cash and the park as there personnel dumbs. Will I take my children, dogs, and visitors for a walk in the park at this time NO WAY. Removing HANC and giving volunteers a chance to clean and plant then ask me the same question in six to nine months. Thank you for your time Bill Lafferty



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: HANC

---

From: Kevin Hart <kevin@hart-architecture.com>  
To: Board.of.Supervisors@sfgov.org  
Date: 02/10/2011 03:20 PM  
Subject: HANC

---

Dear Supervisors,

Thanks for your continued advocacy for the City.

I understand the issue of closing the HANC recycling center is scheduled for discussion before you soon. I believe the recycling center should be closed.

The discussion about closing the recycling center has been quite widely and thoroughly vetted, for many, many years. I, and all of my neighbors, feel it is time for the question to be called; and the recycling center should be closed at long last.

HANC deserves our admiration (and it has mine) for its leadership in recycling. It was begun long before recycling was widely understood to be beneficial to the environment, and HANC boldly showed the way. Now that curbside recycling is provided by the City at taxpayers' expense, HANC's recycling operation is in fact an economic *drain* on taxpayers; and since it operates on City Park land, the economics that formerly made sense are now upside down. It is time for HANC to allow that corner of the Park to evolve. Evolution, from a noisy industrial use to a community garden, is a wonderful idea, and HANC should feel proud to enable this transformation.

I hope you, too, will support this transformation. I understand there is sentimental support for HANC the institution; I believe that sentiment should be admired, but not allowed to blind us to the benefits of evolution.

Thank you,

Kevin Hart  
1248 5th Avenue  
San Francisco, CA 94122



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: HANC

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From: "Stephanie Rogers" <iloveopera@comcast.net>  
To: <Board.of.Supervisors@sfgov.org>  
Cc: <mayoredwinlee@sfgov.org>  
Date: 02/10/2011 03:20 PM  
Subject: HANC

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Hello -

My name is Stephanie Rogers. I have lived in the Inner Sunset since 1977.

When we first moved to this neighborhood HANC provided a useful service and we went every week with our recyclables. Now, however, with the city recycling system well in place, it appears that HANC is not as necessary as it once was. I suggest that HANC no longer accept the kinds of recycling that go into our blue bins. HANC should collect only those items that would save residents a trip to Tunnel Avenue: Hazardous waste, paint and electronic items. I like the little nursery HANC has started and think that should continue, along with some of the space being dedicated to community gardens. Thank you for your consideration of my ideas and opinions. I hope you bring this matter to a conclusion soon.

As a side issue, it would be helpful if SFPD and the Recology people could come up with a way of locking our blue bins to thwart the many recycling looters that swarm the neighborhood in the middle of the night before pick-up day. Even when my husband puts out the bins first thing in the morning, there are people scavenging. They are costing us money (stealing from all rate-payers) and they are a big nuisance. Some are individuals, and some seem to be working for more organized thieves. Something should be done.

1242 8<sup>th</sup> Avenue  
SF 94122 - 415-566-6494



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101491: Hanc Recycling Center in Golden Gate Park

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From: DOERTE G MURRAY <doerte.murray9655@sbcglobal.net>  
To: Supervisors Board of <board.of.supervisors@sfgov.org>  
Cc: Improvement Assn Cole Valley <cviasf@aol.com>  
Date: 02/10/2011 11:00 PM  
Subject: Hanc Recycling Center in Golden Gate Park

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Dear Supervisors,

I am not able to attend the hearing on Monday morning. The following will illustrate my opinion in this matter.

The other day I was passing by HANC's Recycling Center and noticed a sign stating "SAVE HANC'S RECYCLING use of an industrial entity (HANC) in Golden Gate Park.

This should not have come as a surprise to HANC or anybody else. The contract between RPD and HANC has already has an area at 701 Amador Street.

HANC has repeatedly failed to adhere to conditions in the contract, for instance: In return for the low lease HANC has Golden Gate Park. At the height there were 12 (twelve) cans, today there are 2 (two).

Needless to say the cans were supposed to be emptied weekly. For years I kept logs on empty cans while on my way to work.

HANC was also obligated to clean the Kezar corner weekly. This was never done. They were late in paying the rent.

Does the Board of Supervisors get involved in every cancellation of a lease throughout the city? What is so special about HANC?

The vast majority of people in this neighborhood want HANC out of Golden Gate Park. So be it. Let's get on with it.

Thanks for reading this.

Sincerely,

Doerte Murray  
526 Clayton Street  
San Francisco, CA 94117  
(415) 626-3607  
doerte.murray9655@sbcglobal.net



**To:** BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
**Cc:**  
**Bcc:**  
**Subject:** File 101491: Inner Sunset Park Neighbors supports the Kezar Community Garden

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**From:** ann morris <annbartronmorris@gmail.com>  
**To:** board.of.supervisors@sfgov.org, mayoredwinlee@sfgov.org  
**Cc:** Phil Ginsburg <philip.ginsburg@sfgov.org>, Sarah Ballard <Sarah.Ballard@sfgov.org>, BVNA <BVNA@ix.netcom.com>, David Crommie <dcrommie@comcast.net>, Ted Loewenberg <tedsf@sbcglobal.net>, Vallie Brown <vallie.brown@sfgov.org>, ISPN board <board@inner-sunset.org>, jarie@nopna.org, Meagan Levitan <mlevitan@hill-co.com>  
**Date:** 02/11/2011 12:24 PM  
**Subject:** Inner Sunset Park Neighbors supports the Kezar Community Garden

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Honorable Members of the S.F. Board of Supervisors  
cc: Honorable Members of the S.F. Recreation & Park Commission  
cc: P. Ginsburg, S. Ballard - S.F.Recreation & Park Department  
cc: CVIA, HAIA, BVNA, NOPNA

**Supervisors:**

The Board of Directors of Inner Sunset Park Neighbors (ISPN) unites with the other local area neighborhood groups — Buena Vista Neighborhood Association, Friends of Buena Vista Park, North of Panhandle Neighborhood Association, Haight Ashbury Improvement Association and Cole Valley Improvement Association — in enthusiastically supporting the proposed concept for and early implementation of a Community Garden and Resource Center at the current Kezar recycling site.

ISPN has over 500 paid household members representing more than 1,300 people in the Inner Sunset, from Arguello to 19th Avenue and Lincoln Way to Moraga Street. The Inner Sunset is adjacent to the current recycling center, whose current industrial function negatively impacts the surrounding residential neighborhoods and park land.

Our members and neighbors have asked for three key improvements to our neighborhood: an increased sense of community, better safety and security and stronger ties to Golden Gate Park. The proposed Community Garden accomplishes all three of ISPN's goals. Additionally, as a densely packed neighborhood, we have many residents without backyards who would love the chance to garden. There also are benefits from learning, interaction with others, respect for the environment and community-building.

While we acknowledge the pioneering recycling efforts of the recycling center, the comprehensive curbside recycling now available throughout San Francisco means that this recycling center lacks a compelling reason for its location on public park land. Given the real negative impacts of what is primarily an industrial operation, with the attendant noise and traffic in a dense residential neighborhood, we believe that this non-conforming use of prime park land should end. We believe that a Community Garden would be an excellent and appropriate use of Golden Gate Park land, in one of the world's premier public parks.

The ISPN board's position was taken after careful consideration of all factors relating to the recycling center's operations, and in consultation with many of ISPN members. The Board strongly supports all efforts to find suitable employment for those individuals who may lose employment income upon closure of the recycling center. As with all issues, there is never complete unanimity on this issue and no doubt there will be direct communications from them to you. However, it is clear that there is overwhelming enthusiasm for a community-focused garden on this site.

In summary, ISPN is in harmony with the other neighborhood groups in supporting the Recreation and Parks Department's proposal to develop the Kezar site into a community garden and garden education center.

Please approve Rec & Park's recommendation for the Kezar site without delay and know that the Inner Sunset neighborhood supports your action. Thank you for considering our comments.

Inner Sunset Park Neighbors 2010 - 2011 Board of Directors

Andrea Jadwin & Al Minvielle, co-presidents

Larry Rosenfeld, vice president & treasurer

Ann Morris, secretary

Paul Green, director

Britton Jackson, director

Patrick Ryan, advisor

[www.inner-sunset.org](http://www.inner-sunset.org)

[info@inner-sunset.org](mailto:info@inner-sunset.org)



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: CORRECTION: Controller's Office Report - Economic Barometer December 2010

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From: Controller Reports/CON/SFGOV  
To: BOS-Supervisors/BOS/SFGOV, BOS-Legislative Aides/BOS/SFGOV, Steve Kawa, Greg Wagner/MAYOR/SFGOV@SFGOV, Tony Winnicker/MAYOR/SFGOV@SFGOV, Starr Terrell/MAYOR/SFGOV@SFGOV, Debra Newman/BudgetAnalyst/SFGOV@SFGOV, Severin Campbell/BudgetAnalyst/SFGOV@SFGOV, gmetcalf@spur.org, jlazarus@sfchamber.com, rblack@sfchamber.com, dconaghan@sfchamber.com, Jennifer Entine Matz/MAYOR/SFGOV@SFGOV, joe@sanfrancisco.travel, Ben Rosenfield, monique.zmuda@sfgov.org, Maura Lane, CON-Finance Officers/CON/SFGOV  
Cc: Ted Egan/CON/SFGOV@SFGOV, Kurt Fuchs/CON/SFGOV@SFGOV  
Date: 02/16/2011 11:31 AM  
Subject: CORRECTION: Controller's Office Report - Economic Barometer December 2010  
Sent by: Debbie Toy

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Please see attached the corrected report link to the above report:

<http://co.sfgov.org/webreports/details.aspx?id=1251>

Please contact Ted Egan at 554-5268 if you have any questions.

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To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Controller's Office Report - Economic Barometer December 2010

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From: Controller Reports/CON/SFGOV  
To: BOS-Supervisors/BOS/SFGOV, BOS-Legislative Aides/BOS/SFGOV, Steve Kawa, Greg Wagner/MAYOR/SFGOV@SFGOV, Tony Winnicker/MAYOR/SFGOV@SFGOV, Starr Terrell/MAYOR/SFGOV@SFGOV, Debra Newman/BudgetAnalyst/SFGOV@SFGOV, Severin Campbell/BudgetAnalyst/SFGOV@SFGOV, gmetcalf@spur.org, jlazarus@sfchamber.com, rblack@sfchamber.com, dconaghan@sfchamber.com, Jennifer Entine Matz/MAYOR/SFGOV@SFGOV, joe@sanfrancisco.travel, Ben Rosenfield, monique.zmuda@sfgov.org, Maura Lane, CON-Finance Officers/CON/SFGOV  
Cc: Ted Egan/CON/SFGOV@SFGOV, Kurt Fuchs/CON/SFGOV@SFGOV  
Date: 02/14/2011 10:31 AM  
Subject: Controller's Office Report - Economic Barometer December 2010  
Sent by: Debbie Toy

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Please find the December 2010 release of the Controller's Economic Barometer at the link below:  
<http://co.sfgov.org/webreports/details.aspx?id=1251>

This advance release is being sent only to City employees who have requested it, and a few people in the economic development community who may be asked for comment. It will be released to the media on Tuesday, 2/15/2011.

Please contact Kurt Fuchs at 554-5369 or Ted Egan at 554-5268 if you have any questions

#### Discussion

The December unemployment rate in San Francisco was 9.2%, up 0.3% on a seasonally adjusted basis from the prior month, and down from 9.4% a year ago. While the number of unemployed in San Francisco decreased by 1,000 since last December, this figure remains above 40,000, as it has since mid-2009.

Total employment in the 3-County Metro Division remains weak, decreasing 1.4% in the last year, and declining in each of the past two months, on a seasonally adjusted basis.

Housing prices in San Francisco have been inconsistent in 2010, fluctuating month-to-month depending on the number and type of transactions (i.e., foreclosure and short-sales vs. "normal" sales). Although December marked a decline from the prior month, the annual average price in 2010 of about \$650,000 was up slightly from the 2009 annual average of \$635,000

Apartment market conditions improved steadily in 2010, with average asking rents increasing 14% compared to a year ago. However, rental rates are still about 10% below their peak in September, 2008

Domestic and international airport traffic at SFO remains steady with both indicators showing healthy annual increases in December, while declining slightly from the prior month, on a seasonally adjusted basis.

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The hotel sector showed signs of improvement in December with both the average daily room and occupancy rates increasing on a seasonally adjusted basis from the prior month. Revenue per available room night showed consistent annual growth for most of 2010, with December's RevPAR 24% higher than it was a year ago.

San Francisco's office market is showing signs of recovery nearly three years after the market last peaked at the start of 2008. Increased tenant demand has resulted in two consecutive quarters of positive net absorption beginning in Q3 2010, after nearly two years of tenants putting more space on the market than they were leasing. Increased tenant demand has led to modest declines in the vacancy rate and a 7% increase in Class A asking rents compared to a year ago. While vacancy remains high at 17.1%, the rate declined steadily in 2010.

City and County of San Francisco  
Office of the Controller  
**Economic Barometer - June 2010**



	Most Recent Month/Quarter	Value	Adjusted Recent Change	Year-to-Year Change	Five-Year Position	Trend
<b>Economy-Wide</b>						
San Francisco Unemployment Rate <sup>1</sup>	Jun-10	9.6%	-0.5%	0.0%	Weak	Neutral
Number of Unemployed, San Francisco County <sup>1</sup>	Jun-10	43,800	-1,900	-100	Weak	Neutral
Consumer Price Index (CPI-U), San Francisco MSA <sup>2</sup>	Jun-10	228.1	0.3%	1.1%	Strong	Positive
County Adult Assistance Program (CAAP) Caseload <sup>3</sup>	Jun-10	7,517	1.4%	9.6%	Neutral	Negative
Total Employment, San Francisco MD <sup>1</sup>	Jun-10	923,400	-0.5%	-2.5%	Weak	Negative
Temporary employment, San Francisco MD <sup>1</sup>	Jun-10	14,200	-1.4%	2.2%	Weak	Neutral
<b>Real Estate</b>						
Median Home Sales Price <sup>4</sup>	Jun-10	\$663,500	3.6%	4.5%	Neutral	Neutral
Average 1BR Asking Rent <sup>5</sup>	Jun-10	\$1,895	1.1%	4.0%	Neutral	Positive
<b>Tourism</b>						
Domestic Air Passengers <sup>6</sup>	Jun-10	2,758,396	-0.3%	4.2%	Strong	Positive
International Air Passengers <sup>6</sup>	Jun-10	841,104	1.3%	10.7%	Strong	Positive
Hotel Average Daily Rate <sup>7</sup>	Jun-10	\$153.33	-2.0%	5.4%	Weak	Neutral
Hotel Occupancy Rate <sup>7</sup>	Jun-10	84.1%	-4.1%	3.6%	Strong	Neutral
<b>Retail</b>						
Average Daily Parking Garage Customers <sup>8</sup>	Jun-10	10,008	-0.7%	-10.0%	Weak	Negative
Powell St. BART Average Saturday Exits <sup>9</sup>	Jun-10	21,451	-2.7%	-8.7%	Weak	Negative

Adjusted recent change is a seasonally-adjusted percentage change to the most recent month or period from the prior one.

Temporary employment refers to employment in the "Employment Services" industry.

Year-to-Year change is the percentage change from a given month or quarter to the same one last year.

Five-year position is a relative measure of how strong or weak the indicator is compared to the average over the last five years.

Unemployment and hotel occupancy rate changes are shown as a percentage point difference, not a percentage change.

Parking garages include Union Square, Fifth-Mission, Sutter-Stockton, and Ellis-O'Farrell.

## Discussion

June's unemployment rate in San Francisco was 9.6% in June, unchanged from the previous June. While this marks an improvement over the double-digit unemployment seen earlier in the year, and San Francisco is still relatively strong relative to the rest of the state, the stubbornly high rate reflects the weak, unsustained job recovery to date. Overall employment growth in the 3-County Metro Division stalled in May and June. After a few months of positive news on the job creation front, June's jobs total for the Metro Division was the lowest since 1995.

What recovery we have seen in San Francisco has been uneven and inconsistent. Despite continuing strength in airport traffic, the recovery in the hotel sector has been uneven. On a seasonally-adjusted basis, there has been essentially no change in occupancy or average daily rates since last fall. Our indicators of retail traffic--parking garage use and Saturday BART visitors to Powell Street, show continuing weakness and are still at or near their low points of the recession.

Like the job market, San Francisco housing prices had been on the upswing for most of the year, but May brought a sharp reversal, and June only a limited rise. While average sales price is a highly imperfect measure of trends in the market, the two months have ended a positive trend. Apartment rents tell a different story; average rents have risen 12% since January and the rise has been continuous. Average rents are still 15% below their peak in September, 2008, however.

### Sources:

- [1] - California Employment Development Department. MD refers to the San Francisco Metropolitan Division: San Francisco, Marin, and San Mateo counties.
- [2] - Bureau of Labor Statistics
- [3] - San Francisco Human Services Agency
- [4] - DataQuick
- [5] - Craigslist
- [6] - San Francisco International Airport
- [7] - PKF Consulting
- [8] - San Francisco Municipal Transportation Agency
- [9] - Bay Area Rapid Transit

For more information contact Ted Egan, Chief Economist at 415-554-5268, or Kurt Fuchs, Senior Economist, at 415-554-5369.

If you would like to receive this report every month, please e-mail your request to Debbie Toy in the Controller's Office: [debbie.toy@sfgov.org](mailto:debbie.toy@sfgov.org)



**To:** BOS Constituent Mail Distribution,  
**Cc:**  
**Bcc:**  
**Subject:** Lofton Cemetery, Ostrom Road, Wheatland CA

---

**From:** holly welch <wheatlandcd@att.net>  
**To:** dstottlemeyer@co.yuba.ca.us, bcomments@co.yuba.ca.us, david.chiu@sfgov.org,  
board.of.supervisors@sfgov.org, dvaughn@recology.com  
**Cc:** wheatlandcd@att.net  
**Date:** 02/06/2011 03:09 PM  
**Subject:** Lofton Cemetery, Ostrom Road, Wheatland CA

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Dear Gentlemen:

Please see the attached letter regarding the Lofton Cemetery; Recology's Ostrom Road Landfill; and the proposed disposal of San Francisco's trash at the Ostrom Road Landfill.

Thank you for your time and consideration.

Holly A. Welch  
Secretary to the Board of Directors



Wheatland Cemetery District Lofton Cemetery 001.jpg



Lofton Cemetery 002.jpg

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# Wheatland Cemetery District

First grave 1871  
Wheatland District  
formed Oct. 5, 1937

February 6, 2011

P.O. Box 214  
Wheatland, California 95692

Yuba County Board of Supervisors  
915 8<sup>th</sup> Street  
Marysville, CA 95901  
[www.co.yuba.ca](http://www.co.yuba.ca)

San Francisco County Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689  
[www.sfbos.gov](http://www.sfbos.gov)

Recology Yuba-Sutter  
3001 North Levee Road  
Marysville, CA 95901  
[www.recology.com](http://www.recology.com)

RE: The Lofton Cemetery - Wheatland Cemetery District;  
6220 Ostrom Road, Wheatland, California 95692

Dear Yuba County Board of Supervisors, San Francisco County Board of Supervisors and Recology Yuba-Sutter:

It has come to the attention of the Board of Directors of the Wheatland Cemetery District that various, unfounded rumors are circulating regarding the abandonment of the Lofton Cemetery in Wheatland, California. Please be advised that the Lofton Cemetery is a historical cemetery that has been managed and maintained by the Wheatland Cemetery District since its annexation in 1985.

Simply put, **any assertion that the Lofton Cemetery is now or has ever been abandoned is untrue.** Lofton Cemetery is an active burial site where funerals and memorial services still occur. The grounds are maintained by the Wheatland Cemetery District, and one of our Directors, David Creps, is a direct descendent of the Lofton family.

The proposed expansion of the Ostrom Road Landfill, located in southern Yuba County, is of concern to the Wheatland Cemetery District as the proposed dumping of refuse from San Francisco County will result in increased traffic and may degrade our shared access road – Ostrom Road. Furthermore, we are concerned that the additional height of the landfill may result in litter being blown into the cemetery.

Finally, due to the Lofton Cemetery's proximal location to Recology's Ostrom Road Landfill, the Wheatland Cemetery District Board of Directors would like to be advised of any future developments that will impact Ostrom Road and/or the Lofton Cemetery.

Should you have any questions or concerns, please feel free to contact me at the above address or via email at [wheatlandcd@att.net](mailto:wheatlandcd@att.net).

Sincerely,

A handwritten signature in cursive script that reads "Robert C. Bradshaw". The signature is fluid and includes a long horizontal flourish at the end.

Robert C. Bradshaw  
Chairman of Board of Directors  
Wheatland Cemetery District

**THE SMITH FIRM**  
ATTORNEYS

1541 Corporate Way, Suite 100  
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T 916.442.2019 ■ F 916.442.0220  
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February 8, 2011

City and County of San Francisco  
Board of Supervisors  
Budget and Finance Committee  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102

**BY MAIL, FAX, EMAIL AND HAND**

**RE:** Proposed Long Term Waste Disposal Contract with Recology

Dear Committee Chair Chu and Members Mirkarimi and Kim:

SPRAWLDEF (Sustainability, Parks, Recycling and Wildlife Legal Defense Fund) opposes the award of San Francisco's waste disposal under the proposed Recology contract before you. Local and regional solid waste ratepayers will suffer from expansion of Recology's existing monopoly that will result if the company is awarded this flawed disposal contract. The environment will also suffer the associated shortsightedness.

I write as attorney for SPRAWLDEF. Our concerns are regional. As shown in the attached chart, the Bay Area has a glut of landfill capacity, while recycling support varies. The failure of intra-jurisdictional waste disposal planning has fostered inefficiencies such as the current Recology proposal to haul San Francisco waste to Yuba County.

Sustainability is a local activity. Shooting railcars of San Francisco garbage to destinations largely unknown by the City's residents promotes an "out-of-sight, out-of-mind" mentality. Regional coordination can address this problem. Two local counties, Santa Clara County and Alameda County, have abundant regional disposal capacity and—most importantly—have sophisticated programs which can help San Francisco reduce waste and divert it from the need for disposal.

The Altamont Landfill, currently used for San Francisco disposal, is an example. Decades of cooperation between San Francisco and Alameda counties have addressed San Francisco's need for landfill space, evolving into cooperation in recycling education and wildlife habitat/open space acquisition. Such cooperation benefits the greater Bay Area, including San Francisco. A citizen monitoring committee scrutinizes enforcement to assure effective waste handling, air quality and water quality protection.

B+F Comm + Clerk  
Cpage

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 10 PM 2:44

A vertical waste management monopoly will not serve the environment or San Francisco ratepayers. The better practice—splitting garbage collection and disposal between competitors—creates a strong financial pressure on the collecting company to reduce what it disposes at another company's landfill. That approach has benefitted San Francisco since 1985 and communities in Santa Clara and Alameda counties since the early 1990s. Recycling and waste reduction is stimulated by this good public policy practice.

The current proposal encourages Recology to dump more garbage in its distant landfill. The distant landfill in Yuba County will require extensive modifications, including new solid waste facility permits and rail lines. Impacts at transfer points from San Francisco through Alameda and beyond have not been fully analyzed. This "figure-it-out-later" approach is improper under the California Environmental Quality Act; an environmental impact report is necessary to analyze properly the implications of this major change in waste management.

We join the Sierra Club in its opposition to the Yuba County site, its concerns with the site's defects and the failure to analyze the environmental impacts of the project at the site. Further, we echo their concerns with the impropriety of the procurement process to date.

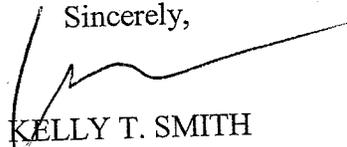
An award of such an expensive municipal service giving total exclusivity to the company controlling the rest of the service is sure to cost more. This proposal is no exception. Truly competitive, open, transparent bidding is something ratepayers and the environment deserve. The procurement process improperly excluded environmentally superior alternatives. The bid solicitation does not allow an accurate comparison of bids. Instead apples-to-oranges selectivity created the bias in favor of the current proposal.

SPRAWLDEF urges that the San Francisco Integrated Waste Management Plan required by state law be updated and include intra-jurisdictional analysis of an integrated disposal plan which benefits Bay Area residents, many of whom commute to San Francisco from nearby communities.

Zero waste is San Francisco's goal and the City's disposal planning, waste diversion programs and procurement must be carefully designed to meet that goal. The current procurement process should be abandoned and replaced with a new process designed to clearly identify what garbage will be necessary to dispose after zero waste programs—regionwide—are planned and executed.

A process open to the public, integrated with waste reduction not just in San Francisco but regionally, is the level of planning and programs that San Francisco deserves. Please start over.

Sincerely,



KELLY T. SMITH

## Permitted and 65%-Surplus Daily Landfill Capacity + Recycling Efforts, 9 Bay Area Counties, 2009

County/Landfill/Community/Ownership Landfill with Surplus Daily Capacity Recycling Effort	Permitted Daily Landfill Capacity Tons/Day	Total 2009 Tons Disposed	Tons/Day Used 2009 (363 days)	Surplus Daily Landfill Capacity Tons/Day 2009	Current Permit Expires
Alameda County (\$20.53 per ton environmental fees) Altamont/Livermore/WMI(SF/San Ramon import ONLY) Vasco Road/Livermore/RSG TriCities/WMI/Fremont-Newark-Union City (ALL WENT TO ALTAMONT BY OCT 2010)	11,500 2,518 (CLOSING)	1,069,711 283,158 204,617	2,947 780 564	8,553 17,388 (564)	2032 2022 2010
Contra Costa County (\$6 per ton host community fees) Keller Canyon/Pittsburg/RSG	3,500	807,797	2,225	1,275	2030
Napa County – no landfill (\$20/ton recycling fees)	CLOSED ca. 1995	See Keller	-0-	-0-	N/A
Marin County (\$7 per ton, none for recycling) Redwood/Novato/WMI	2,300	331,124	912	1,388	2029
San Francisco City/County (?\$20/ton for recycling) Exports at least 400,000 tons/year to Altamont	Candlestick LF CLOSED 1968	See Altamont	-0-	-0-	N/A
San Mateo County (?\$13/ton for major recycling) Ox Mountain/Half Moon Bay/RSG (no imports)	3,598	562,458	1,549	2,049	2018
Santa Clara County (#\$20/ton San Jose tax/major recycling) City of Palo Alto/(City)/?\$10/ton recycling - CLOSING #Guadalupe/San Jose/WMI #Kirby Canyon/San Jose/WMI #Newby Island/Milpitas/RSG Pacheco Pass/Gilroy/Recology (CLOSED) #Zanker Road/San Jose/independent (ONLY Construction)	200 3,650 3,600 4,000 CLOSED	6,404 203,065 180,107 496,935 -0-	18 559 496 1,369 -0-	182 3,091 3,104 2,651 -0-	2012? 2025? 2022 2025 2004 2018
Solano County (\$4/ton County General Fund) Hay Road/Vacaville/Recology Ponero Hills/Suisun City/WCN (15¢/ton marsh education)	1,200 3,400	137,317 657,215	378 1,811	822 1,589	2077 2015
Sonoma County(?\$10/ton for intense recycling & composting) Central/Cotati/County/(NCRWQCB CLOSED 2005)	CLOSED	See Keller, Redwood	-0-	-0-	Reopens 2015?
Bay Area Totals	39,496	4,944,876	13,622	25,844	N/A

**Share of Regional Market** Waste Management (WMI) 53.3% of regional permitted capacity, 40.2% of 2009 regional tonnage; Republic Services (RSG) 34.5% of regional capacity, 43.5% of 2009 regional tonnage; Waste Connections (WCN) 8.7% of regional capacity, 13.3% of 2009 regional tonnage; Recology 3.0% of regional capacity, 2.8% of 2009 regional tonnage; City of Palo Alto 0.5% of regional capacity, 0.13% of 2009 regional tonnage

For tonnage by origin of jurisdiction go to <http://www.calrecycle.ca.gov/lgcentral/Reports/DRS/Origin/FacSummary.aspx>

Calculations by David Tam/SPRAWLDEF, c/o NOSCW, Box 11406, Berkeley CA 94712; 510-859-5195; [daviditam3@gmail.com](mailto:daviditam3@gmail.com); 21 January 2011



305-11  
C pagesROBERT MORALES  
Secretary-Treasurer

# SANITARY TRUCK DRIVERS AND HELPERS

## Local No. 350

AFFILIATED WITH THE  
INTERNATIONAL BROTHERHOOD OF TEAMSTERSOffice: CEDAR HILL OFFICE BUILDING  
295 89th STREET, SUITE 304  
DALY CITY, CALIFORNIA 94015  
Telephone: (650) 757-7290  
FAX: (650) 757-7294AFFILIATED WITH  
Joint Council of Teamsters No. 7  
Bay Area Union Labor Party

February 17, 2011

Honorable. David Chiu President,  
San Francisco, Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, Ca. 94102-4689

Re: *Proposal by the Board of Supervisors to Repeal the 1932 Refuse Collection  
& Disposal Ordinance*

Dear Board President Chiu:

I am writing on behalf of Teamsters Local 350's 3,000 members regarding the proposal now being considered by the Board of Supervisors to seek amendment of the Charter to revoke the 1932 Refuse and Disposal Ordinance.

As you know, most of Recology of San Francisco's employees are represented by Teamsters Local 350 and it should come as no surprise that we think it would be unfair of the City to reward our members' hard and unglamorous work in refuse collection and recycling by putting them out of work. Many of our members have worked two, three, even four decades collecting San Francisco's garbage and recycling and have earned a secure retirement in the Recology of San Francisco's pension plans. Yet aside from any of the obvious reasons a Union may offer for a longstanding employers survival, we urge the Board of Supervisors to consider the following:

- *"The 1932 Ordinance Creates Inefficiencies and Higher Costs"*: Respectfully, no one in the City of San Francisco is as intimately familiar with Recology and its competitors than Local 350 because we have contracts with all of them. Recology of San Francisco is as cost conscious and innovative in use of technology as any of its competitors. Indeed, a company that was more complacent would not be as demanding or cause Local 350 to file year-in and year-out as many grievances as we file against Recology.

- *"A Bidding Process Will Result in Better Service at a Lower Cost"*: Every day Local 350 sees the service and savings promises made by the refuse industry to Bay Area municipalities and sees those promises broken. With its population density, neighborhood diversity, traffic concentration, and emphasis on ecological priorities San Francisco is easily the most challenging refuse and recycling contract in California. There is little that is "curbside" about San Francisco refuse and recycling collection: our members must routinely navigate multi-unit buildings to provide the services San Francisco expects. These are routes that become familiar only after years of daily service. There are costs here that are simply not immediately apparent to accountants and we strongly caution the Board to listen to the people who actually do the work before putting the 1932 Ordinance up for grabs.
- *"Let the Voters Decide"*: Where, as here, a municipal contract provides excellent service for a reasonable price, it is an abdication of the Board's leadership to simply conclude that it is easiest to let the voters decide whether to retain the 1932 Ordinance. The residents and businesses of San Francisco expect what they have now – a dependable and ecologically sound refuse and recycling service. If the Board of Supervisors leads the voters into a repeal of the 1932 Ordinance and service deteriorates, the voters will rightfully blame the Board for putting 'democracy' over core City services.

Local 350 urges the Board to exercise caution in attempting to fix something that is not broken.

Respectfully yours,

Robert Morales  
Secretary Treasurer

cc: Honorable Mayor Edwin M. Lee  
Honorable Supervisor Mark Farrell  
Honorable Supervisor Malia Cohen  
Honorable Supervisor Scott Weiner  
Honorable Supervisor Jane Kim  
Honorable Supervisor Carmen Chu  
Honorable Supervisor Ross Mirkarimi  
Honorable Supervisor Sean Elsbernd  
Honorable Supervisor David Campos  
Honorable Supervisor Eric Mar

RM/ah

BOS  
B+F clerk

File: 101225

# Brigit S. Barnes & Associates, Inc.

A Professional Law Corporation

Brigit S. Barnes, Esq.

Susan M. Vergne, Esq.

3262 Penryn Road, Suite 200, Loomis, CA 95650

Telephone: (916) 660-9555 Facsimile: (916) 660-9554

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 10 PM 2:34

RC

6 Rec'd

February 9, 2011

City and County of San Francisco  
Board of Supervisors  
Attn: Angela Calvillo, Clerk of the Board  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Re: Ostrom Road Landfill / Recology  
San Francisco Budget and Finance Committee Hearing  
February 9, 2011, Agenda Item 12 No. 101225  
Our Client: Yuba Group Against Garbage (YuGAG)

Dear Ms. Calvillo:

Enclosed are twelve (12) copies of YuGAG's presentation to the San Francisco Budget and Finance Committee today. Please distribute a copy to each Supervisor, and keep one for the Board's records. Thank you for your assistance.

Sincerely,

*Noreen Patrignani*

Noreen Patrignani  
Legal Assistant to Brigit S. Barnes

complete copy  
located in File # 101225

Enclosures



To: Carmen Chu/BOS/SFGOV, Ross Mirkarimi/BOS/SFGOV, Jane Kim/BOS/SFGOV, Victor Young/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101225: Proposed Long Term Waste Disposal Contract with Recology

---

From: "Devika Datt" <ddatt@thesmithfirm.com>  
To: <Board.of.Supervisors@sfgov.org>  
Date: 02/08/2011 02:52 PM  
Subject: Proposed Long Term Waste Disposal Contract with Recology

---

Dear Sir/Madam:

Please find attached letter to City and County of San Francisco, Board of Supervisors Budget and Finance Committee of today's date regarding the above.

Devika Datt  
COCF Coordinator/Legal Assistant  
THE SMITH FIRM  
1541 Corporate Way, Suite 100  
Sacramento, CA 95831  
Tel: (916)442-2019  
Fax: (916)442-0220

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Ltr-kts-Board of Supervisors020811.pdf

**THE SMITH FIRM**  
ATTORNEYS

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Sacramento, CA 95831  
T 916.442.2019 ■ F 916.442.0220  
www.thesmithfirm.com

February 8, 2011

City and County of San Francisco  
Board of Supervisors  
Budget and Finance Committee  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102

**BY MAIL, FAX, EMAIL AND HAND**

**RE:** Proposed Long Term Waste Disposal Contract with Recology

Dear Committee Chair Chu and Members Mirkarimi and Kim:

SPRAWLDEF (Sustainability, Parks, Recycling and Wildlife Legal Defense Fund) opposes the award of San Francisco's waste disposal under the proposed Recology contract before you. Local and regional solid waste ratepayers will suffer from expansion of Recology's existing monopoly that will result if the company is awarded this flawed disposal contract. The environment will also suffer the associated shortsightedness.

I write as attorney for SPRAWLDEF. Our concerns are regional. As shown in the attached chart, the Bay Area has a glut of landfill capacity, while recycling support varies. The failure of intra-jurisdictional waste disposal planning has fostered inefficiencies such as the current Recology proposal to haul San Francisco waste to Yuba County.

Sustainability is a local activity. Shooting railcars of San Francisco garbage to destinations largely unknown by the City's residents promotes an "out-of-sight, out-of-mind" mentality. Regional coordination can address this problem. Two local counties, Santa Clara County and Alameda County, have abundant regional disposal capacity and—most importantly—have sophisticated programs which can help San Francisco reduce waste and divert it from the need for disposal.

The Altamont Landfill, currently used for San Francisco disposal, is an example. Decades of cooperation between San Francisco and Alameda counties have addressed San Francisco's need for landfill space, evolving into cooperation in recycling education and wildlife habitat/open space acquisition. Such cooperation benefits the greater Bay Area, including San Francisco. A citizen monitoring committee scrutinizes enforcement to assure effective waste handling, air quality and water quality protection.

A vertical waste management monopoly will not serve the environment or San Francisco ratepayers. The better practice—splitting garbage collection and disposal between competitors—creates a strong financial pressure on the collecting company to reduce what it disposes at another company's landfill. That approach has benefitted San Francisco since 1985 and communities in Santa Clara and Alameda counties since the early 1990s. Recycling and waste reduction is stimulated by this good public policy practice.

The current proposal encourages Recology to dump more garbage in its distant landfill. The distant landfill in Yuba County will require extensive modifications, including new solid waste facility permits and rail lines. Impacts at transfer points from San Francisco through Alameda and beyond have not been fully analyzed. This "figure-it-out-later" approach is improper under the California Environmental Quality Act; an environmental impact report is necessary to analyze properly the implications of this major change in waste management.

We join the Sierra Club in its opposition to the Yuba County site, its concerns with the site's defects and the failure to analyze the environmental impacts of the project at the site. Further, we echo their concerns with the impropriety of the procurement process to date.

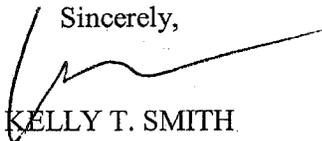
An award of such an expensive municipal service giving total exclusivity to the company controlling the rest of the service is sure to cost more. This proposal is no exception. Truly competitive, open, transparent bidding is something ratepayers and the environment deserve. The procurement process improperly excluded environmentally superior alternatives. The bid solicitation does not allow an accurate comparison of bids. Instead apples-to-oranges selectivity created the bias in favor of the current proposal.

SPRAWLDEF urges that the San Francisco Integrated Waste Management Plan required by state law be updated and include intra-jurisdictional analysis of an integrated disposal plan which benefits Bay Area residents, many of whom commute to San Francisco from nearby communities.

Zero waste is San Francisco's goal and the City's disposal planning, waste diversion programs and procurement must be carefully designed to meet that goal. The current procurement process should be abandoned and replaced with a new process designed to clearly identify what garbage will be necessary to dispose after zero waste programs—regionwide—are planned and executed.

A process open to the public, integrated with waste reduction not just in San Francisco but regionally, is the level of planning and programs that San Francisco deserves. Please start over.

Sincerely,



KELLY T. SMITH

## Permitted and 65%-Surplus Daily Landfill Capacity + Recycling Efforts, 9 Bay Area Counties, 2009

County/Landfill/Community/Ownership Landfill with Surplus Daily Capacity Recycling Effort	Permitted Daily Landfill Capacity Tons/Day	Total 2009 Tons Disposed	Tons/Day Used 2009 (363 days)	Surplus Daily Landfill Capacity Tons/Day 2009	Current Permit Expires
Alameda County (\$20.53 per ton environmental fees) Altamont/Livermore/WMI (SF/San Ramon import ONLY) 4500 Road/Livermore/RSG TriCities/WMI/Fremont-Newark-Union City (ALL WENT TO ALTAMONT BY OCT 2010)	11,500 2,518 (CLOSING)	1,069,711 283,158 204,617	2,947 780 564	(564)	2032 2022 2010
Contra Costa County (\$6 per ton host community fees) Keller Canyon/Pushing/RSG	3,500	807,797	2,225		2030
Napa County – no landfill (\$20/ton recycling fees)	CLOSED ca. 1995	See Keller	-0-	-0-	N/A
Marin County (\$7 per ton, none for recycling) Redwood/Novato/WMI	2,300	331,124	912		2029
San Francisco City/County (\$20/ton for recycling) Exports at least 400,000 tons/year to Altamont	Candlestick LF CLOSED 1968	See Altamont	-0-	-0-	N/A
San Mateo County (\$13/ton for major recycling) Ox Mountain/Half Moon Bay/RSG (no imports)	3,598	562,458	1,549	2,049	2018
Santa Clara County (#\$20/ton San Jose tax/major recycling) City of Palo Alto/(City)/?\$10/ton recycling - CLOSING #Guardaluppe/San Jose/WMI #Kirkby Canyon/San Jose/WMI #Newman/Gard Alpinis/RSG Pacheco Pass/Gilroy/Recology (CLOSED) #Zanker Road/San Jose/independent (ONLY Construction)	200 3,650 3,600 4,000 CLOSED	6,404 203,065 180,107 496,935 -0-	18 559 496 1,369 -0-	182 104 63 -0- (14)	2012? 2025? 2022 2025 2004 2018
Solano County (\$4/ton County General Fund) Hay Road/Vacaville/Recology Ponero Hills/Suisun City/WCN (15¢/ton marsh education)	1,200 3,400	137,317 657,215	378 1,811		2077 2015
Sonoma County (\$10/ton for intense recycling & composting) Central/Cotati/County/(NCRWQCB CLOSED 2005)	CLOSED	See Keller, Redwood	-0-	-0-	Reopens 2015?
Bay Area Totals	39,496	4,944,876	13,622	25,844	N/A

**Share of Regional Market** Waste Management (WMI) 53.3% of regional permitted capacity, 40.2% of 2009 regional tonnage; Republic Services (RSG) 34.5% of regional capacity, 43.5% of 2009 regional tonnage; Waste Connections (WCN) 8.7% of regional capacity, 13.3% of 2009 regional tonnage; Recology 3.0% of regional capacity, 2.8% of 2009 regional tonnage; City of Palo Alto 0.5% of regional capacity, 0.13% of 2009 regional tonnage

For tonnage by origin of jurisdiction go to <http://www.calrecycle.ca.gov/lgcentral/Reports/DRS/Origin/FacSummary.aspx>

Calculations by David Tam/SPRAWLDEF, c/o NOSCOW, Box 11406, Berkeley CA 94712; 510-859-5195; [daviditam3@gmail.com](mailto:daviditam3@gmail.com); 21 January 2011

File # 101225



**SF Environment**

**Our home. Our city. Our planet.**

A Department of the City and County of San Francisco



EDWIN M. LEE  
Mayor

MELANIE NUTTER  
Director

February 8, 2011  
Budget and Finance Committee  
Board of Supervisors  
City and County of San Francisco

The San Francisco Bay Chapter of the Sierra Club sent a letter to the San Francisco Board of Supervisors dated February 7, 2011, which predominantly addresses financial issues, rather than environmental impacts of the landfill contract. The letter makes numerous false statements and demonstrates a fundamental misunderstanding of the business of refuse and disposal.

Working in a public-private partnership with Recology, the City is the national leader in recycling among major cities and has repeatedly proven it's ability to make progressive forward thinking decisions about management of the City's waste stream.

Below are responses to the San Francisco Bay Chapter's objections.

**Objection #1: Hidden costs**

All regulatory fees and host mitigation fees are included in Recology's bid, and Yuba County and other regulatory agencies have granted all approvals for the range of waste materials and ADC to be delivered to the Ostrom Road landfill.

Additional county fees could go up with either landfill, since counties may adjust fees. However, Yuba County fees have remained stable for 15 years, whereas Alameda County fees have gone up every year. Alameda County fees have increased 21% since April 2009. Total fees at Altamont are now \$23.61 a ton vs. \$5.80 at Ostrom Road. If fees were to increase at Ostrom Road, local garbage rates would go up as well. Even if Alameda County waived ALL county fees, the Altamont Landfill proposal would still cost an additional \$56.6 million compared with the Ostrom Road Landfill.

Landfill Fees	Altamont	Ostrom Rd
State AB 939 Fee	\$ 1.40	\$ 1.40
County Host Fee	\$ 4.53	\$ 4.40
Alameda County LEA	\$ 0.38	
Alameda County Planning Dept	\$ 0.08	
Alameda County Open Space	\$ 1.61	
Alameda County Business License Tax	\$ 0.95	
Alameda County Measure D	\$ 8.17	
Alameda Facility Fee	\$ 4.34	
Alameda Hazardous Waste Fee	\$ 2.15	
<b>Total</b>	<b>\$ 23.61</b>	<b>\$ 5.80</b>

25

## **Objection #2: Regulatory requirements to ship by rail**

All regulatory requirements for shifting from truck to rail that have been accounted for. No rail infrastructure approvals are required from other jurisdictions beyond San Francisco and Yuba County. All costs associated with the rail transportation facilities are included in the rate structure.

## **Objection #3: Permits not in place**

Ostrom Road is a fully-permitted, state-of-the-art landfill that started operations in 1997. It receives waste from five counties and is permitted to receive tons well in excess of the amount San Francisco will transport to the landfill.

The solid waste facility permit for the Recology Ostrom Road landfill limits the maximum amount of disposal. CalRecycle, the state permitting entity, has determined that beneficial reuse material shall not be counted as disposal or against the limit.

There will be no processing of materials at the Ostrom Road site, so no permits are necessary. Any processing would occur in San Francisco as is currently done, and all associated permits have been in place many years. The contract does not include any organics or compostable material being sent to Ostrom Road for processing.

## **Objection #4: New studies needed**

Department of the Environment Clean Air experts evaluated the greenhouse gas emission studies submitted with the proposal. No new rail infrastructure is being built beyond the 1 mile rail spur, and the increased rail traffic amounts to about 5% of existing rail traffic. The proposed volume of refuse in the San Francisco proposal is well within the permitted capacity of the Ostrom Road Landfill, so no further studies or permits are required. No new information on impacts to water quality has been presented.

No environmental studies are required for shipping containers by rail, rather than by truck.

The bottom of the landfill is at least 30 feet above the water table. Ostrom Road has a state-of-the-art liner system, with redundancies in the liner construction and water monitoring systems extending over six feet below the base of the landfill. In a 2003 landfill compliance study conducted for the California Integrated Waste Management Board, Ostrom Road was one of only four fully lined subtitled D landfill sites in the state (the Altamont Landfill was not one of the four). According to the National Weather Service both Yuba County and Altamont Pass area receive about the same amount of rainfall.

## **Objection #5: Recology incentivized to landfill rather than recycle**

Recology stands to make more money from diversion incentives that are built into the rates than they can from the landfill tipping fee.

The annual diversion incentives built into refuse rates can earn Recology \$6 million per year, about ten times the profit that could be gained from all disposal at the landfill. The Department estimates that landfill tonnage in the first year of the contract will be 275,000 tons. With a tipping fee of \$22.73, the total potential gross income would be about \$6 million the first year. At a profit margin of 10 percent, the most Recology could make on disposal is \$600,000, far less than the diversion incentive amount. Significantly, landfill tonnage and associated profit will decrease with each subsequent year as the city sends less to landfill. Recology has a clear financial interest to divert material from landfill.

**Objection #6: City did not consider other local landfills**

San Francisco considered all landfill proposals that responded to the RFP. No landfills other than Ostrom Road and Altamont responded, so those were the only proposals that the city could legally consider. The Request for Qualifications was sent out to every permitted landfill (158) in the State of California. Every landfill had the opportunity to submit a bid. Alternatives to the Hay Road Landfill as a back-up option have been planned for as part of the process.

**Objection #7: Zero Waste Account**

The Department of the Environment and the City Attorney's Office believe there is adequate financial control of the Zero Waste Account. Similar accounts are already in place and have worked successfully over the years.

Joint control of the Zero Waste Account was negotiated as part of contract negotiations; however the City has additional control over the use of that account through the Refuse Rate process. Any change to the manner in which the Zero Waste Account is controlled would have no impact on the Landfill Agreement.

Sincerely,

A handwritten signature in black ink, appearing to read "Melanie Nutter". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Melanie Nutter, Director

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 FEB 18 PM 3:58

BY AK

JEFFERY P. WOO  
615 38TH AVENUE  
SAN FRANCISCO, CA 94121

October 6, 2010

San Francisco Board of Supervisors  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

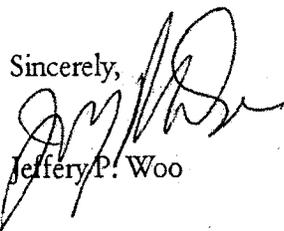
Dear Members of the San Francisco Board of Supervisors:

I am a lifelong resident and voter in San Francisco and wish to inform you of my strong support for the Parkmerced Vision project.

Parkmerced's proposal to redevelop the outdated housing stock in the Southwest boarder of our city will be a welcome addition that will improve the neighborhood, encourage non-automobile transportation, and improve the quality of life for those who live there and in the surrounding area.

I urge you to support this important and well planned project.

Sincerely,

  
Jeffery P. Woo

Jeannie Scott  
769 Gonzalez Drive  
San Francisco, CA 94132

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 18 PM 4:08  
BY AK

November 1, 2010

San Francisco Board of Supervisors  
c/o Angela Calvilo (Clerk of the Board of Supervisors)  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

Dear San Francisco Board of Supervisors:

I have been a resident of Parkmerced for six years and currently live in one of the garden apartments. Throughout my time here, I have spoken with the current property managers regarding the plans for the Parkmerced Vision Project. I am writing today to ask you to support the development.

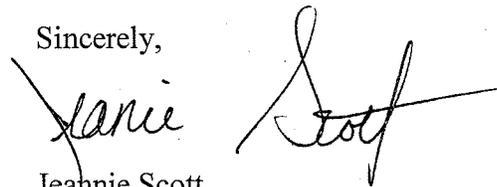
The new owners have shown a dedication to sustainable living from day one, and I am excited to see this sustainable planning continue into the next stage of our neighborhood. The owners initiated a Parkmerced Sustainability Committee, of which I am a member, and have already implemented many of our suggestions.

One of our suggestions is to reduce water use by planting California native plants in future landscaping. The current landscaping is resource-intensive lawn grass. The plans for the Parkmerced Vision have incorporated native plants and consider the natural wind and sun patterns, so that we don't have to "fight nature" and waste resources to beautify our community. I look forward to walks among native plants, trees, butterflies and birds.

My current garden apartment leaks when it rains, has drafts and poor insulation, and is not energy-efficient. I consistently have to call the management office for repairs—and while maintenance efforts have been made, this apartment was built fifty years ago with cheap materials. I am excited to live in an energy-efficient, warm, comfortable apartment once the project begins to be built.

Parkmerced's owners have made an active effort to involve residents in the revitalization's planning. Representatives have gone out of their way to meet with residents to hear our thoughts. I look forward to seeing the plans developed.

Sincerely,

  
Jeannie Scott



**SAN JOSÉ STATE  
UNIVERSITY**

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
OCT 01 2010  
2011 FEB 18 PM 4:12  
BY: \_\_\_\_\_  
BY: AK

October 1, 2010

School of Art & Design  
College of Humanities & the Arts

Director, John A. Loomis FAIA

One Washington Square  
San José, California 95192-0089

Main: 408-924-4320  
Fax: 408-924-4326

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Animation & Illustration  
Art History & Visual Culture  
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Graphic Design  
Industrial Design  
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Pictorial Arts  
Spatial Arts

<http://ad.sjsu.edu>

[www.sjsu.edu](http://www.sjsu.edu)

San Francisco Board of Supervisors  
c/o Angela Calvilo (Clerk of the Board of Supervisors)  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

Dear San Francisco Board of Supervisors:

I am an architect and educator at San José State University but living in San Francisco. I am writing to encourage you to support the development of the Parkmerced proposal.

I have both spoken with the Parkmerced team and reviewed the Draft EIR and find that the team has taken a comprehensive, community-driven, well-guided approach to updating an outdated housing project that is at the end of its useful life. The proposed project will bring in improved transit options, more and better housing, new and more convenient shopping options, interconnected bike paths and a variety of community elements that will help create a livable neighborhood.

As a resident of San Francisco since 1974, I'd like to emphasize how important it is for San Francisco to encourage the development of diverse types of housing within the city limits. It is vital to provide well-designed housing that is close to places of employment and is supported by transit service, which this project does. And because the Parkmerced team has also incorporated water- and energy-conserving elements, the project will attract civic-minded residents.

It is my belief that Parkmerced will help contribute to a sustainable, well-designed, livable future for San Franciscans. I fully support Parkmerced's plan and urge you to approve it.

Sincerely,

John A. Loomis FAIA



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Stop the demolition of a national eligible masterplanned community.

---

From: Klaudio Negric <mail@change.org>  
To: board.of.supervisors@sfgov.org  
Date: 02/15/2011 12:24 PM  
Subject: Stop the demolition of a national eligible masterplanned community.

---

Help protect and advocate for adequate working class housing in San Francisco.,

Please help to prevent the unnecessary destruction of housing, and a landscape designed by a master-class landscape architect Thomas Dolliver Church. Help advocate for better infrastructural changes along 19th Avenue and proper direct regional connection to transit hubs to reduce traffic and congestion that flows along this arterial corridor from the north bay to silicon valley. Demand better housing to be built that provides dense development that does not destroy the open-space that is critical in urban areas for families. Require that alternatives that focus on "INFILL" and a more balanced development layout that spreads the density into more than one neighborhood disproportionately. Ensure that the ecological impacts, and carbon footprint of the development proposal is independently reviewed and adequately assessed. Ensure that there will be housing that is affordable and meant to increase the level of affordability and quality of housing constructed in urban areas and suburbs nationwide by stopping the predatory equity lending that occurs in such large scale redevelopment projects and helps refocus our building strategies towards re-engineering the suburban scale of sprawl outside our urban cores.

Thank you for your support and interest in housing, jobs, and the environment.

Sincerely

Aaron Goodman

Klaudio Negric  
Rijeka, IA

Note: this email was sent as part of a petition started on Change.org, viewable at [www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition](http://www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition). To respond, email [responses@change.org](mailto:responses@change.org) and include a link to this petition.

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/16/2011 06:03 PM -----

From: soumyaa behrens <mail@change.org>  
To: board.of.supervisors@sfgov.org  
Date: 02/15/2011 03:09 PM  
Subject: Stop the demolition of a national eligible masterplanned community.

---

Help protect and advocate for adequate working class housing in San Francisco.,

Please help to prevent the unnecessary destruction of housing, and a landscape designed by a master-class landscape architect Thomas Dolliver Church. Help advocate for better infrastructural changes along 19th Avenue and proper direct regional connection to transit hubs to reduce traffic and congestion that flows along this arterial corridor from the north bay to silicon valley. Demand better housing to be built that provides dense development that does not destroy the open-space that is critical in urban areas for families. Require that alternatives that focus on "INFILL" and a more balanced development layout that spreads the density into more than one neighborhood disproportionately. Ensure that the ecological impacts, and carbon footprint of the development proposal is independently reviewed and adequately assessed. Ensure that there will be housing that is affordable and meant to increase the level of affordability and quality of housing constructed in urban areas and suburbs nationwide by stopping the predatory equity lending that occurs in such large scale redevelopment projects and helps refocus our building strategies towards re-engineering the suburban scale of sprawl outside our urban cores.

Thank you for your support and interest in housing, jobs, and the environment.

Sincerely

Aaron Goodman

soumyaa behrens  
San Francisco, CA

Note: this email was sent as part of a petition started on Change.org, viewable at [www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition](http://www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition). To respond, email [responses@change.org](mailto:responses@change.org) and include a link to this petition.

SF Board of Supervisors,

it is increasingly apparent that we no longer have transit planners with any real sense of the problems districtwide in San Francisco. The lack of true, low-tech, and small scale changes needs to be addressed especially in all areas and systems to promote linkage, and direct connections throughout the system. Without basic new line growth in the urban areas, we are losing the battle to create a sound transit system along major traffic arterials. The central subway money could be much better spent, on geary blvd., routing new lines up mission (14 line) through the sunset, north south on sunset blvd., or 19th ave grade seperation, (parkmerced/sfsu-csu) or even relinking old lines like the L line on Sloat Taraval back up to west portal through St. Francis Woods intersection.

The need is critical, but the sinking money in this hole is beyond comprehension, its bad planning.

I strongly support the savemuni.com campaign on the problems the central subway creates, and the sincere issues of promoting neighborhood suggestions on change in transit.

We need a better citywide plan, and we will NOT get there with the current proposals in the pipeline. Its more important than ever to convene people to discuss adequately the needs of the city.

Sincerely

Aaron Goodman  
[amgodman@yahoo.com](mailto:amgodman@yahoo.com)



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Stop the demolition of a national eligible masterplanned community.

---

The Clerk's Office has received 2 emails with this same message as below.

Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102  
(415) 554-5184  
(415) 554-5163 fax  
Board.of.Supervisors@sfgov.org

Complete a Board of Supervisors Customer Service Satisfaction form by clicking  
<http://www.sfbos.org/index.aspx?page=104>

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/15/2011 11:34 AM -----

From: Cassandra Browning <mail@change.org>  
To: board.of.supervisors@sfgov.org  
Date: 02/12/2011 05:50 PM  
Subject: Stop the demolition of a national eligible masterplanned community.

---

Help protect and advocate for adequate working class housing in San Francisco.,

Please help to prevent the unnecessary destruction of housing, and a landscape designed by a master-class landscape architect Thomas Dolliver Church. Help advocate for better infrastructural changes along 19th Avenue and proper direct regional connection to transit hubs to reduce traffic and congestion that flows along this arterial corridor from the north bay to silicon valley. Demand better housing to be built that provides dense development that does not destroy the open-space that is critical in urban areas for families. Require that alternatives that focus on "INFILL" and a more balanced development layout that spreads the density into more than one neighborhood disproportionately. Ensure that the ecological impacts, and carbon footprint of the development proposal is independently reviewed and adequately assessed. Ensure that there will be housing that is affordable and meant to increase the level of affordability and quality of housing constructed in urban areas and suburbs nationwide by stopping the predatory equity lending that occurs in such large scale redevelopment projects and helps refocus our building strategies towards re-engineering the suburban scale of sprawl outside our urban cores.

Thank you for your support and interest in housing, jobs, and the environment.

Sincerely

Aaron Goodman

Cassandra Browning  
Salem, OR

Note: this email was sent as part of a petition started on Change.org, viewable at [www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition](http://www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition). To respond, email [responses@change.org](mailto:responses@change.org) and include a link to this petition.



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Stop the demolition of a national eligible masterplanned community.

---

The Clerk's Office has received 10 emails with the same message as below.

Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102  
(415) 554-5184  
(415) 554-5163 fax  
Board.of.Supervisors@sfgov.org

Complete a Board of Supervisors Customer Service Satisfaction form by clicking  
<http://www.sfbos.org/index.aspx?page=104>

----- Forwarded by Board of Supervisors/BOS/SFGOV on 02/11/2011 07:14 PM -----

From: Hiroshi Fukuda <mail@change.org>  
To: board.of.supervisors@sfgov.org  
Date: 02/10/2011 11:20 AM  
Subject: Stop the demolition of a national eligible masterplanned community.

---

Help protect and advocate for adequate working class housing in San Francisco.,

Please help to prevent the unnecessary destruction of housing, and a landscape designed by a master-class landscape architect Thomas Dolliver Church. Help advocate for better infrastructural changes along 19th Avenue and proper direct regional connection to transit hubs to reduce traffic and congestion that flows along this arterial corridor from the north bay to silicon valley. Demand better housing to be built that provides dense development that does not destroy the open-space that is critical in urban areas for families. Require that alternatives that focus on "INFILL" and a more balanced development layout that spreads the density into more than one neighborhood disproportionately. Ensure that the ecological impacts, and carbon footprint of the development proposal is independently reviewed and adequately assessed. Ensure that there will be housing that is affordable and meant to increase the level of affordability and quality of housing constructed in urban areas and suburbs nationwide by stopping the predatory equity lending that occurs in such large scale redevelopment projects and helps refocus our building strategies towards re-engineering the suburban scale of sprawl outside our urban cores.

Thank you for your support and interest in housing, jobs, and the environment.

Sincerely

Aaron Goodman

Hiroshi Fukuda  
San Francisco, CA

(26)

Note: this email was sent as part of a petition started on Change.org, viewable at [www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition](http://www.change.org/petitions/protect-and-preserve-parkmerced-as-essential-housing-from-un-sustainable-demolition). To respond, email [responses@change.org](mailto:responses@change.org) and include a link to this petition.

Scott M. Foster, RA, LEED AP  
369 Prentiss Street  
San Francisco, CA 94110

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SAN FRANCISCO

2010 FEB -9 AM 11:35

February 9, 2010

BY AK

San Francisco Board of Supervisors  
c/o Angela Calvilo (Clerk of the Board of Supervisors)  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

Dear San Francisco Board of Supervisors:

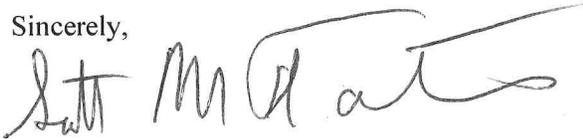
As a resident of San Francisco, a California licensed architect and a USGBC Legacy LEED Accredited Professional, I am writing to express my support for the planned revitalization of Parkmerced being considered by you tomorrow.

I had inspected interior unit renovations at the property for several years. My personal observations revealed two critical issues. First, the infrastructure of the low-rise garden apartment buildings had nearly exceeded its useful life. While fixtures and finishes were being replaced, it was obvious looking at the guts of these old buildings that the time to replace them was rapidly approaching, or in some cases had been exceeded. They have simply outlived their service-able life and continued bandaid fixes would only allow wounds to fester below. These buildings were not originally built to last forever. Secondly, the density of this development did not seem appropriate for our world-class city. The scale would be more appropriate for an outlying suburban enclave. The original design concept for this property is a throwback to an era when people wanted to leave the cities in part because of their density. This nostalgia is simply neither appropriate nor desirable in a modern city such as ours. Opportunities for that sort of life style are abundant in the bay area- but across the bay and over the hills. We need to plan intelligently for population growth and this is a wonderful place to prudently allow this growth. There is, in my opinion, no significant historical or architectural greatness to be preserved here. I can say with the certainty of experience that the residents who now oppose this project will ultimately celebrate the barrier-free, seismically engineered, and improved water, electric and heat of the proposed new buildings.

Our city's Transit First policy would be well served by the proposal in front of you. The current development was created in an age when the car was king, and this approach is not sustainable. Extending our public transportation system into a denser housing development is a win-win for all of us.

I support Parkmerced's plan and urge you to approve it.

Sincerely,



Scott M. Foster, RA, LEED AP

February 9, 2011

S.F. Planning Commissioners  
1650 Mission Street  
San Francisco, CA 94103

Dear Commissioners:

I am writing in opposition to the development project proposed for Parkmerced. I have been a resident of Parkmerced since August 1976. I rent a two-story, two-bedroom garden apartment on the inside of block 36, which will be demolished under the proposal.

I have looked at the DEIR, two volumes, that were delivered to my apartment. I studied, in particular, the proposed street plan (Figure III.11); the renderings of the new housing, e.g., FIG. V.B. 2, V.B. 3, V.B. 5, V.B. 6; the proposed building heights.

I oppose this development plan because Parkmerced would lose:

1. The slower traffic flow now experienced by vehicles and pedestrians with the curving streets and traffic circles, highly desirable at keeping the speed limit at intersections.
2. The green space currently available in the garden apartment areas, either at the front or back of these buildings. Walking from 19<sup>th</sup> Avenue to Lake Merced Blvd. can be varied and covered in a relatively short time.
3. The green space in the Juan Bautista Circle or commons, a beauty spot for the complex.

In addition, the renderings of the taller block-style buildings and round tall buildings are lacking the diversity of the current buildings. They cut off the current view of the sky and allow very little sunlight that I can now experience within my residence.

I urge you to reject the development proposal at Parkmerced.

Sincerely,

Barbara L. Wampner  
32 Rivas Avenue  
San Francisco, CA 94132-2139



**The Parkmerced Development Project**

Robley R. Passalacqua to: linda.avery, board.of.supervisors  
Please respond to robley

02/09/2011 04:48 PM

---

History: This message has been forwarded.

View: (Mail Threads)

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February 9, 2011

San Francisco Planning Commission

The Parkmerced Development Project should not be approved for the following reasons:

1. The property owner, Stellar Management, has just announced the sale of an unspecified "interest" in the property owner to some "affiliates" of Fortress Investment Group, a twelve year old global investment manager headquartered in New York City. Since the property owner was on the brink of foreclosure, the new partner has, no doubt, taken a very substantial position, possibly in the 75% to 95% range. For this reason alone, the approval of this project should be denied until all of the property owner representations related to this project can be reviewed and guaranteed by the new partner.

Further, the magnitude of the proposed project is such that demolition, construction and infrastructure costs could conceivably run to as much as \$2 billion. Even if spread over a twenty year time frame, Stellar Management as evidenced by its near foreclosure event would be unable financially to undertake such a formidable project without relying on its new "financial angel", the above mentioned affiliate of Fortress Investment Group. Approval of this project should be denied until such time as the applicant can demonstrate its financial ability to undertake this project.

There is every indication that the sole purpose of this application is to enhance the value of the property sufficient to make it more attractive as an investment for some new property owner and allow the current owners to salvage their 2005 investment that was clearly well above the current market value.

Additionally, the demonstrated reckless disregard for sound property management and stewardship by the property owner in attempting to finance the property acquisition totaling \$750 million by use of five year loans totaling \$500 million is a clear indication of the unworthiness of the property owner to responsibly carry out the project. Their inability to secure appropriate financing for a long term

investment also indicates their lack of sound property management and stewardship.

There are numerous other well documented occasions where this property owner has demonstrated a similar reckless disregard related to other properties that were foreclosed or otherwise disposed.

2. The loss of approximately 1,600 rent controlled garden apartments must not be permitted. The units lost are to be replaced by approximately 7,400 units which would be available at market rates and without the tenant protection of rent control. The property owner has presumably extended to the existing tenants that they will continue to have rent control in replacement units for those units being replaced. At the very least, this "offer" should be documented in writing so that the displaced tenants can have an enforceable contract to rely upon. The population of tenants entitled to rent control is a diminishing one that will allow the property owner to convert all of the units (other than the current tower units) to full market value units without the burden of rent control.

There should be some sort of preservation of rent control over at least the same number of units replaced in order to preserve an element of moderately priced housing. The urgent need for affordable housing in San Francisco requires that no less be done. As a reminder, Parkmerced is the largest rent controlled property in San Francisco and should not be allowed to be dismantled for all of the spurious claims laid out in the proposed project.

3. There will be massive traffic congestion resulting from increasing the number of units to over 9,000 units. Currently, with 3,221 units the entering and exiting is quite limited and at times, can be unduly congested. The principal access is the Crespi/Nineteenth Avenue, the only way to and from intermediate destinations north into San Francisco. Nineteenth Avenue is also State Highway 1 and is frequently clogged with traffic on a daily basis with commuters as well as heavy volumes of student traffic. Even weekends are not immune from traffic congestion.

There are other accesses. Font/Junipero Serra Boulevard and Chumasero/Brotherhood Way at the east side of the property are primarily used to go south to San Mateo County or to connect to northbound Highway 280 to go to downtown San Francisco. On the west side of the property, Font/Lake Merced Boulevard and Higuera/Lake Merced Boulevard provide little help because they do not go anywhere. On the north side of the property, all of the access to Holloway Avenue is of no value because both sides of Holloway are owned by the State College and considered "inside" the campus. There is no assurance that the college will cooperate with the developers since they will be governed by their own needs.

Let us be realistic, this is California and most if not all of the added tenants will have cars and will use them; if not for commuting, then for recreation. Failure to provide parking will cause the units to be viewed as unattractive which will have a negative effect on rental value.

4. Probably the most "hair-brained" concept in the development plan is the idea of rerouting the Muni Metro M line off of Nineteenth Avenue and into Parkmerced.

Parkmerced has, through the years, been relatively free of street crime due to its isolation and lack of familiarity of the terrain by outsiders who would routinely become lost once inside. Putting the M Metro line

into Parkmerced would only serve to bring new opportunities for those who commit such crimes. The property management has done less than nothing to control and deal with the increasingly rowdy minority of the student population. They have also, along with the ineptness of the SFMTA/DPT done nothing about the illegally parked cars on the property every night.

Rerouting the M Metro line would only cause a poorer performance and adversely affect all of the riders on the line between Holloway Avenue and Balboa Park Station, which does not perform well anyway. Every time the M Metro line is rerouted from the center of a street there is a serious delay and severe traffic congestion. There are two examples of this just north of Parkmerced: at Nineteenth Avenue and Eucalyptus Drive in front of Mercy High School and at St. Francis Circle. The cost associated with the rerouting is almost unimaginable, considering the SFMTA's talent for overruns. A far less expensive option might be to have the developer underwrite the expansion and improvement (including late night service) to the 17 bus line which is already in place. Improving the 17 bus service would be vastly superior since it would reach the more remote areas in Parkmerced, as well as provide increased safety by avoiding the long and often lonely walks from the Metro line, particularly after dark.

5. The property owner's development plan calls for the total elimination of all the two story garden or townhouse apartments with approximately 7,400 high rise tower apartments. Such awful density will obliterate the open and park like atmosphere that has been the hallmark of Parkmerced for over sixty years. The adverse effect of view blocking on the surrounding neighborhoods must also be considered.

Once the proposed project is complete, there will be nothing left but canyons of tall buildings blocking out what little sunlight penetrates into the property now. This area of San Francisco is perpetually fog bound already and the proposed project will only make it worse.

6. The property owner's development plan also calls the creation of various retail shopping establishments including "sidewalk dining". Clearly, whoever posed this scenario has not been in Parkmerced during the typical periods when the property was shrouded in dense fog or in the evening. None of the retail establishments over the fifty plus years of our residence have ever been particularly successful. In addition, both the Taraval precinct and the campus police continuously advise residents and students to exercise extreme caution when walking in the property, particularly at night. This safety hazard is particularly aggravated by the reductions in the Parkmerced bus schedule.

Respectfully submitted.

Robley and Adele Passalacqua  
329 Font Blvd.  
San Francisco, CA 94132

WRB  
BOS-11

change.org

To: The President of the United States, The U.S. Senate, The U.S. House of Representatives, The Governor of CA, The CA State Senate, The CA State House, Board of Supervisors (Supervisors), SF Planning Commission (SF Planning Commissioners), SF Historic Preservation Commission (SF Historic Preservation Commission), Gov. Jerry Brown (CA), State Sen. Joe Simitian (CA-011), State Sen. Mark Leno (CA-003), State Sen. Leland Yee (CA-008), State Sen. Darrell Steinberg (CA-006), Sen. Barbara Boxer (CA), Rep. Nancy Pelosi (CA-08), and Rep. Jackie Speier (CA-12)

Subject: **Stop the demolition of a national eligible masterplanned community.**

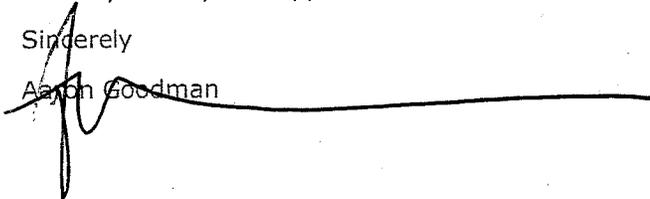
Letter: Help protect and advocate for adequate working class housing in San Francisco. ,

Please help to prevent the unnecessary destruction of housing, and a landscape designed by a master-class landscape architect Thomas Dolliver Church. Help advocate for better infrastructural changes along 19th Avenue and proper direct regional connection to transit hubs to reduce traffic and congestion that flows along this arterial corridor from the north bay to silicon valley. Demand better housing to be built that provides dense development that does not destroy the open-space that is critical in urban areas for families. Require that alternatives that focus on "INFILL" and a more balanced development layout that spreads the density into more than one neighborhood disproportionately. Ensure that the ecological impacts, and carbon footprint of the development proposal is independently reviewed and adequately assessed. Ensure that there will be housing that is affordable and meant to increase the level of affordability and quality of housing constructed in urban areas and suburbs nationwide by stopping the predatory equity lending that occurs in such large scale redevelopment projects and helps refocus our building strategies towards re-engineering the suburban scale of sprawl outside our urban cores.

Thank you for your support and interest in housing, jobs, and the environment.

Sincerely

Aaron Goodman



Signed By:

Name	Location	Date
Aaron Goodman	San Francisco, CA	02/02/2011
Kimo Crossman	San Francisco, CA	02/02/2011
Clarice Julka	Rockville, MD	02/02/2011
Eric Brooks	San Francisco, CA	02/02/2011
David McDermott	San Francisco, CA	02/02/2011
Laura Herndon	Burbank, CA	02/02/2011
Cristi Sturgill	Mount Vernon, KY	02/02/2011
(Rev.) John Nelson	Niantic, CT	02/02/2011
Inge Horton	San Francisco, CA	02/02/2011
→ Elisabeth Bechmann	St. Pölten, Austria	02/02/2011
Dave Bresci	San Francisco, CA	02/02/2011
Rick Tonsing	Fair Oaks, CA	02/02/2011
Sarah Baker	Tremont, IL	02/02/2011
Jim Mock	Medford, OR	02/02/2011
DONNA MOCK	MEDFORD, OR	02/02/2011

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2011 FEB 10 PM 2:25  
BY  
AK

Sue Hestor	San Francisco, CA	02/02/2011
Caleb Laieski	Phoenix, AZ	02/02/2011
Patrick M. Donovan	Brooklyn, NY	02/02/2011
Susan Suval	San Francisco, CA	02/02/2011
Bill Craig	Kempton, Germany	02/02/2011
Jennifer Qugley	San Francisco, CA	02/02/2011
Andrea Oefinger	Newtown, CT	02/02/2011
Morgan Wilson	San Francisco, CA	02/02/2011
Tamela Mullin	ST Joseph, MI	02/02/2011
Linda Post	San Francisco, CA	02/02/2011
Carol Mo	San Francisco, CA	02/02/2011
Rita Goldberger	San Francisco, CA	02/02/2011
Ann Cawley	Saint Joseph, MO	02/02/2011
Susan Kennedy	San Francisco, CA	02/02/2011
Kelly Scully	san jose, CA	02/02/2011
Gerry Crowley	San Francisco, CA	02/02/2011
Dagmar Jesensky	San Francisco, CA	02/02/2011
Bernard Choden	San Francisco, CA	02/02/2011
Marie Hollero	San Francisco, CA	02/02/2011
John Miller	Bloomington, IL	02/02/2011
Caleb Laieski	Phoenix, AZ	02/02/2011
Terri Klein	San Francisco, CA	02/02/2011
Juliette Mitchell	Oakland, CA	02/02/2011
Jennifer Luffman	Hollywood, FL	02/02/2011
Michael Russom	San Francisco, CA	02/02/2011
Lisa Largent	San Francisco, CA	02/02/2011
Jason J Green	Spotsylvania, VA	02/02/2011
Barbara McNamara	Joppa, MD	02/02/2011
mark paez	san francisco, CA	02/02/2011
Dawn Stueckle	San Francisco, CA	02/02/2011
Ron Stueckle	San Francisco, CA	02/02/2011
Jason Harrison	Aurora, CO	02/02/2011
Maxi Mock	Medford, OR	02/02/2011
Clifford Gooden	Davenport, IA	02/02/2011
Bryan D. Freehling	Lahaska, PA	02/02/2011
Tomasita Medál	San Francisco, CA	02/02/2011
Cindy Brower	Chicago, IL	02/02/2011
carol crunkhorn	New Zealand, FM	02/02/2011
CAROLYN BLAIR		

	San Francisco, CA	02/02/2011
Jerry Mayeux	Hattiesburg, MS	02/02/2011
Cyndi Mears	Chicago, IL	02/02/2011
Linda Thompson	Spruce Pine, NC	02/02/2011
Howard Wong	San Francisco, CA	02/02/2011
kenneth knoppik	boca raton, FL	02/02/2011
Mary Acosta	Baldwin park, CA	02/02/2011
Lee Margulies	Stony Brook, NY	02/02/2011
Revel Paul	San Francisco, CA	02/02/2011
Sarah Suval	san Francisco, CA	02/02/2011
Nicole Weber	Pasadena, MD	02/02/2011
Jennifer Hall	Greeneville, TN	02/02/2011
nancy wuerfel	san francisco, CA	02/02/2011
Carl Miller	Noblesvillie, IN	02/02/2011
tawfick yahya	san francisco, CA	02/02/2011
James Walker	janesville, WI	02/02/2011
Erica Melamed	Coral Springs, FL	02/02/2011
*C*	Mosheim, TN	02/02/2011
Stephanie Malara	Carlsbad, NM	02/02/2011
Lori Kegler	San Pedro, CA	02/02/2011
Victoria Sethunya	SLC, UT	02/02/2011
Judith Berkowitz	San Francisco, CA	02/02/2011
Bob Ramczyk	Brown Deer, WI	02/02/2011
Mary Ratcliff	San Francisco, CA	02/02/2011
Michael Funk	San Francisco, CA	02/02/2011
james m nordlund	Fargo, ND	02/02/2011
sherry lemons	bethany, MO	02/03/2011
Natasha Leite de Moura	Rio de Janeiro, Brazil	02/03/2011
ted bartholdi jr.	wittman, MD	02/03/2011
Tyler Bonn	Mohnton, PA	02/03/2011
Kurt Frees	Cincinnati, OH	02/03/2011
Victor Escobar	Midlothian, VA	02/03/2011
Lindsey Poore	federalsburg, MD	02/03/2011
Krysta Acevedo	Secaucus, NJ	02/03/2011
carlee trent	springfield, OH	02/03/2011
Frances Moulton	Pt. Richmond, CA	02/03/2011
walter dmytrenko	pacifica, CA	02/03/2011
sara shortt	San Francisco, CA	02/03/2011
Jeff Buckley		

	San Francisco, CA	02/03/2011
nancy sands	brooklyn, NY	02/03/2011
JAN BLUM	San Francisco, CA	02/03/2011
Lorraine Scarbroough	San Francisco, CA	02/03/2011
Tracy Brinkley	Chicago, IL	02/03/2011
Greacian Goeke	Oakland, CA	02/03/2011
SJ Champ	Los Angeles, CA	02/03/2011
Stephen Greene	Ellerbe, NC	02/03/2011
David Dunkleberger	Doylestown, PA	02/04/2011
Tulula Fanjoy	Casa Grande, AZ	02/04/2011
Ian Turner	Sacramento, CA	02/04/2011
Paul Sant-Filh	New York, NY	02/04/2011
Angie Starling	Hickory, NC	02/05/2011
→ Maria F.	Verona, Italy	02/05/2011
DR THEODORA MANOLAS	JACKSON HEIGHTS, NY	02/05/2011
Mukundagirl Venkatachari	San Francisco, CA	02/06/2011
Laura Goodman	Alexandria, VA	02/06/2011
Inge Lewis	Conway, SC	02/06/2011
Michele Mercer	Casa Grande, AZ	02/06/2011
Levin Manabat	Portland, OR	02/06/2011
Sara Vardanyan	Los Angeles, CA	02/07/2011
Keth Luke	New Port Richey, FL	02/07/2011
David Tsosie	Phx, AZ	02/07/2011
Alan Francisco	San Diego, CA	02/08/2011
Bonnie Yee	San Francisco, CA	02/08/2011
Hiroshi Fukuda	San Francisco, CA	02/09/2011

129 @ 9:00 AM  
2/10/11

*ASpo*

✓ BOS-11, C-page

**Parkmerced Action Coalition (PmAC) OPPOSES the destruction and demolition of our homes and community.** We are a coalition addressing the larger issues of urban community, affiliated neighborhood concerns, working for common ground and goals of all San Franciscans.

We oppose the unsustainable 'Mega Development' plan; known as the **Parkmerced Project / Parkmerced "Vision" Project** that:

- Would destroy a unique and diverse San Francisco community of over 8,000 people at Parkmerced
- The plan would destroy and tear down 1,538 units of viable housing
- Reduces needed affordable housing with disparate impact to residents
- The Vision Project has questionable financial viability in the billions
- Has a **20 – 30 year** 'mega-construction' **timeline** along 19th Avenue
- Plans large scale construction resulting in toxic noise, air and water pollution
- Will increase Urban Sprawl, carbon footprint, and waste water problems
- Increase population by 10 – 20 thousand people adding unneeded density
- Maximize traffic congestion and commute gridlock for Northern California
- Burden already overwhelmed, water resources
- Removes and destroy 1,500 trees with impact on birds and biological entities
- Adds 40 New Towers (to 12 now at Parkmerced =52 towers on skyline)
- Increases skyline congestion/hinder migratory birds, affect wind tunneling
- Mixes a public works project (MUNI) with private predatory lenders
- Would engender a toxic asset Wall Street takeover of our neighborhood

BY       
 2008 FEB 18 AM 11:34  
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 SAN FRANCISCO

✓ B05-11, C-page

**Parkmerced Action Coalition (PmAC) OPPOSES the destruction and demolition of our homes and community.** We are a coalition addressing the larger issues of urban community, affiliated neighborhood concerns, working for common ground and goals of all San Franciscans.

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- Increase population by 10 – 20 thousand people adding unneeded density
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- Increases skyline congestion/hinder migratory birds, affect wind tunneling
- Mixes a public works project (MUNI) with private predatory lenders
- Would engender a toxic asset Wall Street takeover of our neighborhood

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 20 FEB - 8 AM 11:34  
 BY rc

## Time to Pull the Plug on Parkmerced Project

by Dean Preston, 2011-02-03

The Planning Department's website prominently features beautiful pictures of what is envisioned for Parkmerced. At Planning Commission hearings, Planner Michael Yarne testifies with great zeal in favor of the project. There's no daylight between Yarne and the developer on one thing: both are committed to making sure this project happens.

But the glossy photos and sales pitches cannot obscure one inconvenient truth about the proposed project at Parkmerced: It will never happen – at least not as it is being promised. The question is whether city leaders have the vision and courage to protect San Francisco from this ill-conceived project, and whether they will act now to prevent the displacement of thousands of tenants and the destruction of this unique rental community of approximately 8,000 residents.

The proposed project is so massive that it is hard to know where to begin in analyzing it. It takes a while to wrap your brain around what is being proposed. When you do, you'll find many aspects of the proposal disturbing.

First, there is no solid phasing plan and no detail on when demolitions will occur. Second, there is no adequate explanation for how the project, as proposed, makes any financial sense, unless one believes that they will be able to sell \$800,000 high rise condo units at Parkmerced and attract financing for a project that City consultants conclude isn't financially viable.

Third, the project threatens the very existence of a unique, historically significant community, triggering objections from a broad range of preservation groups. Fourth, the project proposes to demolish over 1500 units of rent controlled housing in violation of common sense and city policy. Fifth, there are serious questions about the enforceability of the promises being made to tenants about their right to rent controlled replacement housing, including what happens if the owner, or subsequent owner, invokes the Ellis Act to kick out all tenants.

This project is a fairy tale from a prior decade – a time when investors naively believed everything they were being promised by real estate speculators. If approved, there is no doubt that the current owners will sell off the project with the entitlements. If they find a buyer, it will be a buyer who will only be able to attract funding by renegeing on the promises made to tenants and the city.

### Background – What is Going On At Parkmerced?

Parkmerced was built by the Metropolitan Life Insurance Company (MetLife) after World War II. Met Life also built similar complexes in New York City (the Riverton Houses, Stuyvesant Town and Peter Cooper Village) and other large U.S. cities. For decades, these developments have provided stable housing for middle-class renters in increasingly expensive urban real estate markets.

In 2005, a partnership of Stellar Management and Rockpoint Group purchased San Francisco's Parkmerced and New York's Riverton. The complexes were purchased for sums that could not be justified by the existing rental income on the properties. Instead, as noted in a recent *New York Times* article, "just like Riverton and Stuyvesant Town, the owners of Parkmerced sought to take advantage of a roaring market to replace rent-regulated residents with tenants able to pay far higher rates."

These schemes, called "predatory equity" deals, were popular among investors when the real estate market was booming and developers promised huge returns that would be made on the backs of rent regulated tenants. Due to a combination of tenant resistance and a crashing real estate market, nearly all of these speculative projects ended up defaulting on their mortgages.

Parkmerced's owners defaulted on their loans in 2010. Foreclosure was apparently averted by an October 2010 investment from Fortress Investment Group, which reportedly acquired a controlling interest in the ownership group, so the project is on life-support for now. The owners continue to press development plans, knowing that obtaining entitlements to this project will help them sell it before they go belly up.

Parkmerced is the largest rent controlled complex in San Francisco. There are a total of 3,221 rental units at Parkmerced, including 1683 units in eleven 13-story towers and 1538 units in two-story townhouses called the "garden apartments." Nearly two thirds of the Parkmerced units are 2-Bedroom or bigger. The proposed development promises a total of 8900 units – some owned, some rented – by increasing density.

The developer's website describes its vision for the project as follows:

*The New Parkmerced Vision. Imagine a once-in-a-lifetime opportunity to transform an aging housing complex and the surrounding area into a vibrant neighborhood. Imagine a shared commitment to turn a blighted landscape into an international model of urban sustainability. Imagine that vision is becoming reality. Parkmerced will become a cleaner, safer, healthier living community that residents will be proud to call home, and will have a significant, positive impact on the city and the residents of San Francisco.*

Touting the "green" nature of the development, while promising community benefits, appears to be the strategy. City officials, under pressure to meet green development goals, are receptive to this type of pitch.

The owners' characterization of Parkmerced as a "blighted landscape" leads one to question whether they have actually visited their own property. Certainly the word choice is designed to make it seem as if demolition would be a good thing for this community. The developer echoes this theme at hearings.

However, the residents know that Parkmerced is not blighted and that it already is a vibrant community. Supervisors who will end up casting votes on the project should visit the site and see for themselves whether this is a "blighted" community.

### **The Proposal Lacks Critical Details: No Meaningful Phasing, No Estimated Time for Demolition**

The Parkmerced project is projected to take 20-30 years. While there are extensive promises about what will be built in the end, there are few details about what will occur when. The developers would be free to develop any part of the project at any time. This is unheard of for a project of this magnitude.

The consultant's review notes that although phases are addressed in the proposal, "the draft Parkmerced Development Agreement specifically provides the developer flexibility in the order and timing of the proposed private development, including allowing discretion in what amount of net new development will be included in each."

Why is strict phasing not being required of this project? The question has caused concern for at least one Planning Commissioner, Kathrin Moore, who has emphasized this flaw in the proposal. Why not divide the project into clearly defined phases, grant authorization to move forward on Phase One *only* (preferably a phase with no demolition), and condition approval of any future phases on compliance with all conditions of the first phase? Remarkably, no such plan has been proposed to date.

Likewise, there is no timeline presented for the demolition of the currently occupied housing.

Michael Yarne, the Planning Department official most knowledgeable about the project, recently acknowledged that he could not even tell the residents in what decade their home would be bulldozed. Yarne assures them they will have a place to move into, but cannot inform the tenants if their homes will be bulldozed in two years, ten years or twenty years.

### **The Project Is Not Financially Viable**

This project fits squarely in the category of speculative real estate deals that have been crashing around the nation. Clearly something is wrong when even the City's consultant concludes that "based on current and reasonably foreseeable short-term market conditions, the Project may not be economically feasible." City officials should take a close look at the consultant's report.

The report concludes that the Internal Rate of Return (IRR) is approximately 17%, a figure far less than the 20-25% typically required in the industry to attract investment for this kind of project. Absent the rent control commitments, the IRR rises to approximately 19%, providing ample incentive for the owners, or future owners, to shirk their obligations and drive out rent control tenants. In addition, the projections are based on the developers' assumptions that they will be able to sell high-rise condo units at Parkmerced for nearly \$800,000 each. This is wildly optimistic.

Why should tenants care if the project is not financially feasible? One answer is that as the financing falls apart, the pressure increases on the owner (current or future) to find ways to displace low-rent tenants. Thus, regardless of what is promised to tenants, an unscrupulous owner will harass tenants to push them out.

Anyone who experienced the Lembi's (CitiApartments) regime in San Francisco understands this all too well. Lembi overpaid for properties, paying rates that only made sense if they could successfully harass tenants into moving out. The same thing happened in East Palo Alto, where Page Mill Properties displaced a massive number of tenants in a predatory equity scheme to redevelop rent controlled properties.

Given that the city is justifying this project by the supposed benefits it will bring, it is entirely appropriate to look at the likelihood that the developer will ever be able to deliver on the promises. This inquiry needs to happen before permission is given to bulldoze this community and its 1500 rent controlled homes.

### **Project Threatens a Unique, Historically Significant Community of over 8,000 people**

As the tenants of Parkmerced know, this is a vibrant community of working families, seniors and tenants from every walk of life. Parkmerced has a unique mix of larger apartments, allowing families more rental options. Parkmerced has treasured open space. Tenants have lived for decades, some over 50 years, at Parkmerced. Despite the self-serving claims by the owners to community groups that there was no significant opposition to the project, Parkmerced residents have turned out in force to oppose the project at recent Planning Commission hearings.

It is not only tenants and housing advocates who oppose the project. In a letter to the Planning Commission dated January 28, 2011, six preservation organizations asserted their concerns about this project. The National Trust for Historic Preservation, California Preservation Foundation, San Francisco Architectural Heritage, The Cultural Landscape Foundation, Northern California Chapter of DOCOMOMO-US, and Northern California Chapter of Historic American Landscape Survey wrote "the historic preservation community remains deeply concerned about the destructive impact of the Project on the Parkmerced Historic District." The letter continues:

*Parkmerced was determined eligible for the National Register of Historic Places and the California Register of Historical Resources as a significant example of planned residential development in San Francisco and the work of master landscape architect Thomas Dolliver Church and his celebrated colleague Robert Royston. According to the Cultural Landscape Foundation,*

*Parkmerced is one of only four remaining examples of large-scale, pre- and post-World War II residential developments in the country and is without question of national significance. The Foundation has identified Parkmerced as a potential National Historic Landmark candidate — an elite group of less than 2,600 such properties in America. As one of Thomas Church's largest and most publicly accessible works, Parkmerced is also an important community resource.*

*The six undersigned local, state, regional, and national historic preservation organizations urge the City of San Francisco to adopt Project alternatives or components of alternatives that maximize preservation of the Parkmerced Historic District and retain its eligibility for the California Register of Historical Resources and the National Register of Historic Places. We question the consistency of the proposed Project with San Francisco's Planning Code Priority Policies and urge the City to require additional, more substantive mitigation measures for the severe impact to historic resources that could result from the Parkmerced Project.*

Despite the historical significance of this community, the project has not even been before San Francisco's Historic Preservation Commission. Apparently, the rush to have this project approved has precluded meaningful review of the unique, historical resource at stake.

### **Project Would Demolish Over 1500 Units of Sound, Rent-Controlled Housing**

The demolition of 1500 sound, rent-controlled units is the craziest part of the project. With our city's rental housing scarcity, San Francisco needs to preserve, not demolish, its rent-controlled housing units. That's why San Francisco has a policy against demolishing sound rent-controlled housing. The City's Planning Code makes this clear.

The City's Planning Department reiterates the point: "Under requirements of the General Plan, the Department is predisposed to discourage the demolition of sound housing." Yet Yarne of the Planning Department at a recent meeting acted more like an interrogator of tenant advocates who dared to challenge the wisdom of the demolition than a public servant "predisposed to discourage the demolition of sound housing."

Remarkably, the City has not even required the developer to propose, as an alternative, a project in which new units were developed without the demolition of the garden apartments. We are asked to believe that such an alternative is not feasible, without ever having such a proposal developed.

The problem is compounded by state law. As discussed below, there are serious questions about the enforceability of promises to apply rent control to newly constructed housing. Unless and until state law is clarified, the city should not even consider approving the large-scale demolition of sound, rent controlled housing.

If this project to demolish over 1500 units of rent controlled housing were proposed anywhere else in San Francisco, it would be dead on arrival. But because Parkmerced is physically removed from much of the city's densely populated areas, this project remains under consideration.

### **Promises to Tenants May Not Be Enforceable**

Now that California's Court of Appeal has expanded the Costa-Hawkins Rental Housing Act to bar most rent-restrictions on new housing, even as part of inclusionary housing laws, proposed rent restrictions on replacement housing would likely be challenged in court by the owners, or subsequent owners, of Parkmerced. While Costa Hawkins recognizes a limited exception for certain types of development agreements, the 2009 *Palmer v. Sixth Street* court decision shows that cities cannot rely on the Courts to interpret Costa Hawkins to allow rent-restrictions on new housing.

Furthermore, regardless of the promises, the San Francisco Rent Board will not have jurisdiction

over these units, meaning they would be an inferior class of “rent-controlled” units when compared with what the tenants currently have. Tenants would not be able to obtain relief from the Rent Board for decreased services, illegal rent increases, wrongful eviction attempts, improper capital improvement pass-through charges and other issues.

City officials have also been curiously silent about the possibility that the Ellis Act could be invoked at the property.

### **The Ellis Act and Parkmerced**

Lost in the discussion of the project to date is California’s Ellis Act, a draconian law that has been misused repeatedly by real estate speculators and expanded by the courts to nullify tenant protections in rent control jurisdictions.

As a result of a 2009 court ruling, the City’s ability to stop a developer from invoking the Act at Parkmerced is uncertain, even where the developer agrees to waive rights under the Ellis Act. In *Embassy v. City of Santa Monica*, the Court held that a landlord’s written waiver of the right to invoke the Ellis Act was invalid.

According to the court, only contractual waivers between landlords and cities that fit within the narrow exception to the Ellis Act can be enforced. Those are contracts where a city is providing a direct financial incentive for the project, something absent from the Parkmerced proposal. Even if San Francisco tries to satisfy this exception by including a token payment to the developer to try to ensure that the developer’s waiver of Ellis Act rights is enforceable, there is no way of knowing how a court will view such an arrangement. History teaches us that the state courts will expand the scope of the Ellis Act at every possible opportunity.

### **Lincoln Place Déjà vu**

Yarne acknowledges that there is always risk, but claims that the risk of rent control promises not being enforced is so small that it is outweighed by the project’s benefits. He insists that tenants and housing advocates are being unrealistic – compares us to climate change deniers – by focusing on what he views as the remote possibility that the developer will violate promises in the Development Agreement.

The problem, of course, is that the real world experience gives cause for concern. For example, in Los Angeles, AIMCO abused the Ellis Act in circumstances much like Parkmerced proposal. AIMCO acquired the Lincoln Place complex, obtained project approval based on a written agreement with the city not to displace residents, and then invoked the Ellis Act in 2005 to evict hundreds of rent controlled households. The trial courts denied the tenant association’s efforts to stop the evictions and refused to allow individual tenants to defend against evictions based on AIMCO’s promises. Hundreds of tenants lost their homes. At Parkmerced, it would be thousands.

As San Francisco considers approving the demolition of over 1500 rent controlled homes based on a developer’s promises to keep residents housed, every city official should watch this video from 2006 about the Lincoln Place situation: <http://www.youtube.com/watch?v=UngEHGXIHb0>.

The law has grown worse since the Lincoln Place fiasco. State courts are increasingly hostile to tenants’ rights. The *Embassy* case, while unclear in its scope, shows that the court is perfectly willing to throw out contractual waivers of the right to invoke the Ellis Act. If the fate of Parkmerced residents ends up in a California courtroom, the tenants are in deep trouble.

It is time for Mayor Ed Lee, the Board of Supervisors and the Planning Commission to take a hard look at this project and pull the plug before it is too late.

*Dean Preston is the Executive Director of Tenants Together, California's statewide organization for renters rights. For more information about Tenants Together, visit [www.TenantsTogether.org](http://www.TenantsTogether.org).*



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Editorial: Better options for garbage

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From: Bruce Brugmann <bruce@sfbg.com>  
To: undisclosed-recipients;;  
Date: 02/15/2011 01:23 PM  
Subject: Editorial: Better options for garbage

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<http://www.sfbg.com/bruce/2011/02/15/editorial-better-options-garbage>



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Violations of safety inspection requirements by HOC farmers' market

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From: "Andrew Zollman" <andrew@lgbtcompassion.org>  
To: <Board.of.Supervisors@sfgov.org>  
Date: 02/15/2011 02:07 PM  
Subject: Violations of safety inspection requirements by HOC farmers' market

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Dear Board of Supervisors:

We have just discovered another serious violation (in addition to the live fowl handling rules of Exhibit B) of the 1993 revocable operational permit issued by the Board of Supervisors and other agencies to Heart of the City Farmers' Market:

The permit includes an "Exhibit F" requiring annual safety inspections to be performed and filed with the Agricultural Commissioner's office. However, according to Eileen Shields at the Department of Public Health's records department, one has never been filed in the last twenty years.

Some of the safety violations are:

**2.a. Vehicular safety, requiring operation of vehicles only by individuals having a current driver's license for that vehicle, and verification of insurance appropriate for the market:** Raymond Young does not own his truck (a Matt Bateman does according to a police report) and has been summoned to court by the Commercial Vehicle Unit of the Police Traffic Co. for continued commercial vehicle violations, according to Sgt. John Haggett. It's very likely drivers' license and insurance requirements are also not being met or inspected.

**2.e. Walking areas must be reasonably clear of conditions, including waste and/or wet conditions so as to prevent slip and fall accidents:** public areas are frequently covered with animal feces and litter, sometimes wet – especially when it's raining.

**2.f. No safety hazards should be presented by equipment, ropes, displays...** Management has allowed Raymond Young poultry to surround their "area" with ropes and tape (to interfere with our rights by blocking our access to a public space), creating a safety hazard. In fact, during an assault and battery incident included in our lawsuit, Christina Ly pushed me against a rope, causing me to fall over it.

It's clear that HOC has always been a negligent manager, and city agencies have never monitored or enforced the permit or other laws there. Please conduct a thorough investigation of all parties involved with the market, including all financial transactions.

Sincerely,

Andrew Zollman  
[www.LGBTcompassion.org](http://www.LGBTcompassion.org)  
415-297-0207

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To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: HOC mgr. assaults poultry customers, and Guardian article

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From: "Andrew Zollman" <andrew@lgbtcompassion.org>  
To: <Board.of.Supervisors@sfgov.org>  
Date: 02/17/2011 11:06 AM  
Subject: HOC mgr. assaults poultry customers, and Guardian article

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Dear Board of Supervisors:

Yesterday, the San Francisco Bay Guardian newspaper published a revealing article about the problems associated with live animal sales at Heart of the City Farmers' Market. Please read it at <http://www.sfbg.com/2011/02/15/playing-chicken>. Additional follow-up stories focusing more on specific problems are likely to follow.

More importantly, please view this video from last Wed. of Heart of the City Farmers' Market manager **Christine Adams committing assault and battery** on one of Raymond Young's customers <http://www.youtube.com/watch?v=t4Ksq-wAsKY>. We are planning on filing a citizen's arrest complaint with the police, although they say they will not be able to prosecute without the victim's testimony. The victim did not speak English, and simply ran away.

We have other footage of Ms. Adams being inappropriately physical with other customers as well as her son John Fernandez rudely yelling at them, and us earlier advising her that market personnel shouldn't have physical contact with the customers (after we witnessed a "volunteer" grabbing one by the arm), which she simply dismissed. I'm going to work on compiling those videos for city officials and for the media, but wanted to get at least this clip to you right away.

We have been extremely concerned about and saddened by the humiliating and undignified way live bird customers have been treated at HOC market, and I'm sure I've mentioned this to city officials before. This customers are often at a disadvantage in protecting themselves due to a language barrier.

This situation has arisen because the Dept. of Public Health instructed Ms. Adams to begin complying with the California Retail Food Code's prohibition on live animals within 20 feet of food at farmers' markets. She was supposed to use security guards to prevent live poultry customers from entering the main market area (who are unable to do so as they state in today's Guardian article <http://www.sfbg.com/2011/02/15/playing-chicken>), but they don't begin their shifts until 8:00 or 8:30. So, while we're present, she attempts to police the customers herself. However, they freely just re-enter the market from other entrances. When she spots them (usually due to our videotaping) she then aggressively throws them out (which doesn't comply with the law as it's already been violated at that point). Many don't understand what they're doing wrong, due to the language barrier and the fact that Raymond Young Poultry staff do not explain the rules to them (as DPH requested).

Again, these problems are being created by the fact that the city and market are allowing live animals to be sold at the very place they are not allowed under state law, and the market and DPH are clearly not willing or able to properly enforce the violations. It makes no sense for the market and city to allow such an arrangement. In light of the document civil rights, animal

cruelty, public health and other problems created by live animal sales at this farmers' market, please consider banning them.

Sincerely,

Andrew Zollman

[www.LGBTcompassion.org](http://www.LGBTcompassion.org)

415-297-0207



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: Fw: New Chron story about HOC farmers' market problems and lawsuit, violence continues

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From: "Andrew Zollman" <andrew@lgbtcompassion.org>  
To: <Board.of.Supervisors@sfgov.org>  
Date: 02/14/2011 12:16 AM  
Subject: New Chron story about HOC farmers' market problems and lawsuit, violence continues

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Dear Board of Supervisors:

The San Francisco Chronicle has published a balanced and more-detailed article about our campaign and lawsuit against the Heart of the City Farmers' Market and its live bird vendors <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2011/02/13/BA4N1HK34K.DTL>.

There is currently an inaccuracy about the government claim filed by Matt Gonzalez about police interference with our free speech rights – the issue is that we've been prevented from protesting outside the area permitted for the farmers' market, not prior to 6:00 a.m.

Also, please note that market manager Christine Adams has continued to allow Raymond Young's employees to continued assault and battery against protesters – the last two Sundays they struck at our cameras with objects, actually scratching the lens of one on 2/13/11, and on 2/2/11 one threatened to "knock me down." All of this was recorded on video and immediately reported to Ms. Adams.

Though Jane Kim has refused to schedule a meeting with us about the issues at the farmers' market – even after the violent attack on Alex Felsing – he was able to speak with her briefly at a recent event. She promised to look into enforcing the market's city-issued revocable permit. Though we haven't heard anything more from her, we look forward to her working with the rest of the Board of Supervisors to finally begin enforcing the many permit violations.

Sincerely,

Andrew Zollman  
[www.LGBTcompassion.org](http://www.LGBTcompassion.org)



To:  
Cc:  
Bcc:  
Subject: Fw: Handbill ordinance

File 101522

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The following message was received by the Office of the County Clerk and a copy was probably meant to be sent to the Clerk of the Board.

-----  
San Francisco County Clerk  
City Hall, Room 168  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102  
www.sfgov.org/countyclerk

----- Forwarded by County Clerk/ADMSVC/SFGOV on 02/15/2011 01:46 PM -----

From: beth byrne <beth.byrne@gmail.com>  
To: David.Chiu@sfgov.org  
Cc: Eric.L.Mar@sfgov.org, Mark.Farrell@sfgov.org, Carmen.Chu@sfgov.org, Ross.Mirkarimi@sfgov.org, Jane.Kim@sfgov.org, Sean.Elsbernd@sfgov.org, Scott.Wiener@sfgov.org, David.Campos@sfgov.org, Malia.Cohen@sfgov.org, John.Avalos@sfgov.org, county.clerk@sfgov.org, LinShao.Chin@sfgov.org, Les.Hilger@sfgov.org, Catherine.Stefani@sfgov.org, Margaux.Kelly@sfgov.org, Judson.True@sfgov.org, Catherine.Rauschuber@sfgov.org, Victor.Lim@sfgov.org, Katy.Tang@sfgov.org, Cammy.Blackstone@sfgov.org, Rick.Galbreath@sfgov.org, Vallie.Brown@sfgov.org, April.Veneracion@sfgov.org, Sunny.Angulo@sfgov.org, Viva.Mogi@sfgov.org, Olivia.Scanlon@sfgov.org, Alexander.Volberding@sfgov.org, Gillian.E.Gillett@sfgov.org, Adam.Taylor@sfgov.org, Hillary.Ronen@sfgov.org, sheila.Chung.Hagen@sfgov.org, Jon.Lau@sfgov.org, Megan.Hamilton@sfgov.org, Raquel.Redondiez@sfgov.org, Frances.Hsieh@sfgov.org  
Date: 02/15/2011 10:04 AM  
Subject: Handbill ordinance

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February 15, 2011  
Re: Handbill ordinance

Dear Supervisor Chiu,

While we appreciate your efforts to reduce litter, we have a few questions about the Handbill Distribution legislation that you introduced. We are especially concerned that this legislation will affect the League's outreach, because we spend much of our time during campaign season handing out voter guides. Say we hand someone a voter guide at a Bart station and they walk down the street and drop it on the ground. From what we understand, this legislation changes the penalties for this type of littering offense from criminal to administrative. Does this mean that if someone throws our voter guide on the ground, the League would be fined?

We are also concerned about the impact this will have on grassroots political campaigns in general. It seems that virtually all door hangers would be at risk for violating this ordinance, but it is much more expensive to send informational mailers to voters than it is to hang door hangers. Any time a campaign is up against someone with more money, they use the field campaign strategy to reach more voters. Is there a possibility of exempting political campaigns from this legislation? We understand the concern about this literature creating trash if it blows off a door,

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but there is just no way that campaigns on a tight budget can compete with big companies when trying to get information to voters. This legislation targets the campaigns and organizations that cannot afford to spend a lot of money on mailers, giving more power to people with more money.

We would like to strongly urge you to send this to the City Ops and Neighborhoods Committee for further review. We don't feel that these issues have been properly addressed and folks from the community should have the chance to weigh in on how this ordinance would impact political campaigns.

Sincerely,  
the San Francisco League of Pissed Off Voters[attachment "Letter\_Chui\_Handbill.doc" deleted by County Clerk/ADMSVC/SFGOV]



To:  
Cc:  
Bcc:  
Subject: File 101522 Handbill Distribution ordinance on 2/15 BOS agenda (#11)

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From: Karen Babbitt <karenbabbitt@yahoo.com>  
To: Eric Mar <Eric.L.Mar@sfgov.org>, Mark Farrell <Mark.Farrell@sfgov.org>, Carmen Chu <Carmen.Chu@sfgov.org>, Ross Mirkarimi <ross.mirkarimi@sfgov.org>, Jane Kim <Jane.Kim@sfgov.org>, Sean Elsbernd <Sean.Elsbernd@sfgov.org>, Scott Wiener <Scott.Wiener@sfgov.org>, David Campos <David.Campos@sfgov.org>, Malia Cohen <Malia.Cohen@sfgov.org>, John Avalos <John.Avalos@sfgov.org>  
Cc: Sunny Angulo <sunny.angulo@sfgov.org>, LinShao Chin <LinShao.Chin@sfgov.org>, Hillary Ronen <hillary.ronen@sfgov.org>, Board.of.Supervisors@sfgov.org  
Date: 02/15/2011 01:26 PM  
Subject: Handbill Distribution ordinance on 2/15 BOS agenda (#11)

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Hello Supervisors,

I'm writing to request that you send the proposed handbill ordinance (#11 on today's agenda) back to committee for more work - - and to give an opportunity to folks who will be affected by the legislation to weigh in. (Unfortunately, the Menu and Littering Task Force that came up with the recommendations addressed in the legislation includes no representatives of political organizations or other groups that do grassroots campaigning.)

I appreciate that President Chiu has proposed a couple of amendments to improve the ordinance, but they don't come close to addressing my concerns about the affect of it on low-budget campaigns. (I list my specific concerns in my 2/1 email to you below.)

Thanks for your time,  
Karen Babbitt  
1070 Church St. #315  
SF, CA 94114

-- On **Mon, 1/31/11**, Karen Babbitt <karenbabbitt@yahoo.com> wrote:

From: Karen Babbitt <karenbabbitt@yahoo.com>  
Subject: Handbill Distribution ordinance on 2/1 BOS agenda (#11)  
To: "Eric Mar" <Eric.L.Mar@sfgov.org>, "Mark Farrell" <Mark.Farrell@sfgov.org>, "Carmen Chu" <Carmen.Chu@sfgov.org>, "Ross Mirkarimi" <ross.mirkarimi@sfgov.org>, "Jane Kim" <Jane.Kim@sfgov.org>, "Sean Elsbernd" <Sean.Elsbernd@sfgov.org>, "Scott Wiener" <Scott.Wiener@sfgov.org>, "David Campos" <David.Campos@sfgov.org>, "Malia Cohen" <Malia.Cohen@sfgov.org>, "John Avalos" <John.Avalos@sfgov.org>  
Date: Monday, January 31, 2011, 2:59 PM

Hello Supervisors,

I hope all is well with you.

I'm writing about an item that appears on your agenda tomorrow:

#11: Public Works Code - Handbill Distribution

[http://www.sfbos.org/ftp/uploadedfiles/bdsupvr/sbosagendas/materials/bag020111\\_101522.pdf](http://www.sfbos.org/ftp/uploadedfiles/bdsupvr/sbosagendas/materials/bag020111_101522.pdf)

While watching the discussion of this item during last week's Land Use committee meeting, I was surprised to hear the deputy city attorney say that the ordinance would apply to

political materials as well as commercial materials (like take-out menus). Thank you Supervisor Wiener, for asking her those clarifying questions.

I've since watched the hearing again, read the ordinance a few times, and done some research, and I keep coming to the same conclusion: the ordinance will unintentionally put low-budget political campaigns at a disadvantage. The new rules re: how flyers must be attached and the new ease with which companies/people/campaigns can be fined for breaking them will make getting the word out door-to-door about candidates, measures, etc. more difficult and time-consuming. This seems to give a great advantage to campaigns with the money to do mailers and/or TV ads. (2010's Yes on Prop. 16 vs. No on Prop. 16 campaigns come to mind.)

I really do understand the impulse to curb litter (I pick it up regularly), but it seems to me that the Menu and Flyer Littering Task Force should have looked more carefully at how this ordinance might affect campaigns, particularly those without much money.

I therefore request that the ordinance be sent back to committee for more discussion. I think it's worth looking at making an exception for political materials. (The ordinance seems to make an exception for newspapers, so maybe other types of exceptions are possible, too?)

Also, I think a discussion of what the 30-point font "No Flyers" signs might mean in future elections is worth having. If the signs become very common, it seems like they'll have the effect of cutting way down on the number of homes a grassroots campaign can reach.

Thanks for considering sending this ordinance back to committee. However well-intentioned, I'm afraid it will have unfortunate consequences.

Karen Babbitt  
1070 Church St. #315  
SF, CA 94114

GGNRA

Leash Law Emails



off leash dog areas

Wagner, Amy to: board.of.supervisors@sfgov.org

02/15/2011 09:16 AM

View: (Mail Threads)

Hi, my name is Amy Wagner, and I am writing to ask that you all preserve the off leash areas in the GGNRA.  
Thanks so much!  
Amy

30



**GGNR: Off Leash Dog Walking**

Stephanie Zeh to: scott.wiener, gillian.gillett, adam.taylor,  
board.of.supervisors, mark.farrell, eric.mar

02/17/2011 12:33 PM



Stephanie Zeh

*Dear Board of Supervisors: I want to thank you all for your prompt resp*

Dear Board of Supervisors:

I want to thank you all for your prompt response to take action on preserving the off leash access to the few remaining areas in the Golden Gate National Recreation Parks.

I am a licensed "Commercial" dog walker and I have been hiking Ft. Funston undisturbed since 1991. Ft. Funston is a dog's paradise during the weekdays. Commercial dog walkers make up the vast majority of the users during the weekdays. The remaining users include hang gliders, pet owners enjoying a day off work, or a rare tourist out hiking the beach. That being said, the dog walkers are not only the main users of Ft. Funston, but they are also the most responsible and accountable for keeping the park clean and social.

The average number of dogs a professional dog walker hikes at Ft. Funston is 10 - 12 dogs. Proposing a limit of 6 - 8 dogs per dog walker seems debatable. Where did the arbitrary numbers 6-8 come from? To my knowledge, there is no study nor evidence that shows the control or lack thereof of 6-8 dogs in comparison to a group of 10-12 dogs. I have seen handlers that can voice control a pack of 10 while a single dog owner can't control his/her dog. Like any profession there are varying degrees of work experience and knowledge. I have been hiking and training dogs for nearly 21 years and I am very competent to handle a pack of 12 dogs. On the other hand, if I were a dog walker just starting out in the field, my experience would not warrant the handling of 12 dogs.

It is a good idea to require Commercial dog walkers to be licensed and carry a permit but the number of dogs needs to be thought out. Maybe a permit could be distributed based on years of experience and number of citable incidences. I urge the board to come out to Ft. Funston and observe the dog walking experience. The scene is fascinating and dynamic. The way dogs interact and socialize, how they are recalled and how peacefully they disperse back to their handlers.

I'm out every weekday between the hours of 11 - 4 hiking the beach and trails. As I mentioned before, the majority of dog walkers walk their groups during the weekday when most people are working. Limiting the number to 6 - 8 during the weekends and holidays makes more sense when the parks are busier.

Please keep me updated with the City's progress on this matter. I also invite you to come out any weekday and hike with me and my furry friends to see first hand what takes place on an average "Weekday" at Ft. Funston.

Thank you for your considerations.

Best regards,

Stephanie Zeh  
Bay Area Doggie Adventures  
650-533-5352  
Doggieadventures.steph@gmail.com



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: GGNRA Draft Dog Management plan

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From: Larry Cable <larry\_cable@yahoo.com>  
To: Sean.Elsbernd@sfgov.org  
Cc: Board.of.Supervisors@sfgov.org, mayoredwinlee@sfgov.org  
Date: 02/15/2011 05:43 PM  
Subject: GGNRA Draft Dog Management plan

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Dear Supervisor Elsbernd, Board of Supervisors, Mayor Lee,

As one of your constituents in district 7 I am writing to you with regard to the GGNRA's draft Dog Management Plan, published on 1/14/2011, currently in public review until 4/14/2011, and due for implementation in 2012 and beyond.

One of San Francisco's most unique aspects, among many compared to the rest of the US, is its approach to dog ownership, and ability for responsible dog owners to access many public areas within the city, especially within the GGNRA, permitting both on, and particularly off leash, dog access.

San Francisco attracts many people from all over the USA and overseas who own dogs, we pay taxes like our non dog owning peers, we vote, and we have rights.

The draft plans that the GGNRA have published will greatly reduce the access I, as a citizen/resident and taxpayer of the country, state, county and city, will have to both on and off leash access to many of the GGNRA areas within the city such as Fort Funston, Ocean Beach, Baker Beach, Crissy Field etc.

As a naturalized citizen from Europe, I find it amazing in the "land of the free" here in America with a long history of freedom enshrined in the constitution, that the rights of dog owners are so restricted such that San Francisco is probably the only city in the USA that has the same freedoms that dog owners in the UK, France and Germany for example take for granted, unrestricted on and off leash access in public open spaces.

One reason the GGNRA is a National "Recreation" Area and not a National Park, is as I understand it, to acknowledge the unique location of these resources within the confines of a major city, and to acknowledge the terms under which the city granted management of these resources to the Federal authorities. In short to balance the recreational needs of the city with the preservation of a national environmental treasure.

In these times of fiscal hardships, I fail to understand the decision making policy that led the GGNRA management to undertake a "Dog Management Plan" resulting in a 1000+ page document not including appendices etc containing many recommendations that will require significant additional federal spending to implement, and the implementation of which

will undoubtedly result in additional impact on the city itself, in particular the cities parks, as these restrictions force the citizens out of the GGNRA into the cities recreational areas.

In short, it is not clear to me as a taxpayer that anything was broken and hence required my taxes to be spent in order to fix it, resulting in my freedoms being arbitrarily constrained relative to that of my neighbors and residents of the city.

The GGNRA already has successful plans in place to protect endangered flora and fauna within the confines of the park, and appears to be able to allow dog owners and the rest of the public to concurrently access recreational areas without significant incident; many people choose to drive, bike, run, jog and skate, everyone is able to coexist in what appears to be acceptable norms; however the GGNRA seems to disagree and has focused its attention somewhat arbitrarily upon the dog owning community amongst all the NRA users as a problem that requires significant policy to manage going forward.

As a citizen, and constituent, I regretfully implore that you and your fellow supervisors take time to review this draft plan, and to consider taking action on behalf of a significant number of city residents to persuade the GGNRA to refrain from wasting any more federal government time and money, that will severely impact the quality of life of many of the cities residents and eventually the cities budget.

These plans not only effect me, but also the rest of the cities dog owners, not just in the short term, but for the foreseeable future, I therefore urge you to consider these plans on behalf of this community.

Yours Faithfully,

Laurence P. G. Cable  
111 Cresta Vista Drive,  
San Francisco, Ca 94127.



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: GGNR: Off Leash Dog Walking

---

From: Stephanie Zeh <doggieadventures.steph@gmail.com>  
To: <scott.wiener@sfgov.org>, <gillian.gillett@sfgov.org>, <adam.taylor@sfgov.org>, <board.of.supervisors@sfgov.org>, <mark.farrell@sfgov.org>, <eric.mar@sfgov.org>  
Date: 02/17/2011 07:17 PM  
Subject: Re: GGNR: Off Leash Dog Walking

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>  
>  
> Dear Board of Supervisors:  
>  
> I want to thank you all for your prompt response to take action on  
preserving  
> the off leash access to the few remaining areas in the Golden Gate National  
> Recreation Parks.  
>  
> I am a licensed "Commercial" dog walker and I have been hiking Ft. Funston  
> undisturbed since 1991. Ft. Funston is a dog's paradise during the  
weekdays.  
> Commercial dog walkers make up the vast majority of the users during the  
> weekdays. The remaining users include hang gliders, pet owners enjoying a  
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> off work, or a rare tourist out hiking the beach. That being said, the dog  
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> study nor evidence that shows the control or lack thereof of 6-8 dogs in  
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incidences.  
> I urge the board to come out to Ft. Funston and observe the dog walking

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> Please keep me updated with the City's progress on this matter. I also  
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> you to come out any weekday and hike with me and my furry friends to see  
> first  
> hand what takes place on an average "Weekday" at Ft. Funston.  
>  
> Thank you for your considerations.  
>  
> Best regards,  
>  
> Stephanie Zeh  
> Bay Area Doggie Adventures  
> 650-533-5352  
> Doggieadventures.steph@gmail.com

Preserve off-leash access for San Franciscans in the GGNRA.

Ann Pianetta

to:

board.of.supervisors

02/15/2011 12:09 PM

Show Details

Dear Board of Supervisors:

My name is Ann Pianetta and I own a Vizsla which is a Hungarian Pointer. He is bred for hunting and long distance running. I am writing because I am very upset about a proposal by the Golden Gate National Recreation Area to severely limit dogs and off-leash dog walking in Ft. Funston, Crissy Field and other parks.

The last time the Golden Gate National Recreation Area made such an extreme proposal to limit dogs in the recreation area, the board of supervisors was very active in opposing the proposal and even threatened to take Ft. Funston and Ocean Beach back from the Golden Gate National Recreation Area.

\*I really urge the San Francisco Board of Supervisors to learn about this issue and the supervisors to hold a hearing on it. Just about one in every three households in San Francisco has a dog, and this is going to dramatically impact San Franciscans. It is also going to impact city parks, because if this proposal passes hundreds upon hundreds of people and their dogs are going to flood places like Maclaren Park and Golden Gate Park.

\*Thank you so much for listening, and I hope you are going to convey this message to [supervisor's name]. Here is my contact information:

When you provide an open space off-leash area for dogs, humans benefit from this because it provides real exercise and recreation for them. There is nothing better than walking your dog off-leash in an area which is safe for them. Of course all dogs should be trained. When dogs don't get their exercise they become problem dogs. Please all this area to remain open for dogs. It is the only place left on the Peninsula.

Many thanks,

Ann Pianetta  
3815 La Donna Avenue  
Palo Alto, CA 94306  
650-424-9070

Judy O'Brien

to:

[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)

02/15/2011 09:27 AM

Show Details

Dear Board of Supervisors:

I am writing because I'm very upset about a proposal by the Golden Gate National Recreation Area to severely limit dogs and off-leash dog walking in Ft. Funston, Crissy Field and other parks. The last time the Golden Gate National Recreation Area made such an extreme proposal to limit dogs in the recreation area, the board of supervisors was very active in opposing the proposal and even threatened to take Ft. Funston and Ocean Beach back from the Golden Gate National Recreation Area. I urge you to learn about this issue and I urge the supervisors to hold a hearing on it. Nearly one in every three households in San Francisco has a dog, and this is going to dramatically impact San Franciscans. It is also going to impact city parks, because if this proposal passes hundreds upon hundreds of people and their dogs are going to flood places like Maclaren Park and Golden Gate Park. These areas are also used by people (and their dogs) who do not live in San Francisco. There are very few places where people can take dogs off-leash for a walk. We need to preserve access to the few remaining areas. Closing this area will have a very broad impact down the Peninsula as well as in San Francisco.

Thank you for considering my comments. Please schedule a hearing urgently.

Judith M. O'Brien

Cell: 650-279-0141



please do not remove off leash dog beach  
Georgia Markarian to: board.of.supervisors

02/15/2011 09:22 AM

View: (Mail Threads)

Hi – The GGNRA should develop a new alternative, the A+ Alternative, that will better balance the recreational needs of the Bay Area with protection of natural resources. The DEIS calls the “No Change” Alternative “A”. This is the 1979 Pet Policy with some restrictions, particularly restrictions on off-leash at Ocean Beach, Fort Funston, and Crissy Field because of the snowy plover and native plant restorations. More than one-third of Bay Area residents have dogs and we now know the importance of off-leash recreation for dog's physical and mental health, as well as the importance of the significant social communities that develop where people recreate with their dogs off-leash. This large segment of Bay Area residents should not be restricted to significantly less than 1% of GGNRA land (that is how much GGNRA land is available for off-leash recreation in Alternative A) to have a satisfactory park experience, especially since there is little scientific evidence supporting restrictions on off-leash. There has to be more space available for off-leash recreation, not less, given the huge demand for it in the Bay Area. The A+ Alternative would include everywhere that is currently off-leash, plus sufficient off-leash opportunities in San Mateo County to meet the demand, and more trails off-leash throughout the GGNRA. In addition, new land added to the GGNRA would include off-leash areas, especially in those areas where it has traditionally taken place. There would be no compliance-based management strategy in the A+ Alternative. Any dog management philosophy in the GGNRA, like that for any other recreation use, should be based on Bay Area values of co-existence, shared space, collaboration among park user groups, and education where problems arise. Enforcement of already existing regulations should target irresponsible dog owners who create the few problems documented by the GGNRA, while allowing responsible dog owners to continue their traditional off-leash recreation without harassment.

Thank you,  
Georgia



**Dogs Off Leash**  
Steven Klein to: board.of.supervisors

02/15/2011 11:00 AM

View: (Mail Threads)

I oppose changes and further restrictions to off leash laws at GGNRA; particularly at Ft. Funston and Crissy Fields. Where are our dogs going to exercise? These animals we created do so many things for us humans: law enforcement, drug enforcement, bomb detection, help the blind and disabled, protecting and controlling our herds, track and find criminals, rescue and victims of avalanches and building collapse, hunting, service dogs who bring joyful visits to the hospitalized and infirm. Above all these services combined is the companionship and unconditional love dogs give their owners. It is said "Dogs are man's best friend" for a reason - it's true.

There are so many areas in the Bay Area and San Francisco, restricted to no dogs or dogs on leash only, where people can be outdoors. There are so few places my golden retriever and I can run and swim in the ocean. Please don't take away what few areas are left for our dogs. Don't they deserve places to exercise?

Thank you.

--

Steven N. Klein, DPM ABPS



To: BOS Constituent Mail Distribution,  
Cc:  
Bcc:  
Subject: GGNRA proposals

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From: Robert Cruz <rsfitness@sbcglobal.net>  
To: <board.of.supervisors@sfgov.org>  
Date: 02/15/2011 01:49 PM  
Subject: GGNRA proposals

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Dear Board of Supervisors:

I am writing because I'm very upset about a proposal by the Golden Gate National Recreation Area to severely limit dogs and off-leash dog walking in Ft. Funston, Crissy Field and other parks. I urge you to please research the issues regarding the lands under the supervision of the GGNRA and hold a hearing on it. There are already very few places where off leash dog walking is permitted. Taking away areas that permit the use of off leash dog walking will greatly impact city owned parks in both operations and budgets. It will also cause a ripple affect down the Peninsula as well as in San Francisco. I urge you to stand up together and preserve access to these lands for everyone including off leash dog walkers and oppose the sanctions the GGNRA are proposing for these parks.

Thank you for your consideration.

Best regards,

Robert Cruz

650-533-5345

Save Millions and Species -- Restore Sharp Park!

Molly Tsongas

to:

board.of.supervisors, mayoredwinlee

02/18/2011 12:13 PM

Show Details

Dear Board of Supervisors and Mayor Lee,

I am a Bay Area resident and work in the Financial District. I am deeply concerned about Sharp Park in Pacifica and believe it is imperative that you demonstrate your leadership by not wasting **\$23 Million dollars of taxpayers money** for a **failing golf course** when you can **restore it to a recreational park** that will provide **outdoor exercise** for all residents and provide critical habitat for **two endangered species** -- the red-legged frog and San Francisco garter snake. It's time to restore Sharp Park.

This is a common sense decision -- do your job right.

Sincerely,

Molly Tsongas

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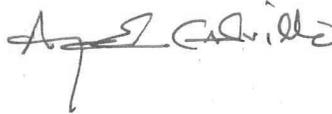
BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 544-5227

Date: February 18, 2011

To: Honorable Members, Board of Supervisors

From: Angela Calvillo, Clerk of the Board 

Subject: Form 700

This is to inform you that the following individuals have submitted a Form 700 Statement:

Supervisor Mark Farrell - Assuming  
Supervisor Jane Kim - Assuming  
Margaux Kelly - Legislative Aide - Assuming  
April Veneracion - Legislative Aide - Assuming  
Supervisor Michela Alioto-Pier - Leaving  
Andrew Hayward - Leaving

OFFICE OF THE MAYOR  
SAN FRANCISCO



*orig - Rules*  
*COB* *11 Sups.*  
EDWIN M. LEE  
MAYOR

February 15, 2011

Ms. Angela Calvillo  
Clerk of the Board of Supervisors  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 15 PM 1:29  
BY *[Signature]*

Dear Ms. Calvillo,

Please be advised that my appointment of Paul Kelly to the Relocation Appeals Board submitted January 10, 2011, is hereby withdrawn.

Sincerely,

*[Signature]*  
Edwin M. Lee  
Mayor

cc: Members, Board of Supervisors



BOS-11 File 110151

c page

# Capital Planning Committee

Amy L. Brown, Acting City Administrator, Chair

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 16 AM 9:44  
BY [initials]

## MEMORANDUM

February 15, 2011

**To:** Supervisor David Chiu, Board President

**From:** Amy L. Brown, Acting City Administrator and Capital Planning Committee Chair *Amy L. Brown*

**Copy:** Members of the Board of Supervisors  
Angela Calvillo, Clerk of the Board  
Capital Planning Committee

**Regarding:** Supplemental Appropriation Request for the Marina Yacht Harbor, West Harbor Renovation Project (\$6,995,000)

In accordance with Section 3.21 of the Administrative Code, on February 14, 2011, the Capital Planning Committee (CPC) reviewed one action item under consideration by the Board of Supervisors – the supplemental appropriation request for the West Harbor Renovation at the Marina Yacht Harbor. The CPC's recommendations are set forth below as well as a record of the members present.

**1. Board File Number 110151: Ordinance appropriating \$6,995,000 in loans from the California Department of Boating and Waterways for the Marina Yacht Harbor West Harbor Renovation project.**

**Recommendation:** Recommend the Board of Supervisors approve the ordinance appropriating funds for the Marina Yacht Harbor West Harbor Renovation.

**Comments:** The CPC recommended approval by a vote of 10-0. Committee members or representatives in favor include Amy Brown, Acting City Administrator; Toks Ajike, Recreation and Parks Department; Elaine Forbes, Port of San Francisco; Cindy Nichol, San Francisco International Airport; John Rahaim, Planning Department; Ed Reiskin, Department of Public Works; Ben Rosenfield, Office of the Controller; Todd Rydstrom, San Francisco Public Utilities Commission; Judson True, Board President's Office; and Rick Wilson, Mayor's Budget Office.

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OFFICE OF THE MAYOR  
SAN FRANCISCO



*Orig Joy Leg Dep, Rules  
2013 city Atty Clerk  
page*

EDWIN M. LEE  
MAYOR

February 17, 2011

Ms. Angela Calvillo  
Clerk of the Board of Supervisors  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 18 AM 9:42  
BY *L*

Dear Ms. Calvillo,

Please be advised that my appointment of Michael Kim to the Port Commission, submitted October 7, 2010, is hereby withdrawn.

Sincerely

A handwritten signature in cursive script, appearing to read "Edwin M. Lee".

Edwin M. Lee  
Mayor

✓ cc: Members, Board of Supervisors

President, Board of Supervisors  
District 3



*Rules Clerk  
COB, Reg Dep  
cpage*  
City and County of San Francisco

DAVID CHIU

邱信福 · 市參事主席

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 FEB 17 PM 12:21  
BY *REC*

February 17, 2011

Gary Amelio  
San Francisco Employee Retirement System  
30 Van Ness Avenue, Suite 3000  
San Francisco, CA 94102

Dear Gary,

Pursuant to San Francisco Charter Section 12.100, I am pleased to reappoint Supervisor Sean Elsbernd to the San Francisco Retirement Board for a term ending on January 7<sup>th</sup>, 2012.

Please do not hesitate to contact me with any questions,

All the best,

A handwritten signature in cursive script that reads "David Chiu".

David Chiu

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# Bernal Heights Neighborhood Center

February 15, 2011

Clerk of the Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear Sir or Madam:

In accordance with Chapter 12L.4.(d) of the San Francisco Administrative Code, we would like to publicize the following Board of Directors meetings. These meetings, as well as all other Board of Director meetings at the Bernal Heights Neighborhood Center, are open to public.

**March 24, 2011**

**6:00 pm – 8:00 pm**

**May 14, 2011**

**Annual  
BHNC Congress  
9:00-1:00 pm**

**December 15, 2011**

**6:00 pm – 8:00 pm**

Place: Bernal Heights Neighborhood Center  
515 Cortland Avenue  
San Francisco, CA 94110

Appropriate notification will be made to the public via flyers in the neighborhood and are posted on our website at <http://www.bhnc.org/about/board>.

Sincerely,

Justine Lauderback  
Deputy Director

cc: Joseph Smooke

BERNAL : 515 Cortland Avenue, San Francisco, California 94110 tel: 415.206.2140 fax: 415.648.0793  
EXCELSIOR : 4468 Mission Street, San Francisco, California 94112 tel: 415.334.9919 fax: 415.334.9918



**To:** David Campos/BOS/SFGOV, David Chiu/BOS/SFGOV, Carmen Chu/BOS/SFGOV, Malia Cohen/BOS/SFGOV, Sean Elsbernd/BOS/SFGOV, Mark Farrell/BOS/SFGOV, Eric L Mar/BOS/SFGOV, Scott Wiener/BOS/SFGOV, Ross Mirkarimi/BOS/SFGOV,  
**Cc:**  
**Bcc:**  
**Subject:** Native daughter laments changes to MUNI system.

---

**From:** Valerie Ibarra <valibarra@gmail.com>  
**To:** Board.of.Supervisors@sfgov.org  
**Cc:** Jane.Kim@sfgov.org, John.Avalos@sfgov.org  
**Date:** 02/08/2011 07:02 PM  
**Subject:** Native daughter laments changes to MUNI system.

---

Valerie Ibarra  
1970 46<sup>th</sup> Ave.  
San Francisco, CA 94116

February 8, 2011

Dear San Francisco Supervisors,

As a native San Franciscan who has relied on public transportation for the near entirety of my life – I'm 29 years old – I am writing to inform you that the push into the Clipper system and the elimination of the paper Fast Pass has more than a few serious flaws.

1. **Eliminating the paper *FastPass* would be wasteful, useless, and discriminatory.** The paper Fast Pass is the sign of a responsible rider. You show the driver, it is the proof of purchase, and it allows smooth transfers. They are durable if you keep them in a safe place, reduce delays when boarding vehicles, and require no financial accountability from a central company. They are already designed to slide through the new gate "readers" and so there is no need to remove them from the market.
2. **Clipper creates noise pollution.** For a small City who tries to pride itself on being "green" and accessible, the chip activated by the Clipper card readers are a menace to those who rely on Muni every day. Not only do we have to sit there and listen to people beep themselves in like items at a grocery store, but also the machines are too sensitive and often require patrons to try again. It's bad enough the streetcars were designed to host a screeching siren sound when the doors can't close on time, but now patrons are being subjected to aggressive and headache-inducing beeps for every person who enters a Muni vehicle. This does not promote a healthy lifestyle and makes taking the bus even more taxing than it already is. Although I don't use my Clipper card anymore, I have been carrying it with my FastPass... and it's quite disturbing that I can set off the card reader from my pocket.
3. **Clipper makes travel by Muni LESS efficient.** Long lines at machines downtown create a hassle for patrons. (Not to mention that you can't just add \$1, but you can add \$2 or \$5.) Furthermore, since trains and busses often only run at long intervals, it makes it harder to catch the train on time because you have to stand in line at the machine. Why not just load a month's worth of credit onto your Clipper card? Read on...

4. **Clipper creates paper waste.** I know it sounds ironic – how could a reloadable plastic card create paper waste? Well, the answer is that the thick-coated one-way and round trip passes sold out of the machines are more wasteful than the original paper transfers; and because people do not trust the Clipper accounting system, almost everyone prints a receipt for each purchase.

5. **Clipper accounting system is unreliable and untrustworthy.** In my personal experience, a receipt does little good, as Clipper was unable to access my records for a cash fare purchase I made that was never credited to my account. I called three times and was finally asked to fax my receipt to them, as if having a card number and receipt in my possession was insufficient. They were unwilling to refund me for the cost of the fax, so I declined to follow through. Since then, I have not used Clipper at all. Why would I give my financial information – in the form of a credit or debit card – to a company that cannot look up a simple receipt number in its own system? I barely trust Muni as is, let alone an outsider company like Clipper who has botched up an already weakened transportation system.

6. **Clipper gates can be hazardous.** The fact that people are now being subjected to censors at the abdominal level is alarming enough, but I have been crushed by rapidly closing doors. Luckily, I'm a young, healthy person...but it was painful. Now, imagine an elderly person who moves slowly. They could be seriously injured. This would not only be a terrible ordeal for them, but also has the potential to cost the City if they were to sue the MTA or the City itself.

This is a people's City, so let's start to recognize that those who implement bad practices need to answer to the residents and patrons, not the other way around. You don't need me to tell you about the known financial woes this new system has been costing the SFMTA and BART in lost revenues. That's clear. However, requiring patrons to feed into a faulty system is an affront to riders' intelligence and a burden to patrons' personal finances. The new idea about requiring a minimum fare purchase of \$5 (to try to solve a problem for BART that could have been foreseen) is not only ridiculous, but also is a form of financial discrimination. It forces riders to 1) have enough cash to cover that particular ride and/or 2) forces patrons to use a credit or debit card to make a purchase from an unreliable company.

Swift action on the part of City government and bureaucracy is needed to remedy this misguided path that the SFMTA has so hastily entered. Nobody I know likes the Clipper system. Nobody! That should say something and corrective action needs to follow.

Most sincerely,

Valerie Ibarra

5<sup>th</sup> Generation San Franciscan  
St. Ignatius College Preparatory, Class of '99



Keep the paper FastPass!.doc



**To:** BOS Constituent Mail Distribution,  
**Cc:**  
**Bcc:**  
**Subject:** Administrative Code Article XV.Sec.10.170-1.(i) Certain Transportation Funds (Proposition 1B Funds)

---

**From:** "Jacques, Simone" <Simone.Jacques@sfdpw.org>  
**To:** Board of Supervisors <Board.of.Supervisors@sfgov.org>  
**Cc:** "Kong, Ramon" <Ramon.Kong@sfdpw.org>, "Lee, Richard" <Richard.Lee@sfdpw.org>  
**Date:** 02/17/2011 04:21 PM  
**Subject:** Administrative Code Article XV.Sec.10.170-1.(i) Certain Transportation Funds (Proposition 1B Funds)

---

Hi,

I am submitting the attached report on behalf of DPW. The report details the use of Proposition 1B Local Streets and Roads Funds pursuant to Administrative Code Article XV.Sec.10.170-1.(i).

Thank you,

Simone

-----  
Simone F. Jacques  
Transportation Finance Analyst  
Budget, Finance & Performance Section  
Department of Public Works  
City & County of San Francisco  
30 Van Ness Ave, Suite 5100  
San Francisco, CA 94102  
direct: 415.558.4034  
fax: 415.558.4519  
[simone.jacques@sfdpw.org](mailto:simone.jacques@sfdpw.org)



EDR letter to BOS re Prop 1B report 0211.pdf



Edwin M. Lee, Mayor  
Edward D. Reiskin, Director

Office of the Director  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 348  
San Francisco, CA 94102  
(415) 554-6920 ■ www.sfdpw.org



February 17, 2011

Ms. Angela Calvillo  
Clerk of the Board  
City and County of San Francisco  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

**Subject: Administrative Code Article XV.Sec.10.170-1.(i) Certain Transportation Funds  
(Proposition 1B Funds)**

**Dear Ms. Calvillo:**

Pursuant to Administrative Code Article XV.Sec.10.170-1.(i), please find attached, a report on the use of funds appropriated from the Local Street and Road Improvement, Congestion Relief, and Traffic Safety Account of 2006 by the Department of Public Works (DPW).

According to the subject Administrative Code, any department receiving an appropriation of Proposition 1B Local Street and Road funds shall report back to the Board of Supervisors beginning six months from the date of the appropriation and at six-month intervals thereafter with the following information:

- the amount of Proposition 1B Local Street and Road (LSR) Improvement Funds expended as of the reporting date
- progress on projects
- projected date of completion

To date, a total of \$33 million has been allocated and received by San Francisco DPW. Of this amount, DPW has expended or encumbered \$28.7 million. Please contact me if you have any questions about this report or would like additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Reiskin".

Edward Reiskin,  
Director of Public Works



**Appropriated State Bond (Prop 1B) Funds  
For Paving Projects**

**Prop 1B FY 2007-2008 (includes State supplemental appropriation)**

JO#	Project Name	Budgeted	Expended*	Encumbered	Balance	Project Status
1443J	11th St - Mission St to Harrison St	181,137	181,137	0	0	Project is complete and Job Order is closed.
1746J	17th St Pavement Renovation	20,000	7,648	0	12,352	Project is currently in the design phase.
1766J	18th,19th,Mission,San Carlos, Sycamore Sts Joint with SFWD	10,000	0	0	10,000	Project is currently in the design phase.
1745J	28th Ave Pavement Renovation	20,000	3,533	0	16,467	Project is currently in the design phase.
1748J	2nd Street Pavement Renovation	20,000	748	0	19,252	Project is currently in the design phase.
1449J	7th Ave Joint SFWD/Paving Project	5,139	5,139	0	0	SFWD lead project. Project is substantially complete.
1448J	As-Needed PUC/Paving Joint Contracts	116,175	126,025		(9,850)	PUC lead project. Currently under construction. Schedule is pending PUC.
1608J	Balboa Streetscape/Paving	100,000	57,576	0	42,424	Project is lead by DPW Streetscape. Anticipated project construction is pending Streetscape schedule
1492J	BSSR Various Locations	4,456,328	4,456,328	0	0	Construction has been completed and Job Order is closed.
1739J	Cabrillo St Pavement Renovation	10,000	5,970	0	4,030	Project is currently in the design phase.
1450J	California St Joint MUNI/Paving	263,004	261,515	0	1,489	Project is lead by MUNI. Project is under construction.
1583J	Church/Duboce Joint MUNI/Paving	50,531	51,308	0	(777)	Project is lead by MUNI. Project is under design. Anticipated project construction is pending MUNI schedule
1763J	Columbus St Pavement Renovation	10,000	0	0	10,000	Project is currently in the design phase.
1744J	Divisadero Joint Streetscape (Local)	60,374	43,797	0	16,577	Project is substantially complete.
1695J	Dolores. 21ST TO 25TH Joint SFWD Project	47,800	4,205	0	43,595	Project is lead by SFWD. Project is under construction.
1442J	Folsom St - 10th to 19th 13th St - South Van Ness to Folsom St	319,119	319,119	0	0	Project is substantially complete.
1474J	Geary Blvd. Intersection Paving	89,844	89,844	0	0	Project is complete.
1764J	Guerrero St Pavement Renovation	10,000	9,511	0	489	Project is currently in the design phase.
1585J	Harrison St Pavement Renovation	46,016	46,016	0	0	Project is substantially complete.
1765J	Lawton St Pavement Renovation	10,000	2,202	0	7,798	Project is currently in the design phase.
1549J	Leland Ave Joint DPW Great Streets Project	102,806	102,801	4	1	Project is lead by DPW Streetscape. Project is substantially complete.
1327J	Lincoln Way - 3rd Ave/Kezar to 36th Ave.	3,114,240	3,114,240	0	0	Project is complete and Job Order is closed.
1354J	Local Match, SOMA Pavement Renovation	802,241	802,241	0	0	Project is complete.
1758J	Marina, Lyon, and Columbus Pavement Renovation	10,000	0	0	10,000	Project is currently in the design phase.

**Appropriated State Bond (Prop 1B) Funds  
For Paving Projects**

1768J	Market St Paving	1,912	0	0	1,912	Project is currently in the design phase.
1584J	Monterey Blvd Pavement Renovation	37,000	36,826	0	174	Project is substantially complete.
1501J	Noriega St - 35th Ave to Great Highway	1,880,978	1,880,978	0	0	Project is complete and Job Order is closed.
1393J	North University Mound (Joint PUC Project)	1,579,333	1,302,451		276,882	PUC lead project. Project is substantially complete. PUC is currently finalizing billings.
1747J	Pamassus St Pavement Renovation	20,000	4,563	0	15,437	Project is currently in the design phase.
1749J	Point Lobos Pavement Renovation	20,000	0	0	20,000	Project is currently in the design phase.
1705J	SFWD Joint Projects	63,782	63,782	0	0	Project is lead by SFWD. Anticipated project construction is pending SFWD schedule.
1767J	Silver Ave Pavement Renovation	10,000	0	0	10,000	Project is currently in the design phase.
1609J	SOMA Alleyway Paving	1,000	0	0	1,000	Project is under construction. Anticipated construction completion March 2011.
1582J	St Francis Circle Joint MUNI/Paving	58,544	58,544	0	0	Project is lead by MUNI. Project is substantially complete. MUNI to provide billing details.
1762J	Stanyan and Golden Gate Pavement Renovation	9,569	1,648	0	7,921	Project is currently in the design phase.
1586J	Steiner & Broadway Pavement Renovation	29,366	29,366	0	0	Project is substantially complete.
1440J	Taylor St - Ellis to Pine Sansome St - Sutter to California	1,126,278	1,126,278	0	0	Project is complete and Job Order is closed.
1498J	Taylor Street Improvements	46,192	41,092	0	5,100	Project is substantially complete.
1625J	V/L BSSR Street Resurfacing 0910	100,000	100,000	0	0	Project is substantially complete.
1750J	V/L BSSR Street Resurfacing 1011	47,301	23,727	0	23,574	Currently under construction. Anticipated construction completion July 2011.
1527J	Valencia St - 15th St to 19th St (Joint Streetscape Project)	456,718	332,933	0	123,785	Project is lead by DPW Streetscape. Project is substantially complete.
1671J	Van Ness Ave Interim Paving	267,189	267,189	0	0	Project is complete and Job Order is closed.
1325J	Various Locations #12	2,567,512	2,546,138	0	21,374	Project is substantially complete.
1444J	Various Locations #13	300,167	334,292	0	(34,125)	Project is under construction. Anticipated construction completion June 2011.
1724J	Various Locations P/R #14	294,513	361,893	0	(67,380)	Project was Awarded 12/21/10. NTP is 4/4/11.
1564J	Various Locations Preventative Maintenance	547,715	547,715	0	0	Project is complete and Job Order is closed.
1760J	Various Locations Sewer/Paving	4,000	4,000	0	0	PUC lead project. Currently under construction. Schedule is pending PUC.
1642J	Various Locations Slurry Seal FY 10-11	635,476	479,299		156,177	Project is substantially complete.
1591J	Various Locations Slurry Sealing 2009 Contract #2	105,000	99,435	0	5,565	Project is substantially complete.
1543J	Winfield St Joint Sewer Lead	10,000	1,833	0	8,167	Project is under construction. Anticipated construction completion May 2011.
FY 07-08 Subtotal		20,094,299	19,334,885	4	759,410	

**Appropriated State Bond (Prop 1B) Funds  
For Paving Projects**

Prop 1B FY 2008-09

JO#	Project Name	Budgeted	Expended*	Encumbered	Balance	Project Status
1448J	As-Needed PUC/Paving Joint Contracts	173,958	10,603	146,355	17,000	PUC lead project. Currently under construction. Schedule is pending PUC.
1421J	Battery St Pavement Renovation	1,242,524	1,034,782	1,284	206,458	Project is substantially complete.
1625J	BSSR Various Locations 09-10	586,242	586,242	0	0	Project is substantially complete.
1632J	Bush St Joint Sewer Project	47,000	9,726	0	37,274	Project is lead by PUC Sewer. Anticipated project construction is pending Sewer schedule
1533J	Bush St Pavement Renovation Phase 1	385,224	185,181	0	200,043	Project is substantially complete.
1664J	Bush St Pavement Renovation Phase 2	495,000	423,119	16,774	55,107	Project was awarded 1/6/11. NTP is 3/7/11.
1695J	Dolores St, 21st St to 25th St	40,000	35,679	0	4,321	Project is lead by SFWD. Project is under construction.
1576J	Eddy St & Ellis St Pavement Renovation	2,491,812	882,060	1,301,854	307,898	Project is under construction. Anticipated construction completion March 2011.
1669J	Farragut & Huron PG&E Pilot	206,697	206,697	0	0	Project is complete and Job Order is closed.
1442J	Folsom St Pavement Renovation	2,700,000	2,003,763	540,557	155,680	Project is substantially complete.
1585J	Harrison St Pavement Renovation	300,100	313,341	0	(13,241)	Project is substantially complete.
1508J	Newcomb Ave Street Improvements	80,000	0	0	80,000	Project is lead by Streetscape. Anticipated project construction is pending Streetscape schedule
1737J	N-Line Joint MUNI/Paving Project	52,450	8,773	0	43,677	Project is lead by MUNI. Anticipated project schedule is pending MUNI.
1393J	North University Mound Water Main Project - Pavement	6,532	0	0	6,532	PUC lead project. Project is substantially complete. PUC is currently finalizing billings.
1609J	SOMA Alleyway Paving	378,892	103,306	175,199	100,387	Project is under construction. Anticipated construction completion March 2011.
1582J	St Francis Circle Joint MUNI/Paving	1,110,000	83,361	0	1,026,639	Project is lead by MUNI. Project is substantially complete. MUNI to provide billing details.
1498J	Taylor St Improvements	711,603	412,744	12,297	286,562	Project is substantially complete.
1750J	V/L BSSR Street Resurfacing 1011	907,258	196,569	112,739	597,950	Currently under construction. Anticipated construction completion July 2011.
1671J	Van Ness Ave Interim Paving	311,170	307,207	0	3,963	Project is substantially complete.
1724J	Various Locations P/R #14	100,000	97,105	0	2,895	Project was Awarded 12/21/10. NTP is 4/4/11.
1591J	Various Locations Preventative Maintenance #2	291,489	52,497	0	238,992	Project is substantially complete.
1760J	Various Locations Sewer/Paving	106,652	94,303	12,349	0	PUC lead project. Currently under construction. Schedule is pending PUC.
1779J	Various Locations Slurry Seal FY 11-12	50,000	5,620	0	44,380	Project is currently in the design phase.
1642J	Various Locations Slurry Sealing 2010 contract #1	150,000	42,402	0	107,598	Project is substantially complete.
<b>FY 08-09 Subtotal</b>		<b>12,924,603</b>	<b>7,095,080</b>	<b>2,319,408</b>	<b>3,510,115</b>	
<b>Total Prop 1B</b>		<b>33,018,902</b>	<b>26,429,965</b>	<b>2,319,412</b>	<b>4,269,525</b>	

\* As of 2/12/2010 from FAMIS Database

Year of state budget appropriation	Total
FY 2007- 08	18,828,672
FY 2007 - 08 supplemental	1,265,627
FY 2008 - 09	12,924,603
<b>Total Prop 1B appropriated and allocated to CCSF</b>	<b>33,018,902</b>
FY 2009-10 (funds appropriated but not yet allocated)	6,428,925
<b>Total Prop 1B appropriated to CCSF</b>	<b>39,447,827</b>

TO: Jeff Godown, Chief of Police  
CC: Angela Calvilo, Clerk of the Board of Supervisors

David Chiu, President of the Board of Supervisors, Members, Board of Supervisors, CW Nevius, San Francisco Chronicle, Steven Jones, Bay Guardian, Gerry Shih, Bay Citizen, Matt Smith, SF Weekly, Dan Noyes, ABC 7, Mike Casey, Local 2, Barry Skolnik, Waste Management, Pat Murphy, San Francisco Sentinel, Sam Singer, Singer and Associates

**I write to bring to your attention a serious issue. A employee/contractor for a lobbyist has been issued a press pass and sits in the press box at Board of Supervisor meetings. I wish to remain anonymous to avoid retaliation from the people involved.**

**Sam Singer of Singer Associates** is a PR spokesman who is registered with San Francisco as a lobbyist. **Pat Murphy** is the founder of the blog **San Francisco Sentinel**, that covers San Francisco news.

I have seen Murphy over the years and wondered about his story. I have heard Murphy writes stories favorable to companies and politicians who curry his favor, and writes hit pieces on politicians and companies who he dislikes. This is not illegal or unethical – bloggers do that every day. But there is a trend that concerns me. While sitting in the press box, wearing a press pass, Murphy has promoted the interests of Singer's clients repeatedly, more than coincidental. Since it is well known that Murphy regularly asks people for money and writes good things about people who give him money, it seems logical that he has asked for and received money from Singer. There is no other way to explain why he churns out a constant stream of articles to support his patron.

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2011 FEB 17 PM 3:36  
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Here are only three examples from only the past few days.

- **Chevron Equadorian Judicial Scandal** – this is a story that has nothing to do with San Francisco except that Sam Singer and Singer Associates are spokespersons for Chevron. Murphy has posted approximately 50 “stories” in the last year on this issue, all of which are over-the-top supportive of Chevron, and most of which read like press releases issued by Singer.
- **Local 2 versus hotels** – Murphy has written dozens of stories attacking Mike Casey and Local 2, as spokesperson Sam Singer serves as media spokesperson for interests of hotel owners.
- **Waste Management** – in the days leading to a hearing about a landfill contract, Murphy has posted three stories attacking Waste Management and making wild allegations about this company, while Sam Singer and his employee Adam Alberti work for Waste Management competitor Recology. On the day of the hearing, Murphy sat in the press box, covering the proceedings, though he did not write about Recology’s huge loss that day, as it would reflect badly on his patron.

It is fine if someone wants to call themselves a journalist, even if they are not. It is fine for someone to accept money and be a paid blogger, taking dollars from a PR company, and promoting the interests of the PR companys clients. It is strange and unethical for the PR company to do that, but I think it is done every day around the world.

**But it is not fine that a contractor for a PR firm who pretends he is a journalist but works every day to promote the clients of his PR firm, sits in the Board of Supervisors press box where access is restricted and you must have special authorization to get in. Pat Murphy is not a journalist, he is essentially a paid lobbyist, and he should have his press pass taken away.**

Chief Godown, I call upon you to investigate whether Pat Murphy is receiving money from Sam Singer. And if you find he is, you will revoke his press pass. Thank you.

BOS-11  
Rules clerk  
COB, 1 page

Market and Octavia CAC appointments expired  
Kearstin Dischinger  
to:  
Board.of.Supervisors, Alisa Somera  
02/17/2011 01:52 PM  
Sent by:  
kearstin.dischinger.sfgov.org@gmail.com  
Cc:  
AnMarie Rodgers, Sarah Dennis  
Show Details

Dear Clerk of the Board,

Please find attached a memo to be distributed to all members of the Board of Supervisors regarding the Market and Octavia CAC; specifically the Board of Supervisor's appointments have expired. Please feel free to contact me with additional questions or comments.

Best,  
Kearstin  
Staff of the Market and Octavia CAC

Kearstin Dischinger  
Policy Planner, Citywide  
San Francisco Planning Department  
1650 Mission Street  
San Francisco, CA 94103

415.558.6284

41



# SAN FRANCISCO PLANNING DEPARTMENT

To: Honorable Board of Supervisors,  
Angela Cavillo, Clerk of the Board

Date: February 18, 2011

Re: Market and Octavia CAC

Staff Contact: Kearstin Dischinger, 558-6284  
[kearstin@sfgov.org](mailto:kearstin@sfgov.org)

Reviewed by: Sarah Dennis Phillips

1650 Mission St.  
Suite 400  
San Francisco,  
CA 94103-2479

Reception:  
**415.558.6378**

Fax:  
**415.558.6409**

Planning  
Information:  
**415.558.6377**

In May of 2008 the Market and Octavia Area Plan became effective. The plan which guides land use and infrastructure development in the area, is the product of a multi-year community based planning effort. To insure continued community participation during plan implementation, Planning Code Section 341 established the Market and Octavia Community Advisory Committee (CAC; see attached).

In December of 2008 the Board of Supervisors appointed 6 representatives to the MO CAC for two year terms<sup>1</sup>. In early 2009 the CAC began meeting on a monthly basis. To date the CAC has developed community improvement prioritization criteria, passed resolutions on policy issues in the plan area, developed a list of priority projects, and completed a supplement to the plan area monitoring report.

Name	Seat	Expiration
<b>Mayor Appointments</b>		
Robin Leavitt		1/15/2011
David Winslow		1/15/2013
Ted Olsson		1/15/2011
<b>Board of Supervisor Appointments</b>		
Peter Cohen	low-income resident	12/17/2010
Carmela Gold	resident homeowner	12/17/2010
Dennis Richards	neighborhood group	12/17/2010
Jason Henderson	neighborhood group	12/17/2010
Ken Winguard	local merchant	12/17/2010
Marios Starkey	resident renter	12/17/2010

The term for Board Appointed CAC members expired in December of 2010. These members have expressed an interest in continuing their work. The current CAC members will continue to serve in a hold over status, until further action is taken by the Board of Supervisors. A similar letter was also sent to the Mayors Office.

<sup>1</sup> Ken Winguard and Marius Starkey were appointed later to complete the terms of original December 2008 appointees.

**Attachment 1.**

**SEC. 341.5. MARKET AND OCTAVIA COMMUNITY ADVISORY COMMITTEE.**

(a) Purpose: Within 6 months of adoption of the Market and Octavia Area Plan and related planning code changes, the Board of Supervisors shall establish a Community Advisory Committee (CAC) The CAC will be advisory, as appropriate, to the Planning Director, the Interagency Plan Implementation Committee, the Planning Commission, and the Board of Supervisors. The CAC may perform the following functions as needed;

(1) Collaborate with the Planning Department and the Inter-Agency Plan Implementation Committee on prioritizing the community improvement projects and identifying implementation details as part of annual expenditure program that is adopted by the Board of Supervisors;

(2) Provide an advisory a role in a report-back process from the Planning Department on enforcement of individual projects' compliance with the Market and Octavia Area Plan standards and specific conditions of project approvals, including the specific first-source hiring requirements for the Plan Area such that those agreements will be more effectively implemented;

(3) Collaborate with the Planning Department in updating the community improvements program at a minimum of every fifth year in coordination with relevant City agencies; Providing input to Plan area monitoring efforts for required time-series reporting.

(b) Representation: The Board of Supervisors shall appoint 2/3 of the committee member sand the Mayor shall appoint 1/3 of the committee members on the CAC, Both the Board and the Mayor shall appoint members that represent the diversity of the plan area. The Citizens Advisory Committee shall be comprised of 7--11 community members from varying geographic, socio-economic, ethnic, racial, gender, and sexual orientations living or working within the plan area. At a minimum, there must be one representative from each of the geographic areas of the Plan Area. The CAC should adequately represent key stakeholders including resident renters, resident homeowners, low-income residents, local merchants, established neighborhood groups within the plan area, and other groups identified through refinement of the CAC process. Each member shall be appointed by the Board and will serve for two-year terms, but those terms shall be staggered such that, of the initial membership, some members will be randomly selected to serve four-year terms and some will serve two-year terms. The Board of Supervisors may renew a member's term.

The Planning Department or Interagency Plan Implementation Committee shall designate necessary staffing from relevant agencies to the CAC, as needed to complete the CAC's responsibilities described in this Code. To the extent permitted by law, staffing for the CAC shall be funded through the Market & Octavia Community Improvements Fund administration fees.

(Added by Ord. 72-08, File No. 071157, App. 4/3/2008)



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File101422: Taxi

---

From: "Art Lembke" <yc592@att.net>  
To: <Board.of.Supervisors@sfgov.org>  
Date: 02/16/2011 07:50 AM  
Subject: Taxi

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Dear Honorable Board of Supervisors

At your meeting this coming Thursday, when the Taxi issues come up, please give the deserving taxi cab drivers of San Francisco a meter increase post haste as it has been ten years since the S.F. taxi cab drivers had a meter increase. They need this increase now in order to live and work in the great city of San Francisco. Please see to it that they get a meter increase immediately, as they are truly deserving of it. And in the future have meter and gate increases tied to the cost of living index.

There are many illegal taxi cabs and town cars in San Francisco, also they are very brazen in their ads in the Yellow Pages as there are many illegal Yellow Cab ads in the Phone Book. Many of these illegal taxi's and town cars do not carry insurance and their drivers are not screened. This presents great dangers to their passengers in the city, and also takes away income from the legal taxi cab drivers of San Francisco. Their activities need to be stopped. Please, in your deliberations, make fines against them large enough to stop their illegal activities, and put the money from their fines into the S.F. general funds. This is the right thing to do for the hard working S.F. taxi cab drivers, and the riding public, and for the citizens of San Francisco. Thank you for your time in considering this matter.

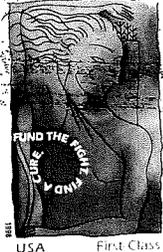
Sincerely Arthur Lembke  
retired S.F. taxi cab driver

42



Save Sharks  
Don't Serve Them

SACRAMENTO, CALIF. 958  
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SHARK FINS HAVE NO FLAVOR.  
MANY SUBSTITUTE OPTIONS ARE AVAILABLE.  
SUSTAINABLE CONSUMPTION OF ALL  
KINDS NEED TO BE IMPLEMENTED  
NOW!

TOP PREDATORS MUST SURVIVE TO  
KEEP THE BALANCE OF NATURE.

More than 100,000,000 sharks are killed every year for their fins.  
Currently, we are on a path to kill them all by 2048.  
Let's vote to Save Sharks, and ban Shark Fin Soup.  
Send this card to your local representative  
Vote at [UGENA.org/sharks](http://UGENA.org/sharks)

UGENA  
UNITED  
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ENVIRONMENTAL  
NEWS  
AGENCY



San Francisco Board of Supervisors,  
City Hall  
1 Dr. Carlton B. Goodlett Place,  
Room 244  
San Francisco, Ca 94102-4689

REMEMBER WHAT HAPPENED  
IN YELLOWSTONE AFTER ALL THE  
WOLVES WERE KILLED?  
THE OCEAN CANNOT AFFORD  
THIS CATASTROPHY - MARY ROSSIGNO

43



*BOS-11 no email*  
*page* Edwin M. Lee, Mayor  
Vivian L. Day, C.B.O., Director

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*LLC*

February 1, 2011

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

The Honorable Mayor Edwin M. Lee  
The Honorable Board of Supervisors  
City and County of San Francisco  
City Hall, 1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Mayor Lee, President Chiu, and Honorable Supervisors:

On behalf of the Building Inspection Commission (BIC) and the Department of Building Inspection (DBI), and pursuant to City Charter 3.501, the Department of Building Inspection (DBI) is pleased to submit to you its Annual Report for Fiscal Year 2009-2010. A copy of this Report also is posted on [www.sfdbi.org](http://www.sfdbi.org).

Following are highlights of DBI's major accomplishments during this fiscal year:

- Issued a total of **52,183** permits.
- Performed a total of **119,622** inspections.
- Continued to implement recommendations, as budget and staffing permit, contained in the comprehensive Business Process Reengineering (BPR) Report, to streamline and standardize permit and inspection processes.
- Completed remodeling plans for the Fourth and Fifth Floors of the Permit Center at 1660 Mission Street to improve staff working conditions and to improve customer convenience.
- Enacted Voluntary soft-story retrofit legislation to encourage owners of this type of building – identified by seismic experts as highly vulnerable to collapse during the next earthquake – to take immediate steps to strengthen these buildings and thus minimize possible injuries and fatalities, as well as to preserve the City's limited housing stock.
- Continued to obtain and review technical studies and reports produced by the Community Action Plan for Seismic Safety (CAPSS) in order to provide the Department and City policy-makers with recommendations for actions that will better prepare the City for the next major earthquake and its subsequent recovery from such a natural disaster.
- Worked closely with the Mayor's Office and the Board of Supervisors on new legislation making the Department the central collection point for all Development Impact Fees in an effort to stimulate the local building and construction economic sector, as well as to improve public transparency.

We would like to take this opportunity to thank the Mayor's Office, Board of Supervisors, Building Inspection Commission, our customers, and all DBI employees for their continuing and invaluable support of the Department.

Sincerely,

*Mel Murphy*  
Mel Murphy, President  
Building Inspection Commission

*Vivian L. Day*  
Vivian L. Day, Director  
Department of Building Inspection

44

City and County of San Francisco



WENDY S. STILL  
Chief Adult Probation Officer

Adult Probation Department  
Hall of Justice

Protecting the Community, Serving Justice and  
Changing Lives

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February 1, 2011

Greg Wagner  
Mayor's Budget Director

Michael Wylie, Performance Measure Manager  
Controller's Office

Angela Calvillo  
Clerk of the Board of Supervisors

Ladies and Gentlemen:

I am pleased to submit the Adult Probation Department's Efficiency Plan as required by Chapter 88 of the Administrative Code.

The report details the Adult Probation Department mission, core functions, goals and performance measures. The document also outlines the anticipated impact of potential budget reductions.

If you need any further information, I can be reached at 415-553-1688.

Sincerely,

  
Wendy S. Still, M.A.S.  
Chief Adult Probation Officer

Enclosure (1)

cc: Meghan Wallace, Mayor's Office of Finance and Public Policy  
Rebekah Krell, Mayor's Office of Finance and Public Policy  
Kate Howard, Mayor's Office of Finance and Public Policy  
Controller's Performance Management Unit

**ADULT PROBATION DEPARTMENT  
EFFICIENCY PLAN  
FISCAL YEAR 2011-2012**



**WENDY S. STILL  
CHIEF ADULT PROBATION OFFICER**

**FEBRUARY 1, 2011**



## EFFICIENCY PLAN

### Introduction

As mandated under San Francisco Administrative Code Chapter 88, the Performance and Review Ordinance of 1999, this report comprises the City and County of San Francisco Adult Probation Department's (SFAPD) 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 and Changing Lives"***

### Vision Statement

The San Francisco Adult Probation Department achieves excellence in community corrections, public safety and public service through the integration of Evidence Based Practices and a victim centered approach into our supervision strategies. We collaborate with law enforcements, Courts, Department of Public Health, victim organizations and community based organizations to provide a unique blend of enforcement, justice and treatment. We are leaders in our profession, exemplifying the highest standards. We extend a continuum of integrated services to address probationers' Criminogenic needs and empower them to become productive law-abiding citizens.

### Purpose, Core Functions, and Priorities

The Department's purpose is to serve the City and County of San Francisco by supervising adult 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 victims' rights.

#### ***Core Function One: Supervise offenders placed on probation***

The Department is responsible for providing Evidence Based Probation Supervision 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.

There are approximately 6,400 adults currently on probation in San Francisco, 82% 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.

#### ***Senate Bill 678***

Currently the Department is going through a major transformation to meet the mandates of Senate Bill 678, *the California Community Corrections Performance Incentives Act of 2009* (Penal Code, Title 8, Chapter 3, and Section 1228). This legislation will improve public safety and reduce probationers' recidivism through the use of:

- A validated risks/needs assessment to identify the probationers' Criminogenic and community functioning factors.
  - A written case plan of supervision and interventions designed to reduce offending
  - A probation violation matrix that provides for a continuum of graduated sanctions.
  - A probation rewards and incentive matrix to provide positive recognition for the probationers' success in meeting treatment goals and remaining crime free.
- 
- SFAPD will receive funding commensurate with its success in reducing the number of San Francisco felons committed to prison for new prison terms and probation revocation.
  - The law establishes performance measures that SFAPD must meet to be eligible for the funding.
  - This funding is mandated to be re-invested in Evidence Based supervision and services



**Outcome-related goals and objectives:**

The SFAPD objective is to improve probation outcomes and departmental performance through the use of Evidence Based Probation Supervision and collaborative reentry partnerships in San Francisco. In order to meet this objective the SFAPD has established the following goals:

- Develop a strategic implementation plan to utilize community corrections principles to provide supervision and case management to probationers, and facilitate restorative justice for victims of crimes to achieve positive outcomes.
- Reduce recidivism through Evidence Based Practices, including use of rewards/incentives and graduated sanctions in our supervision strategies.
- Develop an Individual Treatment and Rehabilitation Plan to address the probationer's Criminogenic needs and provide appropriate and effective interventions.
- Work collaboratively with stakeholders, including families, through strength based approach to provide the services, monitoring and effective interventions necessary for probationers' success.
- Upgrade our information technology system for effective case and resource management, provide statistical analysis to measure performance outcomes and identify future resource needs.
- Transfer offenders to their state/county of legal residence pursuant to Penal Code Sections 11177 and 1203.9.
- Reinstate and administer drug and alcohol testing for probationers with a substance abuse Criminogenic need.
- Establish satellite probation offices to provide effective probation supervision and increase SFAPD community visibility.
- Provide quality supervision through reduced caseload sizes to comply with the American Probation and Parole Association standards, to including field supervision and specialized caseloads.
- Ensure workforce excellence by providing staff with training in Evidence Based Practices, Motivational Interviewing, cognitive behavior training, staff rotational assignments, officer safety and succession/leadership development.
- Provide services and expertise to the Courts through case investigation and supervision.
- Provide timely and accurate reports to the Courts to determine appropriate sentencing decisions.
- Collaborate with the criminal justice system, law enforcement agencies, government services, and community-based organizations to execute our highest standards of performance through networking and cross-training.
- Work in partnership with the San Francisco Adult Probation Alternatives Court, Reentry Council and the Community Corrections Partnership (SB 678) to maximize successful offender reentry and rehabilitation.
- To ensure continual growth, we will evaluate the success and cost-effectiveness of the Department's programs and services.
- 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 6,400 probationers supervised by the Department, approximately 1,100 live outside San Francisco. The Department is working to transfer supervision of these cases to the county of residence.

July-December 2010 input, output, and outcome levels:

- 1,248 defendants sentenced to probation
- 619 probationers attended group orientations
- 531 probationers successfully completed probation
- 7,887 office visits by probationers
- 932 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***

The SFAPD prepares investigative reports and other documents for the courts that aid judges in reaching appropriate court dispositions. It is essential that the judges and commissioners receive accurate, thorough and timely information to assist them in making detention and sentencing decisions regarding criminal offenders that are aligned with Evidence-Based Practices. The Courts depend on the Adult Probation Department to provide investigative reports on criminal cases that include detailed information regarding the circumstances of the offense, background of the defendant, statements from victims and involved parties, an analysis of aggravating/mitigating factors in felony cases, risk and needs assessments, veteran information, a family impact statement and a discussion and recommendation to aid the courts in making Evidence Based sentencing decisions. Officers also provide information to assist the Courts in determining the eligibility and appropriateness of offenders for specific programs.

Mandated services are spelled out in the California Penal Code and Welfare and Institutions Code that include specifics on the duties of Deputy Probation Officers to prepare investigation reports within legal time frames that enable the Courts to make detention and disposition sentencing decisions for adult defendants. Deputy Probation Officers assigned to investigation functions conduct approximately 250 investigations per month. The Courts receive investigative reports that include detailed information regarding the circumstances of the offenses, background of the defendants, statements from involved parties, analysis of all factors in the cases, and recommendations aligned with Evidence Based Practices to aid the courts in making sentencing decisions. Probation also assists in screening appropriate cases for diversion services, thereby allowing the Courts to focus on the most serious cases.

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 the transition of implementing a new Presentence Report format that works in conjunction with the COMPAS risk and needs assessment. In order to better serve the Court, the Department has substantially changed the Presentence Report format to include Evidence Based Sentencing, Criminogenic factors and appropriate referral recommendations to help the Department meet its goals to reduce recidivism.



- Incorporate validated risk and needs assessment tools to determine the probationers' Criminogenic and community functioning factors.

July-December 2010 output levels:

- 94% of pre-sentence reports delivered to the Court at least two days prior to sentencing
- 100% compliant with attempts to notify identifiable victims prior to the sentencing of the defendant
- 956 reports provided to the Superior Court to assist in sentencing of individuals convicted of crimes.
- 8897 probationers, victims, and members of the public served.

***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 harm 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:

- Provide assistance to Victims of Crimes through referrals to counseling, education, restitution and information regarding court proceedings.
- 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 2010 output level:

- Mailed letters to 543 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 200 hour training. Newly promoted supervisors and managers are required to complete 80 hour training. All officers are required to complete 40 hours of training annually.
  - The Department has begun training staff in Motivational Interviewing (MI). MI is a core principal of Evidence Based Practices to inspire behavior change. Our goal is to establish Motivational Interviewing as the common practice in probation supervision.



- 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.
  - The Department has completed, and is currently in the process of reformatting its job descriptions and recruitment announcements to reflect Evidence Based Practices for all of the Adult Probation Department positions.
- IT Data Management System: The Department completed the infrastructure enhancements, which improved the Department's ability to electronically track clients, manage workflow and gather statistics. The Department continues collaborative work 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. In collaboration with the San Francisco Police Department and Parole, the staff of the Adult Probation Department interfaces with several law enforcement electronic systems that increases the Department's efficiency and public safety. The Department completed the assessment of the several Risk/Needs Assessments and Case Management systems and determined Northpointe's COMPAS system meets the Department's business needs to implement Evidenced Based Probation Supervision Practices and comply with data requirements of Senate Bill 678 and Administrative Office of the Courts CALRAPP programs. The COMPAS business solution will improve probation outcomes, staff performance and provide the required level of automation for the Adult Probation Department's business processes. This solution will allow the Pre-Trial Diversion, Sheriff's jail program staff, the SF PAC and APD to access probationer information; thereby significantly improving access to public safety information for City Departments and Agencies

### **Major Accomplishments 2008-2010**

- Realigned the Department's Mission, Vision and Goals to reflect Evidence Based Practices
- The SFAPD has begun to apply Evidence Based Probation Supervision Practices and capacities to improve public safety outcomes for adult probationers by measuring implementing the use of a risk and needs assessment and case planning and the number of successful completions of probation and reduction in the rate of felony probationers sent to prison.
- The Department is in the process of training Deputy Probation Officers in the use of a risk and needs assessment, the development of the Individual Treatment and Rehabilitation Plan (ITRP), and an automated case management system to track and monitor the progress of probationers, treatment, and identify gaps in services (Northpointe COMPAS).
  - Training will also include Motivational Interviewing, positive reinforcement, and graduated sanctions and rewards.
- Grant funding:
  - The SFAPD secured grant funding from CalEMA through the Violence Against Women Act. The grant funding will enhance the existing Domestic Violence Program by increasing field supervision, enhancing the outreach services to DV victims and reducing violence of DV probationers by exercising the principles of Evidence Based Practices. The DV program will adopt a victim centered approach and revise the certification process for the 52 weeks Batterer's Intervention Programs and implementation of performance measures to evaluate the program's effectiveness.



- Secured funding for the San Francisco Probation Alternative Court (SFPAC) through the Second Chance Act for one additional DPO and one Case Manager from the Department of Public Health (DPH). This is a partnership with the Courts, Public Defender's Office, District Attorney's Office and DPH.
  - The SF PAC is a collaborative Court similar to the Drug Court model. SFAPD will coordinate with the criminal justice partners and Department of Public Health to address the needs as identified through the Criminogenic and community functioning factors identified in the risk and needs assessment and the development of the ITRP. The judicial monitoring and community supervision will be applied.
- Cal GRIP grant supplied the Department with one additional FTE Deputy Probation Officer for two years to support the city-wide violence reduction program.
- Community Justice Center allowed the Department an additional half time FTE Deputy Probation Officer for two years.
- Federal Stimulus – Zone Strategy Grant established three Deputy Probation Officers for 18 months to abate illegal use of trafficking of drugs in zone neighborhoods.
- Anti-Drug Abuse Enforcement Program requires an additional Deputy Probation Officer for 12 months.
- CalEMA Probation Specialized Supervision Grant established an additional Deputy Probation Officer, along with two additional Probation Aides to supervise 40 of the highest at-risk Domestic Violence offenders that resided in the Bayview Hunters Point District. The grant goal is to reduce violence against women in the highest at-risk domestic violence district.
- Evidence Based Probation Supervision Programs through Senate Bill 678 has granted the Department one additional Deputy Probation Officer for 30 months for Training and Treatment Services.
- 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, 2010 for fiscal year 2009-2010 and was found in substantial compliance with the Standards in Training for Corrections (STC) program.
  - The training Department has trained the Department, the Courts, the District Attorney's Office, Public Defender's Office and other City Departments on the California Risk Assessment Pilot Project (Cal RAPP).
  - Also provided the Department training on the following:
    - Simplified Court Report Writing
    - Provided the Collaborative Courts with a COMPAS presentation and Evidence Based Practices training for sentencing decisions
    - Motivational Interviewing
    - Coaching Circles for Motivational Interviewing
- Implemented Administrative Infrastructure
  - Established Fiscal Reporting
  - Established 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).
  - Assign one officer to supervise probationers age 18-25.
- Learning Center opened in collaboration with the Sheriff's Department and District Attorney's Office to have a school located at the Adult Probation Department that will provide probationers in need classes to obtain their GED or High School Diploma.



- Consistent with Evidence Based Practices, there are active efforts by the SFAPD to engage in on-going support with the community through charters, MOUs and operational agreements to enhance the level of services that our probationers need.
- SFAPD has an Operational Agreement with the Delancey Street Foundation to provide high risk/high need 18-25 year old probationers residing in the City and County of San Francisco with case management services to promote their rehabilitation.
- Women on probation, who have been sentenced to a CDCR commitment, are referred to the With Open Arms Programs for case management from the Delancey Street Foundation to provide reentry services.
- 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.

## BUDGET AND RESOURCE LEVELS

In Fiscal Year 2001-2002, the Department had 125 funded positions. In Fiscal Year 2010-2011, the number of funded FTEs was 102.95, a reduction 18% over the course of nine years. The positions lost over the past nine 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 Evidence Based Practices 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 15,180 visits from members of the public each year, and staff have an additional 4318 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 increase probation supervision caseloads that already exceed four times the recommended professional standards.

The proposed 10% reduction in general fund support will substantially impact the Department's ability to provide state-mandated court reports and probation supervision. Because more than 88% of the Department's general fund support is budgeted for salaries and benefits, the proposed 10% reduction would have to be achieved through position reductions.

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, in turn diminishing the Department's ability to protect the public.



## **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.

### ***City Wide Layoffs Impacting the Records and Reception Unit***

Due to the city wide layoffs, APD has been affected by "bumping" by displacing experienced staff knowledgeable in the California Law Enforcement Telecommunications System. Of the five positions in the Records and Reception area, we have had four replacements. This has affected our ability to retain experienced staff and has left the Unit a constant state of training.

### ***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	6 filled FTEs
Sex Offender	2 filled FTEs
Gangs	3 filled FTEs
Mental Health	2 filled FTEs
Homeless	1 filled FTE
Drug Court	2 filled FTEs
Drug Diversion	2 filled FTEs
Drug Abatement	2 filled FTEs
Court Officer	2 filled FTEs
High Risk Women	1 filled FTE
Jurisdictional Transfers	1 filled FTE
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, Drug Diversion, Community Justice 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 force the Department to increase "banked" caseloads from approximately two to three times of several hundred probationers who would be required to report to the Department on a regular basis and whose compliance with conditions of probation would be actively monitored, exceeding recommended standards by approximately five times.

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 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 in Fiscal Year 2011-2012 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 Governor's proposed budget for fiscal year 2011 – 2012 directs the transfer of all parole supervision to county probation departments, and the return of non-serious, non-violent prisoners to the county level of supervision. The impact of this proposed transfer is unknown until the budget process is completed.

The Department also anticipates an unknown cut in funding from the State during the 2011-2012 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.



**APPENDIX A: PERFORMANCE MEASURES**

**ADMINISTRATION - ADULT PROBATION**

1. Increase collection of fines, fees and restitutions

#	Measure	July-Dec	6 Month Target	FY11 Target
1	Amount of fines, fees and restitutions	\$102,734	115,000	230,000

2. Maximize staff effectiveness

#	Measure	July-Dec	6 Month Target	FY11 Target
1	Percentage of available employees receiving performance appraisals	0%	0%	100%
2	Percentage of APD peace officer employees completing a minimum of 40 hours of mandated training	77%	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	FY11 Target
1	Maximum established caseload size per probation officer in the domestic violence unit	76	72	76
2	Number of cases under limited supervision	2,058	1,300	1,900
3	Number of site visits made to batterer treatment programs	18	30	60
4	Number of batterer treatment programs certified or renewed by Department	7	7	7
5	Number of community meetings attended by probation staff	211	150	250
6	Percentage of new probationers attending domestic violence orientation	81%	95%	95%
7	Percentage of new probationers attending intake	50%	100%	85%
8	Probationers referred to treatment services	1,218	1,500	1,600
9	Number of cases successfully terminated	531	550	1,062
10	Number of probationer visits to the Department	7,887	6,700	16,300
11	Number of jurisdictional transfers initiated	162	125	250
12	Number of probationers age 18-25 referred to supportive services	195	150	300



**PRE-SENTENCE INVESTIGATION**

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

#	Measure	July-Dec	6 Month Target	FY11 Target
1	Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	94%	100%	99%
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

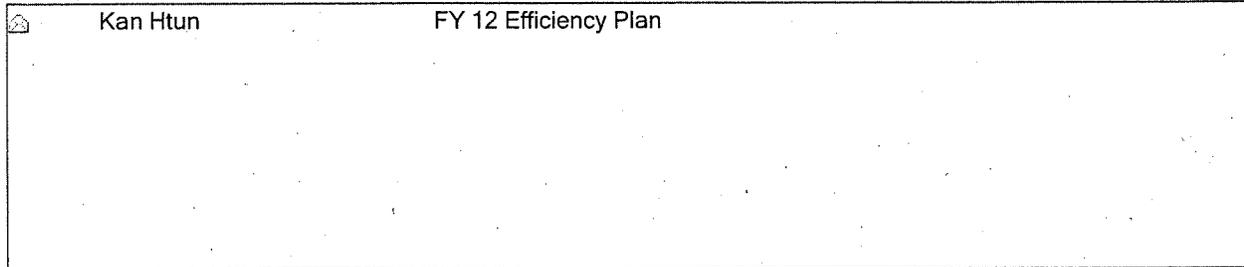
#	Measure	July-Dec	6 Month Target	FY11 Target
1	# of available employees for whom performance appraisals were scheduled	90	90	90
2	# of available employees for whom scheduled performance appraisals were completed	0	0	90



## FY 12 Efficiency Plan

Kan Htun to: Rebekah Krell, Sarah Anders, Board of Supervisors,  
clerk

02/08/2011 03:33 PM



Hi Rebekah,

This is the another part of the documents (Strategic Plan sent separately)required for the budget. We will submit all in a complete set, at the time of budget due date on February 21, 2011, thanks, Kan.



FY 12 Efficiency Plan.doc

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**San Francisco Arts Commission  
Efficiency Plan  
Fiscal Year 2011-2012**

**Mission**

The 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 promote and integrate the arts into all aspects of city life.

**Overview**

The Arts Commission serves the broad San Francisco constituency by integrating the arts into daily life throughout the city's diverse communities and neighborhoods. This is accomplished through training in language and literary arts for underserved youth; promotion of arts education in the schools; licensing street artists, which provides a means for local craftspeople to sell their handmade products in legal vending spaces; commissioning and installing public art projects as part of new and renovated civic structures; providing grant support for community arts organizations and individual artists; maintaining San Francisco's citywide civic art collection valued at \$80 million; managing the City's civic art gallery showcasing local as well as national and international artists; and producing performing arts events, providing affordable and free entertainment for the San Francisco community. The Commission consistently reaches out to the full spectrum of our population (artists, arts professionals, arts audiences, educators, tourists, and others) to inform the residents of San Francisco about the programs and the services we offer.

**Goals, Core Programs and Services**

- To support and encourage a vibrant arts community for all San Franciscans;
- To improve information about and access to all Arts Commission services and programs through frequent updates of our website and presentations made to educational institutions and civic organizations;
- To provide comprehensive design review of the City's building projects so that all citizens are assured of the best design for civic structures in their neighborhoods;
- To enrich and distinguish the built environment by commissioning original works of art that reflect San Francisco's rich cultural diversity and wealth of artistic talent;
- To maintain and restore the City's art collection and monuments for the enjoyment of all citizens and visitors to San Francisco;
- To provide leadership in arts education funding, planning, and coordination to link San Francisco's arts organizations with schools, community centers and children's service organizations;

- To provide financial and technical support to artists and arts organizations from underserved communities;
- To provide opportunities for artists for exhibition, public art commissions and public performances; and
- To promote the employment of skilled crafts workers through the Street Artists Program.

### Program Services and Challenges

#### **Administration**

The understaffing of the administrative infrastructure of the agency continues to have a devastating impact on the Arts Commission. Our ability to fulfill our mission was significantly compromised by six consecutive years of budget cuts. Under the General Fund Administration budget 3.7 FTEs now remains to administer the whole agency programs. In many cases, staff took on additional duties, attempting to avoid a reduction in services, but adding to stress and burnout levels.

Funds for rent and other expenses previously covered by the General Fund are now taken from programs that are charged increasingly higher overhead costs. As a result, our programs can devote fewer dollars to exhibitions, grants, arts education, etc.

#### **Art Gallery**

The San Francisco Arts Commission Gallery is the Commission's exhibitions program; it strives to make the diversity of contemporary art practice compelling and accessible to broad audiences by presenting visual art works in fresh, relevant, provocative ways. Located in the heart of the Civic Center, SFAC Gallery exhibitions explore issues and ideas at the intersection of ongoing global arts and sociopolitical dialogues. Through commissioning new works, collaborations with arts and community organizations, and site-specific projects at remote and virtual sites, the Gallery acts as a bridge between artists and the public and contributes to San Francisco's standing as a world-class cultural hub.

The Gallery provides programming in three spaces: the main Gallery at 401 Van Ness Avenue, the windows of the old gallery building at 155 Grove Street, and in City Hall in the North Light Court and on the lower level. Three years ago the Gallery's budget was cut by \$50,000, and at the time programming was reduced by 25%. The Gallery budget has remained consistent since that cut. The challenges that face the Gallery currently primarily revolve around a lack of sufficient staffing and inability to increase programming due to lack of funds. Successes in recent years include incredible press coverage of exhibitions, increased visibility for local artists, a successful 40<sup>th</sup> Anniversary Exhibition Season, and Bill Fontana's site-specific sound installation in the Rotunda at City Hall.

#### **Civic Design Review**

This program fulfills a charter-mandated responsibility to review the design for all public structures erected on land belonging to the City and County of San Francisco. The Civic Design

Committee is made up of two licensed architects, a licensed landscape architect and a sculptor and art historian. The Committee provides extensive review ensuring excellence in design for the built environment. We project that 50 design reviews will be conducted this fiscal year.

### **Community Arts and Education**

The Community Arts and Education (CAE) program serves a combined audience of over 750,000 residents and visitors through nationally recognized WritersCorps, arts education programs, support of the neighborhood Cultural Centers and plays its role in the development of central Market Street as a cultural district.

WritersCorps, honored at the White House as a 2010 recipient of the National Humanities Award for Youth Programs, increases literacy levels and communication skills of underserved youth, in partnership at public schools and after-school programs. Classes are located in diverse settings such as schools, libraries, cultural centers, detention facilities and public housing. WritersCorps teachers are working artists, writers and poets who serve up to 500 students annually. The program regularly publishes and in 2011 will produce the first ever WritersCorps *Poetry Projection*, five minute films based on WritersCorps poems.

Arts Education works to increase arts learning in the San Francisco public schools and to champion arts education throughout the city. The Arts Education Master Plan completed with the San Francisco Unified School District was spearheaded by the Arts Education staff and serves as a funding and implementation model for the SFUSD. In addition, the program directs StreetsmARTs, a three part program that teaches youth the difference between graffiti and art, partners private property owners with muralists and provides "free wall" opportunities at public events. In addition, the program continually develops programs that support the Arts Providers Alliance of San Francisco and the San Francisco Unified School District with opportunities such as Arts Impact, the Vernon Davis Scholarship, Daraja Project and SFJAM.

The cultural center program has continued to develop and based on reports from FY 2009-2010, serves a combined audience of almost 500,000. Supported by legislated funding, the centers provide arts access through after school and summer programs, low cost rental and exhibition space and artist residencies. The Arts Commission serves as both landlord and primary funder.

Community Arts and Education designed the 2009-2010 Arts in Storefronts program that brought unique three dimensional art to vacant storefront in five neighborhoods. The project, a partnership with OEWD, was recognized nationally and locally as a model program that beautified streetscapes, improved safety, brought increased foot traffic to merchants and provided a high visibility venue for San Francisco based artists. The program continues in FY 2010-2011 with ten storefront locations along the Central Market corridor. In addition to Art in Storefronts, CAE is playing a critical role in the efforts to design central Market Street as a cultural district through funding by the National Endowment for the Arts and other funding sources.

## Cultural Equity Grants

Created in 1993, the Cultural Equity Grants Department (CEG) remains vitally important to San Francisco's diverse cultural landscape by supporting individual artists, small- and mid-sized arts organizations, and organizations rooted in, and expressive of the experiences of, historically underserved peoples such as Native American, African American, Asian American, Latino, Pacific Islander, Disabled, Lesbian/Gay/Bisexual/Transgender and Women's communities.

Continuing over the next three years, the CEG has strategically diversified the ways in which it seeks to achieve cultural equity and to nurture San Francisco's artists, arts organizations and communities. Although CEG was initially founded as a grants program to address inequities in City funding to underserved communities, we have developed a broader approach to supporting our constituency in response to the needs expressed by the community and the limited funding pool available. Despite the continuing demand for financial resources from our constituents, CEG has faced budget cuts each year. Therefore, we have realized that the community support we provide cannot be limited to grants and additional resources need to be brought to bear. To that end, we have developed a more holistic approach to CEG's programming that focuses on the following four streams:

- *Grantmaking*: providing grants as financial investments in the creation and presentation of new work, strengthening organizations, ensuring safe and affordable venues, and engaging communities.
- *Skill-Building*: empowering artists and arts organizations through skills-development, knowledge-building and networking opportunities.
- *Partnering with other funders*: partnerships are with public and private, regional and national grantmakers to increase and coordinate resources to artists and arts organizations and to promote policy and best practices around effective grantmaking with a cultural equity lens.
- *Research*: through timely research, CEG demonstrates the value and impact of the arts and facilitating policy making.

### (A) Grantmaking

Cultural Equity Grants views our grantmaking process as investing in key artists and arts organizations who increase and promote the cultural vitality of San Francisco. Between 120 and 175 grants are made annually, totaling more than \$2 million, and leveraging more than \$10 million in arts activities taking place in every San Francisco district.

CEG grant categories focus on a range of strategic funding areas including individual artist projects with a clear avenue for public engagement and benefit; organizations presenting and producing new work or series of work; the infrastructural development of sustainable, culturally specific organizations; the development of code-compliant, accessible arts venues; partnerships between arts and non-arts institutions; and field-wide studies and tools that encourage the growth and development of San Francisco's arts communities. Our specific grants categories are: Individual Artist Commissions; Organization Project Grants; Cultural Equity Initiatives - Level One and Level Two; Creative Space; Arts & Communities: Innovative Partnerships; Native

American Arts & Cultural Traditions; Arts for Neighborhood Vitality; and Innovations in Strengthening the Arts.

### **(B) Skill-Building**

As a part of our grantmaking process, CEG provides technical assistance to all potential and existing grant applicants. The economic downturn severely impacted a number of key local and national funders in the arts and in turn, increased the pressures on artists and arts organizations. Because of the increased need for funding and professional development opportunities in the arts community, we have increased the level of assistance that we provide grantees. This includes more consultations around CEG programs and organizational development and the review of grant proposal narratives. CEG staff holds multiple workshops leading up to each grant category deadline and we give feedback around the clarity of draft-versions of applications submitted before the deadline. This has resulted in an increase in thoughtfully proposed projects and competitive applications. Our panel deliberations are always open to applicants so that they can receive feedback on the effectiveness on their grant proposals, planning and programs, regardless of whether they are funded. We encourage applicants to attend these meetings as well as request notes from panels as part of their ongoing learning around grantwriting and effective program-design. As CEG reaches new artists and communities, more technical assistance is required to explain and familiarize grantseekers with the specific CEG programs, the grantseeking process in general, and the complex compliance requirements of working with the City of San Francisco.

Along with these skill-building approaches tied directly to our grantmaking process, Cultural Equity Grants continues to develop opportunities to assist the broader arts community in San Francisco. These include co-producing several large-scale convenings and workshops to bring the arts communities together and provide access to innovative knowledge resources. In the past we have partnered with other funders to organize a Bay Area Arts Town Hall, as well as sessions around dynamic adaptability and innovative approaches to utilizing Web 2.0 technologies.

### **(C) Partnering with Other Funders**

In addition to increased in-house technical assistance, CEG has responded to the widespread need within our constituency by partnering with other private and public funding agencies to leverage additional resources. Diminished pools of funding are not unique to San Francisco or government agencies, so collaboration and partnerships has become essential for grantmakers across the spectrum. To that end, Cultural Equity Grants co-founded the *Creative Capacity Fund*, a collaborative funding effort that has expanded to a state-wide partnership of public and private grantmakers who provide professional development grants to individual artists and arts organizations.

Cultural Equity Grants also continues to partner with a number of other foundations and government funders on other initiatives, research and approaches to amplify the resources available to the San Francisco arts community and the City at large. These other partners include: Grants for the Arts, Walter & Elise Haas Fund, San Francisco Foundation, City of San Jose Office of Cultural Affairs, City of Los Angeles Department of Cultural Affairs, Los Angeles County Arts Commission, California Community Foundation, the Lia Fund, Center for Cultural

Innovation, East Bay Community Foundation, Ford Foundation, Kresge Foundation, Open Society Institute, Leveraging Investments in Creativity, and the Rasmuson Foundation.

#### **(D) Research**

As a funding agency, Cultural Equity Grants is interested in increasing our knowledge of the field and our communities to ensure that our work remains responsive and effective. These research efforts help to provide tools for our constituents and to better inform key leaders and policymakers. These efforts are also largely collaborative on a state and national level in an effort to increase the available resources and broaden the eventual impact of our findings.

One of our research efforts includes addressing San Francisco's rapidly changing demographics. CEG is embarking on a study of the current state of the Latino arts community over the next two fiscal years. The grants department will lead this important study of the fastest growing demographic group in the United States in partnership with several local, regional and national, public and private philanthropic entities and service intermediaries. The findings and recommendations from this study will shape future grantmaking programmatic initiatives and our ability to serve a key San Francisco community.

In addition to this CEG generated study, we continue to partner with a number of important state and national research efforts assessing the value and impact of the arts and cultural communities. These studies and tools include the California Cultural Data Project administered by The Pew Foundation; Wolf-Brown's study of the intrinsic impact of the arts on local communities in partnership with Theater Bay Area; a collaborative effort by a number of national funders to examine effective grantmaking with a cultural equity lens; and the Americans for the Arts study looking at the arts as a driver of local economies.

#### **(E) Evaluation**

In addition to these four strategies, the Grants Department continues to employ a continuous evaluative process which includes a planning period in our annual grantmaking cycle in order to remain effective, efficient, relevant and pro-active in meeting the needs of San Francisco's arts communities.

CEG grant applications are assessed by "peer panels" comprised of other professionals in the field with expertise in that grant category's focus. Panelists may include experienced artists, arts administrators, community leaders (including past grantees) and other arts grantmakers. This process ensures a fair and equitable assessment of each application's strengths and fit with the criteria for assessment laid out in the application guidelines. After every panel process, Cultural Equity Grants facilitates a policy discussion with these arts professionals to gather information about the state of the arts community and critical feedback on our panel process. This built-in mechanism for gathering peer input is key to improving the efficiency and continuing relevance of our grants.

Along with this continuing process of feedback and evaluation, Cultural Equity Grants has been embarking on a series of field studies, including a San Francisco needs-assessment, evaluations

of future trends, and a survey of effective grantmaking that also uses a cultural equity lens. This process parallels and is a step in the broader Arts Commission's strategic planning.

Using the results of this assessment, CEG staff will be refining its theory of change model that will examine and articulate its purpose and organizational effectiveness, and relative position in the philanthropic arena. Results will be shared regionally and nationally to shape the discussion around cultural equity in light of the changing demographic landscape of the United States. This will present the opportunity for Cultural Equity Grants, the Arts Commission and City of San Francisco to position itself in the arts funding field relative to its support of diverse communities.

Through policy discussions, roundtables and convenings, we will engage key stakeholders to define pressing issues and potential solutions facing our constituency, their communities and the greater arts field. Arts organizations are increasingly fragile, and previous strategies for sustainability are no longer viable given the changing economic climate. New strategies and models need to be developed and tested if arts are to continue to thrive and contribute to San Francisco's cultural and economic life. This process of engagement will ensure the continuing relevance and efficiency of CEG's approaches to supporting the arts community.

Cultural Equity Grants is at an exciting, highly visible, and critical juncture in its development with incredible potential and promise. However, revenues from the Hotel Tax Fund to the Cultural Equity Endowment Fund have remained relatively level. Each year, CEG has experienced budget cuts. We have responded to these challenges by increasing our partnerships at a local, state and national level and providing additional resources and opportunities for our constituents. However, expanding our services, reaching a more diverse constituency, remaining programmatically relevant and being innovative require human resources to implement and financial resources to have resonance. Even as we continue to reach out into the broader arts field to amplify our impact and value to San Francisco communities, it is critical to have the continued investment of the City in the unique cultures of San Francisco.

### **Public Art and Civic Art Collection Program**

The Public Art Program of the San Francisco Arts Commission, which is now in its 40<sup>th</sup> year, undertook a significant internal reorganization in 2007 through a merger with the Civic Art Collection Program, bringing together the two Arts Commission programs related to the acquisition of artwork and its subsequent and ongoing care as part of the City's collection. Subsequent to the merger, staff have been developing and implementing a more holistic commissioning and collection management approach with greatly increased program efficiencies. Owing in part to the program's improved internal administration, staff is effectively managing more than 80 active individual public art commissions throughout the City and County of San Francisco and caring for a collection of over 4,000 pieces of art with an estimated value of over \$90 million. Due to the high profile success of many recent public art installations and conservation efforts, the Public Art and Collections program is garnering unprecedented government and public interest.

The Public Art Program manages the acquisition of permanent artworks which are commissioned specifically for new and remodeled public buildings and facilities, such as hospitals, libraries, recreation centers, parks, fire and police stations, the San Francisco International Airport, Port sites, Public Utilities Commission facilities and transportation improvement projects to beautify these civic spaces and reflect the cultural vitality of our city. The following are highlights of current Public Art Program projects:

- Laguna Honda Hospital: This spring will conclude the installation of over 100 permanent artworks located throughout Laguna Honda Hospital, including artworks for the hospital's outdoor spaces as well as interior artworks that assist with way finding and enhance therapeutic environments. This project also includes a collection of 900 two-dimensional works for display in patient rooms.
- San Francisco International Airport Terminal 2 (T-2): T-2 is being completely remodeled as a domestic terminal. The remodel presented the Arts Commission with two exciting opportunities: to commission new and dynamic work by local and national artists of outstanding merit and to re-install important work by leading local, national and international artists from the Airport's collection. Artwork installations are being completed in 2010.
- San Francisco General Hospital: The General Hospital Rebuild project generated approximately \$7 million in Art Enrichment funds for a comprehensive public artwork collection of the highest aesthetic standards, which will enhance the hospital environment for patients, visitors and hospital staff. Through research and best practices from the field, the new artwork commissioned for General Hospital will be a model of innovation and creativity for art in a hospital setting. The 13 artists selected for permanent public art commissions have all recently completed artwork design. Fabrication on most of the artworks is due to commence within the year.
- Central Subway: In conjunction with the San Francisco Municipal Transportation Agency's new Central Subway stretching from Chinatown to South of Market, the Public Art Program is managing the implementation of a diverse and exciting public art program that includes permanent artworks and related arts programming in adjacent neighborhoods. Staff has recently completed the artist selection process for all of the stations.

Established by voters under the 1932 San Francisco Charter, the Arts Commission is charged with the preservation and care of all artwork in the City's Civic Art Collection. The result of this forward-thinking policy is a world-renowned Civic Art Collection, which spans many art movements and represents artists of local, national and international stature. The Civic Art Collection helps distinguish San Francisco as an important cultural destination. Unfortunately, due to the legal intricacies of the funding sources used to commission new artwork, none may be used to maintain the existing collection and the annual Capital Improvement allocation provided to the Arts Commission for care of the collection is not sufficient to address all of its needs. As the Civic Art Collection approaches its 80th anniversary, staff has initiated a private fundraising effort called ArtCare to help fund the ongoing caring of some of these great artworks in need of conservation. The following are highlights of current Collection Program projects:

- “Brotherhood of Man” mosaic: A significant work of city-owned midcentury mosaic art by Anthony Stellon is currently being conserved for installation at Franklin Square.
- “Untitled” Peter Voulkos sculpture at 850 Bryant: The Collection Program is conserving this bronze and steel sculpture by renowned Bay Area artist Peter Voulkos. Funding for this project of approximately \$50,000 was privately raised through the ArtCare initiative.
- Staff has managed vandalism abatement on Civic Art Collection monuments located throughout the city at a cost of approximately \$35,000 over the last year.

While the Public Art and Civic Art Collection Program has made great strides in developing program efficiencies and program staff have successfully managed an ever-growing project load, analysis reveals that the one-time fixed administrative fee taken from the 2% for Art allocation cannot sustain five to seven years of staff time per project. Our Program is especially vulnerable to administrative funding shortfalls when projects have ongoing delays, which correspond to an extension of the staff time required to oversee the public art commissioned for these projects. Although San Francisco was one of the first Percent for Art programs in the country, established in 1969, the basis of its fee structure is not considered a best practice, as reflected in a national survey published in 2003 by Americans for the Arts.

Staff continues to evaluate how to improve the efficiency of the program in the face of the public’s increasing demand for involvement in each step of the decision making process about public art installations. Staff is also exploring possible means to access additional maintenance funding for mandated Art Enrichment projects and continuing to pursue non-mandated opportunities to bring in additional revenue to program.

### **Street Artists Program**

The Street Artists Program is entirely self-funded by its street artist certificate (license) fees. Based on current mid-year revenue, we predict that the street artist fee revenue for FY 2011-12 will be \$262,313.

The revenue to entirely support the budget is based on approximately 395 street artists each paying the \$664.08 annual fee. Accordingly, the street artists’ license fee will be the same for FY 2011-12 as it is for FY 2010-11.

A website has been developed that allows the public to obtain applications for a street artist license, information on the program’s procedures for screening, licensing, and obtaining selling locations, etc., and maps of the selling locations. The Program’s information on obtaining a license is also translated in Mandarin and Spanish.

An online fee payment mode will commence in the spring of 2011, offering street artists the option to pay online for the renewal of their licenses (with a service charge which will be retained by the vendor/purveyor of the online system).

**Development**

The Development Office seeks to raise funds primarily outside CCSF to help support and/or expand Arts Commission programs. Since the office opened in March 2007, the Development Director has raised \$2,932,836 for Arts Commission programs. The main programs for which outside funding is sought include the SFAC Gallery, WritersCorps and ArtCare. Revenue is also sought for the Civic Art Collection, Cultural Centers, Arts Education programs, temporary public art, the ARTery Project, among other programs. Funds are secured from public agencies (e.g., the National Endowment for the Arts, California Arts Council); private foundations (e.g., Zellerbach Family Foundation, San Francisco Foundation, Koret Foundation), corporate foundations and individuals.

**Long-term Strategic Planning**

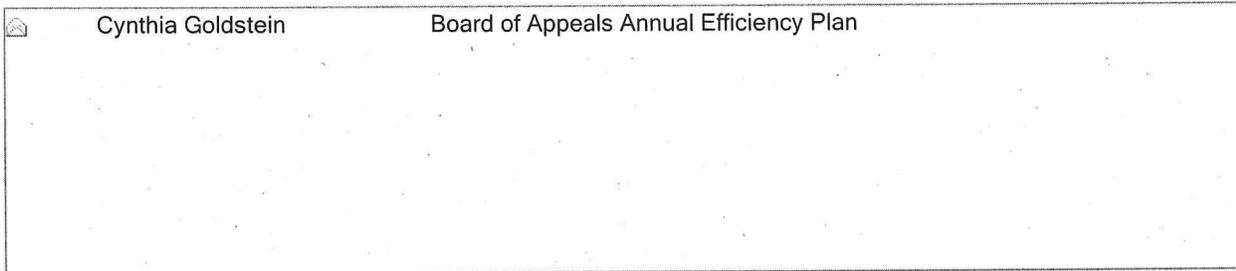
FY 2011 -13 Arts Commission Strategic Plan is separately enclosed.

**Board of Appeals Annual Efficiency Plan**

Cynthia Goldstein to: Budget.Office, Board.of.Supervisors, performance.con

01/31/2011 03:43 PM

Cc: Manish Goyal



Please find attached the Annual Efficiency Plan for the Board of Appeals, along with a scanned copy of the Board's Summary MidYear/Budget Report which has been entered into the City's Performance Measurement System.

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BOA Efficiency Plan FY11-12.pdf Summary MidYear Budget Report.pdf



Edwin M. Lee  
Mayor

Cynthia G. Goldstein  
Executive Director

## Efficiency Plan Fiscal Year 2011-2012

### 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 filed with the Board each year. Public hearings are held before the five-member body at approximately 32 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 modify 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 and to attribute these costs appropriately. After experiencing a significant drop in Citywide permit applications over the past two fiscal years, the surcharge rates were adjusted upward during the last budget process to buffer against an anticipated revenue shortfall. Starting in fiscal year 2009-10, the Board's appeal filing fees – most of which had not been raised in over sixteen years – were increased 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 guarding savings in non-personnel expenses resulting from lowered appeal volume.

During fiscal year 2010-11, we expect to implement a database designed to track and report on appeals. Minimal funding will be needed in fiscal year 2011-12 to maintain this system. The department's goal is for this system to eventually interface with the permit tracking system currently being developed for the Planning Department and the Department of Building Inspection.<sup>1</sup> Shared data on permits and appeal determinations will greatly enhance the efficiencies of all three of these departments.

<sup>1</sup> Determinations issued by these two departments represented over two-thirds of the matters that were appealed to the Board last fiscal year.

### **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, Municipal Transportation Authority Division of Taxis and Accessible Services, Department of Public Health, Department of Public Works, Entertainment Commission and 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 general absence of complaints alleging that the Board's processes are unfair or inaccessible.

During this past year the Board has reviewed and revised its rules of procedure to clarify and streamline the appeal process, maximize efficiencies, and bring written protocols further in line with Board practices. The department's public information materials, including website content, are routinely reviewed and updated to better provide members of the public with accessible and accurate information about the appeal process. During fiscal year 2010-11, the Board also intends to develop written material in Spanish and Chinese in an effort to educate limited English speaking members of the public about its services.

### **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 time frame 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 2009-10, a target of 70% was set for this measure, which the Board exceeded by 4% (meeting the goal in 74% of the cases heard). During the first half of fiscal year 2010-11, with the target remaining steady at 70%, the Board met this goal in 62% 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 time for the parties to conduct settlement negotiations.

The speed of issuing written decisions is gauged by how often decisions are released within 15 days of final action. In fiscal year 2009-10, a target of 97% was set for this measure, which the Board exceeded by 3%, having released all decisions within the 15 day time frame. During the first half of fiscal year 2010-11, with the target remaining at 97%, the Board met this goal in 95% of the cases filed. In one unusual case, the written decision had to be released late. This case was one of two appeals of the same variance decision. When a rehearing request was filed on the companion case, the Board had to wait to issue the written decision until both cases were finally decided.

Given the rate of performance over the past 18 months, the targets in use for the two measures described above seem appropriate and should be maintained. Please see the Department Short Summary Annual Report submitted with this document.

### **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 enhancing its services and reporting capabilities through the implementation of an electronic appeal tracking system and expanding the accessibility of its services by developing written material in other languages.

20.040

**BOARD OF APPEALS - Summary MidYear/Budget Report BY+1****Performance Measures**

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target	2012-2013 Target
<b>APPEALS PROCESSING</b>					
Provide a fair and efficient administrative appeals process to the public					
• Percentage of cases decided within 75 days of filing	74%	70%	65%	70%	n/a
• Percentage of written decisions released within 15 days of final action	100%	97%	97%	97%	n/a
<b>DEPARTMENT-WIDE/OTHER</b>					
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	5	5	5	5	n/a
• # of employees for whom scheduled performance appraisals were completed	5	5	5	5	n/a

**City and County of San Francisco**

**Board of Supervisors/  
Clerk of the Board**



**Fiscal Year 2011-2012 Efficiency Plan  
and  
Customer Service Plan  
Ensuring Open Government**

**BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN**

**I. INTRODUCTION**

As outlined in San Francisco Administrative Code Chapter 88, the Performance and Review Ordinance of 1999, this report summarizes the Efficiency Plan for the San Francisco Board of Supervisors/Office of the Clerk of the Board. The plan shall contain the following components: 1) Strategic Planning, 2) Customer Service, and 3) Performance Evaluation.

**Background**

The Board of Supervisors (Board) is the Legislative branch of City government, deriving its powers and duties from the Charter of the City and County of San Francisco. The Board consists of eleven Members elected by district. The Office of the Clerk of the Board resources and supports the Board and provides open government.

**II. MISSION AND VISION**

**A. The Mission of the Board of Supervisors is to:**

1. Respond to the needs of the City's residents by formulating and establishing City policies adopted through ordinances and resolutions.
2. Allocate resources Citywide through the annual appropriation process.

**B. The Mission of the Office of the Clerk of the Board is to:**

1. Have charge of the Board's office, records, committees, and its classified staff.
2. Prepare a budget that provides for the functions and duties entrusted to the Legislative branch of government by the Charter.
3. Provide for the efficient flow of laws introduced by the Mayor, the Board, and the City departments.
4. Ensure open public meetings where public involvement in local government can occur.
5. Preserve an accurate record of the Board's legislative history.
6. Provide public access to documents and proceedings of government so they can closely examine decisions and policies and be knowledgeable about the Board's decisions.

**BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN**

**C. The vision of the Board of Supervisors, as department number one, is to strive to be a model department to follow in all aspects.**

**A department that:**

- Operates in the open, responds to the public, fostering trust and confidence in government.
- Complies with all open meeting and noticing laws.
- Provides a public forum where people come together to share ideas and propose effective amendments to policy.
- Identifies, catalogs, and accurately preserves the Board's legislative record.
- Makes government records accessible to the people efficiently and provides a reference and research service to City departments and the public.
- Encourages employees to become architects of the organization, choosing its form and future.

**So that residents in San Francisco:**

- Know how their local government spends their tax dollars.
- Feel welcome to participate in government business.
- Effectively hold elected representatives accountable.
- Come into contact with department employees who are experienced, helpful, and knowledgeable of the department's goals.

### **III. CORE FUNCTIONS SERVICES AND PROGRAMS**

**A. The Board of Supervisors and its divisions have a number of core services, a few of which are listed below, pursuant to Article I: In General, Charter Section 2.1-1:**

1. The powers of the City and County, except the powers reserved to the people or delegated to other officials, boards or commissions by the Charter, shall be vested in the Board of Supervisors and shall be exercised as provided in the Charter.
2. The exercise of all rights and powers of the City and County when not prescribed in the Charter shall be as provided by ordinance or resolution of the Board.
3. The Supervisors shall determine the maximum number of each class of employment in each of the various departments and offices and shall fix

**BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN**

rates and schedules of compensation thereafter in the manner provided in the Charter.

4. On the recommendation of the Mayor, the Board of Supervisors may create or abolish departments under the Mayor or under commissions appointed by the Mayor.
5. The Board of Supervisors may, by ordinance, confer on any officer board or commission other and additional powers as the Board may deem advisable.
6. The Board of Supervisors shall, by resolution, in every case in which the City is concerned, determine the policy to be pursued before the State of California Public Utilities Commission, and the Board shall immediately thereafter inform the rate expert of the City Attorney's Office of those desires. No action shall be taken without such resolution.
7. Approvals of lease and concession agreements and contracts over a certain amount.
8. Supervisorial nominations to boards and commissions.
9. Approve the Annual Salary and Appropriation Ordinances by July 31st of each fiscal year. (Charter Sec. 9.100).

**B. Supporting Divisions**

**Five divisions operate under the jurisdiction of the Board of Supervisors:**

**1. Office of the Clerk of the Board**

The Clerk of the Board is appointed by the Board of Supervisors to administer the Department's responsibilities. The Office of the Clerk of the Board ensures the public's right to know by creating the weekly agendas and minutes for every meeting held by the Board, including any special or committee meetings comprised of Board Members. The Office of the Clerk resources the eleven Members of the Board, accurately maintains the permanent public record of the proceedings, and shall provide timely, equitable access to that information. Keeping the public informed about the Board's activities and decisions is an essential function of our democratic municipal government.

BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN

**The Office of the Clerk of the Board is comprised of three divisions:**

- ***Administration and Finance:*** This division provides citizen access to government information and services through the advancement and management of electronic services and internet-based information technology. This division also oversees staff development, payroll services, personnel management, and maintains a complex personnel database. Also included in this division is accounting, finance, MOU, and contract administration.
- ***Operations and Special Services:*** This division includes a wide variety of support services to the Board of Supervisors, including individual support services for the Offices of the Members of the Board; including facilities management, and service as the City department liaison. This division provides front office management for the Clerk's Office; records management for the Legislative branch, responds to our extensive public records requests and conducts research for the Board, and the City departments.
- ***Legislative Services:*** The Legislative services division ensures compliance with open meeting requirements, creates agendas and minutes, ensures proper notice, compiles public testimony and communications, and provides information and referrals to the public, and tracks appointments and appeals as required by law. Additionally, resources are provided to clerk the LAFCo Commission and the PUC/RBOC Committee.

## **2. Office of the Budget and Legislative Analyst**

The Budget and Legislative Analyst provides independent and objective information, research, and analysis to assist the Board of Supervisors fiscal, budget, and legislative policy efforts.

## **3. Assessment Appeals Board (AAB)**

The AAB allows taxpayers to appeal their property tax assessment. The number of assessment appeals has progressively increased during the past several years. Due to issues surrounding the current housing market and a backlog of new construction permits within the Assessor's Office, this trend is expected to continue.

**BOARD OF SUPERVISORS/CLERK OF THE BOARD  
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**4. Youth Commission**

The Commission advises Board Members and the Mayor on budgetary and policy issues that relate to children and youth.

**5. Sunshine Ordinance Task Force (SOTF)**

The SOTF advises City departments on appropriate ways to implement the Sunshine Ordinance and reviews complaints regarding alleged violations of the Ordinance.

**6. In addition to the above five divisions, the following two activities operate under the jurisdiction of the Board of Supervisors:**

**1. Local Agency Formation Commission (LAFCo)**

LAFCo provides an advisory role for Community Choice Aggregation (CCA) energy program implementation. The Office of the Clerk of the Board provides a half-time employee to clerk the Commission and assist in other duties as necessary.

**2. Public Utilities Commission Revenue Bond Oversight Committee (PUC/RBOC)**

The Committee reports to the Board of Supervisors, Mayor, and the San Francisco PUC regarding the expenditure of revenue bond proceeds on the repair, replacement, upgrading and expansion of the City's water collection, power generation, water distribution, and wastewater treatment facilities. The Office of the Clerk of the Board provides a half-time employee to clerk the Committee and assist in the preparation of the annual report.

### **III. STRATEGIC PLAN AND GOALS**

The department's mission, vision, and activities support its strategy and goals.

**Strategy 1: Align resources to allow the Board to achieve its mission and obligations.**

#### **Goals:**

- Ensure the public's right to know by creating the weekly agendas and minutes for every meeting held by the Board, including any special or committee meetings comprised of Board Members.
- Comply with all open meeting and noticing requirements.
- Maintain the committee structure, meeting times, and staff alignments.
- Track Board of Supervisor appointments, and those Mayoral appointments that require Board approval.
- Administer all land use appeals and items that require special handling.
- Implement all new legislative requirements for the department.
- Provide legislative training to all 56 departments.
- Provide a smooth transition to an alternate location while the Presidents dias is made ADA accessible.
- Replace the equipment in the Chamber.
- Maintain Clerk to Act for the purpose of inquiry pursuant to the non-interference clause in Charter Section 2.114.
- Release the option for the Board to consider extending the contract for Budget and Legislative Analyst services.
- Maintain Administrative and Operations support services such as payroll, accounting, and materials and supplies.
- Continue to provide resources and administer Board prescribed duties and responsibilities to the Department such as the Assessment Appeals Board, SOTF, Youth Commission, LAFCo, and the PUC/RBOC.
- Focus on staff health, safety training awareness, and learning series for the staff.
- Knowledge and information training for our Information Technology staff.
- Maintain current levels of staffing in order to continue to do more with less.
- Succession management planning.

BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN

**Strategy 2: Preserve Accurate Reflection of the Board's History through Technology.**

**Goals:**

- Technology and social media are the backbone of the department's ability to function daily, communicate its products and reflect on its outcomes.
- Grow the number of Twitter followers and continue to tweet all updates.
- Increase awareness of WiFi and increase the number of users.
- Continue to upload weekly information to the website, and increase hits.
- Direct the public to the user-friendly features of the website to gain information.
- Continue to digitize hearings to bring audio recordings to the website.
- Finalize the upgrade of the legislative tracking system.
- Add a training class online for departments and public at home for the upgraded legislative tracking system.
- Provide for payment of appeal fees online.
- Gauge how to be more open than we already are.

**Strategy 3: Expand the Public's Right to Know while Acknowledging Diversity.**

**Goals:**

- Maintain the Board's Legislative Record in an accessible format.
- Convert existing records into an accessible format.
- Provide better access to the Board's record both current and historic.
- Maintain the Sunshine Ordinance to liberally provide for the public's access to their government, meetings, documents, and records.
- Continue to implement the Language Access Ordinance.
- Provide referral and research assistance taking into consideration language and mental health needs.
- Provide access to all forms online (ADA accessible).
- Maintain the Communications Page to provide information to the public.
- Front office management in room 244 will continue to provide the services to the public.
- Create a department records management plan with COIT.

**BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN**

**Strategy 4: Expand Customer Service Initiative.**

**Goals:**

- Meet/exceed excellent customer service and measure satisfaction levels through survey results.
- Callers who are hearing or speech impaired may communicate with our staff utilizing Telecommunications Device for the Deaf (TTY) which is integrated into our phone system.
- Website is accessible for the visually impaired.
- Expand the BOS/COB Spanish and Chinese translated web pages.
- Invested and utilizing new technology for the hearing impaired to attend our meetings.
- Invested and utilizing technology for interpreting services.
- Promote BOS/COB services to new residents in multiple languages.
- Increase awareness of all services and access to legislation through updating services brochure in different languages.
- Enhance bandwidth by adding user-friendly features to the website.
- Conduct an idea-generating survey online.

**IV. CUSTOMER SERVICE PLAN**

**1. Stakeholders**

**a) Internal Customers:** Members of the Board of Supervisors, their staff, the Mayor and his/her staff, all City departments, and governmental agencies that interact with the Board of Supervisors; and the Clerk of the Board's Office.

**b) External Customers:** Anyone who may need access to the Board's legislative record and City related referrals or may want to participate in or influence decisions made by the Board of Supervisors.

**2. Values Providing the Public Services**

The office of the Clerk of the Board is committed to providing the highest level of service by:

- Valuing diversity;
- Being attentive, courteous, and responsive;
- Being ethical, accountable and taking responsibility;
- Fostering a spirit of cooperation and goodwill; and provide knowledgeable and friendly staff.

**BOARD OF SUPERVISORS/CLERK OF THE BOARD  
FISCAL YEAR 2011-2012 EFFICIENCY PLAN**

**3. Established Service Quality Standards**

- Providing information and referrals to the public, if not immediately, within 24 hours.
- Directing individuals to the web and sending information through email so as not to use paper unnecessarily.
- The department interacts with the 311 call center.
- Process 100% of the legislation submitted by the Board, Mayor, and Departments.

**4. Evaluation and Oversight**

The means for customer satisfaction is gauged in several ways:

- Online through a customer satisfaction survey, emails, telephone, mail, and in person.
- Face to face over the counter.
- Regular analysis of staff responses and delays to stakeholders.
- Roundtable complaints of staff responses with the management team.
- To resolve complaints or address special requests an internal investigation is undertaken and a roundtable with the management team occurs.
- Monitor and evaluate all noticing requirements and deadlines to be met.
- Performance evaluations of department employees.
- The information learned through oversight or evaluation is utilized to retrain or remind all staff on appropriate procedures.

**V. DEPARTMENT PERFORMANCE MEASUREMENTS**

In order to remain in compliance with State and local laws, the majority of the department services require a target and outcome of 100% compliance. The department has set ambitious goals and has worked diligently to meet them each year. Historically, the Clerk of the Board has set a high benchmark for staff service, expecting a minimum of 80% of surveys returned to rate the department's service either "Good" or Excellent."

The performance measures for FY2011-2012 are not appropriately captured in the Controllers Performance Plan and Measures Report which we are currently looking into and redrafting to more closely match services, improve customer service, and align with our strategic plan and goals.

CSS-17: Efficiency Plan 2012-2015

Karen Roye

to:

Budget Office, Performance Con, Board of Supervisors

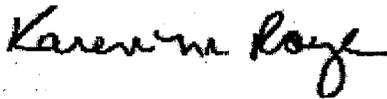
02/01/2011 05:43 PM

Show Details

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

The strategic plan for three years beginning July 1, 2011 through June 30, 2015 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 2011-201*. 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 2012.



February 1, 2011

**Karen M. Roye**

IV-D Director/Department Head

LCSA - San Francisco Department of Child Support Services

617 Mission Street

San Francisco, CA 94105-3503, Tel: 415-356-2919



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Department of Children, Youth & Their Families FY 11-12 Efficiency Plan  
Taras Madison  
to:  
Budget.Office, Board.of.Supervisors, Performance Con  
02/01/2011 04:41 PM  
Show Details

Dear All:

Attached is the Department of Children, Youth & Their Families' Fiscal Year 2011-2012 Efficiency Plan. If you have any questions, please let me know.

Taras

Taras W. Madison  
Budget & Operations Director  
Department of Children, Youth & Their Families  
City/County of San Francisco  
(415) 554-8959 phone  
(415) 554-8965 fax

## CHILDREN YOUTH & THEIR FAMILIES - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>CHILDREN'S BASELINE</b>					
Increase the quality and accessibility of child care					
• Number of child care slots created, enhanced, or preserved through the Child Care Facilities Fund	5,829	252	4,275	n/a	n/a
• Number of centers and family child care providers that receive a quality assessment	251	114	159	n/a	n/a
• Percentage of licensed child care centers that have a current quality assessment	57%	50%	56%	n/a	n/a
Support the health of children and youth					
• Average number of meals delivered in July to eligible children and youth through the Summer Food Program	5,164	4,582	6,263	n/a	n/a
• Number of high school students served at school Wellness Centers	6,609	6,988	5,700	n/a	n/a

## CHILDREN YOUTH & THEIR FAMILIES - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>CHILDREN'S FUND PROGRAMS</b>					
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	98%	78%	n/a	n/a	n/a
• Percentage of truant youth receiving school-based wellness, truancy intervention, and other case management services that improve their school attendance	65.0%	n/a	n/a	n/a	n/a
• Number of youth 14-24 years old receiving care management services through the violence prevention & intervention funding	373	474	400	n/a	n/a
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	98%	n/a	98%	n/a	n/a
• Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	63%	66%	90%	n/a	n/a
• Percentage of funded programs that participate in one or more trainings focused on program or organizational development	75%	68%	75%	n/a	n/a
• Percentage of grantee organizations that rate the quality of service and support they receive from DCYF as very good to excellent.	84%	87%	90%	n/a	n/a
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	48,618	49,498	45,000	n/a	n/a

## CHILDREN YOUTH & THEIR FAMILIES - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>Increase the availability and quality of afterschool programs</b>					
• Number of children and youth attending afterschool programs for five or more hours per week	7,709	7,542	7,500	n/a	n/a
• Percentage of unmet demand for afterschool programs for 6-13 year olds met by AFA Initiative.	42.0%	78.2%	n/a	n/a	n/a
• Percentage of afterschool time program participants who report that there is an adult at the funded program who really cares about them	71%	73%	85%	n/a	n/a
<b>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</b>					
• Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program	3,117	3,298	3,000	n/a	n/a
<b>Provide information and cultural opportunities for San Francisco families</b>					
• The number of children, youth and caregivers participating in Family Connect sponsored events	50,742	n/a	n/a	n/a	n/a
<b>DEPARTMENT-WIDE/OTHER</b>					
<b>All city employees have a current performance appraisal</b>					
• # of employees for whom performance appraisals were scheduled	35	0	25	n/a	n/a
• # of employees for whom scheduled performance appraisals were completed	13	0	20	n/a	n/a

**San Francisco Department of Children, Youth  
& Their Families**

***Raising San Franciscans Together***  
**2010 - 2013**

**Fiscal Year 2011-2012 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](http://www.dcyf.org)). After the RFP, the cycle affords a three year window of funding for community based agencies.

### **2010-2013 Children's Services Allocation Plan(CSAP)**

DCYF completed the Children's Services Allocation Plan (CSAP) in September 2009. The CSAP serves as the funding framework for next three year funding cycle (2010 – 2013). The 2010-2013 CSAP builds upon the prior allocation plan. In an effort to 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 is 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 are prioritized.

The Proposed Fiscal Year 2011-2012 Budget continues target funding based on the 2010-2013 CSAP. While the 2010-2013 CSAP remains the department's primary strategic plan and funding guideline, the department is undertaking additional planning efforts.

### **Violence Prevention Plan**

Currently, DCYF is revising the city's 2008-2013 Violence Prevention Plan and the final draft of San Francisco's 13 city plan. DCYF is partnering with multiple city departments to streamline multiple violence prevention plans and to coordinate an effective plan of action for San Francisco. DCYF developed a partnership with the Department of Juvenile Probation (JPD), the Department of Public Health (DPH) and multiple CBO partners to work collaboratively in developing and implementing a unified city and community vision to reduce violence in San Francisco neighborhoods.

DCYF is conducting seven community input sessions across the five high-crime areas referred to as hotzones. The main purpose of these sessions is to gather community members' thoughts and input on citywide violence prevention planning to reduce crime and violence in hot-zone neighborhoods.

### **Violence Prevention Request for Proposal (RFP)**

In Fiscal Year 2008-2009, DCYF coordinated with JPD, DPH and MOCI to develop the City's joint solicitation for violence prevention and intervention (VPI) services. The joint funding included local, State and Federal funds to support Case Management, Diversion, Detention Based, Detention Alternative, Young Women's Services, and Alternative Education for youth. The RFP was based on the Juvenile Justice Coordinating Council's approval of the Local Action Plan (LAP).

In FY 2011-2012, DCYF will issue a multi-year RFP for VPI services. The RFP will be based on a newly revised LAP. The LAP will be interwoven with the updated SF Violence Prevention Plan mentioned above.

### **Community Needs Assessment (CNA) 2013-2016**

The department is currently conducting a community needs assessment for the next three year funding cycle (2013-2016). DCYF has held over 44 community meetings with parents, students, service providers and neighborhood groups. In addition, the department has conducted 10 Key informant interviews; three surveys and five focus groups. Information collected from these meetings/surveys/interviews will serve as the basis of the department's next three year funding cycle (2013-2016).

## **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](http://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**

- Violence Prevention Plan Community Meetings – Please see Planning section for details.
- Community Needs Assessment – Please see Planning section for details.
- 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](http://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 worked with community based organizations, parents, youth, SFUSD and city departments to identify funding priorities for the current three year funding cycle (2010-2013). The planning process began in FY 2008-2009 with a needs assessment and concluded in FY 2009-2010 with the department's Request for Proposal (RFP). Beacon Out-of School Time, Out of School Time and Youth Leadership (Y-LEAD) began a three year funding contract in FY 10-11. These contracted services will

continue in FY 11-12. Based on the department's current general fund reduction target (maximum \$5.7M), the department has identified strategies to reduce costs with limited impact on services, while maintaining funding based on the department's current allocation plan.



**GSA FY11-12 Efficiency Plan**

Linda Yeung to: Budget Office, Board of Supervisors,  
Performance Con

02/01/2011 08:40 PM

Cc: Amy Brown, Naomi Kelly, Manish Goyal

Linda Yeung      GSA FY11-12 Efficiency Plan

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

Please find attached General Services Agency/City Administrator's FY11-12 Efficiency Plan with appendix (performance measures). If you have any questions, please do not hesitate to contact me, thanks.



GSA Efficiency Plan FY11-12.pdf



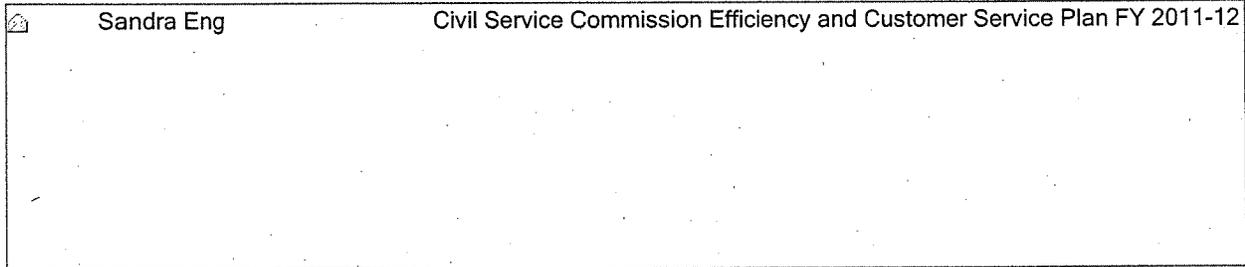
GSA Appendix (performance measures) FY11-12.pdf

Linda S. Yeung  
Deputy City Administrator and Chief Financial Officer  
(415) 554-7124  
(415) 554-4849 - fax

**Civil Service Commission Efficiency and Customer Service Plan FY 2011-12**

Sandra Eng to: Budget Office, Board.Of.Supervisors, Performance Con

02/01/2011 04:40 PM



Attached is the Civil Service Commission Efficiency and Customer Service Plan FY 2011-12. If you have any questions you may reach me at (415) 252-3254.



FY 2011-2012\_CSC Efficiency Plan.pdf

Sandra Eng  
Assistant Executive Officer  
Civil Service Commission  
City and County of San Francisco  
25 Van Ness Avenue, Suite 720  
San Francisco, Ca 94102  
(415) 252-3254  
(415) 252-3260 fax



**Civil Service Commission  
Efficiency Plan and Customer Service Plan  
for  
Fiscal Year 2011-12**

**Section 1 Strategic Planning**

The Efficiency Plan and Customer Service Plan for FY 2011-12 has been revised to update results and accomplishments from the previous two (2) years. As previously instructed in FY 2009-10, the Civil Service Commission submitted a three (3) year Efficiency Plan and Customer Service Plan covering FY 2009-10, FY 2010-11 and FY 2011-12.

**1. Department Mission**

The mission of the Civil Service Commission is to establish, ensure, and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco. The Commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

The Commission assists in carrying out the mission of the City and County of San Francisco through a qualified, well-motivated workforce. Managers utilize hiring techniques that meet merit system principles and employees are hired based on merit and regular evaluation and performance appraisals in accordance with established standards. The Commission supports the immediate filling of a vacancy by an employee who meets or exceeds the minimum qualifications of the job, and is hired permanent civil service with full benefits.

The ultimate goal of the Commission is to provide the framework of a strong, credible merit system resulting in a City and County workforce with an inherent pride in providing efficient service for the public.

**2. Major Program Areas and Functions**

The Civil Service Commission administers three (3) programs that are essential core functions of its Charter mandate, 1) Appeals and Requests for Hearings, Rules, Policies, and Administration; 2) Merit System Review, Inspection Services and Audit; and 3) Employee Relations Ordinance Administration to accomplish its Mission. The Commission is required to maintain its objective to modernize and strengthen the operation of the City and County's Merit System consisting of these important functions:

- 1) maintaining and administering the regular schedule of meetings and hearings of the Commission as a policy and appeals body and carrying out the decisions of the Commission;
- 2) continuing to work to streamline its Rules, policies and procedures on merit system activities such as recruitment, examination, certification, and appointment, to increase permanent civil service hiring and decrease provisional hiring;

- 3) increasing outreach, training to departments and employee organizations and customer service efforts by enhancing access to its Rules, activities and actions through informational and increased online materials;
- 4) streamlining the processing and resolving of appeals and other disputes to simplify and expedite resolution; and
- 5) conducting audits and Inspection Services on the application of the merit system rules, regulations, policies and procedures.
- 6) meeting with employees, departments and employee organizations to review current issues and the effectiveness of the City's merit system procedures

**3. Programs and Initiatives, including Goals and Objectives Statement and Goals and Priorities of FY 2011-12**

**Goal #1:** To increase service accessibility and/or utilization of the Civil Service Commission

Objective	Process and Resources
Increase availability of information on the Civil Service Commission	<ul style="list-style-type: none"> <li>• Prepare, distribute, make available information on CSC</li> <li>• Set up information pamphlets in the office</li> <li>• Determine needed informational publications</li> <li>• Revise as needed, CSC policies and procedures information</li> <li>• Create web access to staff reports and CSC historical documents (paper documents)</li> </ul>
Complete and update information service system	<ul style="list-style-type: none"> <li>▪ Continue departmental assessment of current IS needs</li> <li>▪ Expand the use of the web based content of the document management system</li> <li>▪ Convert paper reports and other CSC documents into digital files for public view on the document management system</li> <li>▪ Create access to CSC files for CSC staff located outside of the department</li> <li>▪ Purchase equipment needed for upgrade and in step with technology</li> </ul>
Increase "on-line" access through web of informational material	<ul style="list-style-type: none"> <li>▪ Expand information available on Civil Service Commission website</li> <li>▪ Review and improve "Areas of Interest" to include Rule Change alerts, Civil Service Advisers and other matters of interest.</li> <li>▪ Evaluate and provide access to information appropriate for the City's merit system</li> <li>▪ Provide access of selected documents to authorized individuals</li> </ul>

**Goal #2:** To address City departments' need for flexibility in personnel management at the same time maintaining the integrity of the City's merit system

Objective	Process and Resources
Obtain input from operating departments on the effectiveness of the merit system and areas needing improvement	<ul style="list-style-type: none"> <li>• Gather input from departments, respond to needs expressed within the City's merit system</li> </ul>
Resolve 65% of the appeals to the Commission in FY 2011-12	<ul style="list-style-type: none"> <li>▪ Evaluate effectiveness of procedures on appeals of the previous fiscal year measurement based on information collected for that year</li> <li>▪ Continue to monitor outstanding appeals, Develop and implement other alternatives, including automatic calendaring of appeals, if appropriate</li> <li>▪ Issue Annual CSC Report Schedule</li> <li>▪ Meet with the Department of Human Resources on the status of staff reports from departments</li> </ul>
Work collaboratively with Departmental Representatives, Department of Human Resources' and City Attorney's staff to establish new or amending current Rules policies, procedures to address changing needs	<ul style="list-style-type: none"> <li>▪ Convene the Committee on Policy and Rules Revision (COPAR): Open or continue discussions on the Rules Related to the Employer-Employee Relations Ordinance; Leaves of Absence; Separation Procedures; Assault Pay; and Merit System Audit Program</li> <li>▪ Evaluate current Rules to determine needed streamlining and modernizing and for compliance with PERB regulations and make recommendations for change</li> <li>▪ Evaluate Rules for compliance with State and Federal laws and regulations</li> <li>▪ Publish Civil Service Advisers addressing issues on the Civil Service Commission Merit System Audit Program and other subjects as appropriate</li> </ul>

**Goal #3:** To simplify, abbreviate and continue updating of Civil Service Commission Rules.

Objective	Process and Resources
Codify and update existing Rules, Policies and Procedures; Establish new Rules or Policy where needed	<ul style="list-style-type: none"> <li>• Conduct review of Rules to determine needed changes in Rules and if amendments are necessary</li> <li>• Review, analyze, implement Commission direction on Civil Service Reform proposals</li> <li>• Finalize and distribute Civil Service Commission Policy and Procedures Manual</li> </ul>
Simplify and reorganize 4 volumes of CSC Rules	<ul style="list-style-type: none"> <li>▪ Work and obtain input and direction from COPAR, other departmental representatives and employee organization representatives on how to proceed</li> </ul>
Conduct meet and confer negotiations and adopt new and amended Rules	<ul style="list-style-type: none"> <li>• Conduct meet and confer on any new Rule amendments as proposed by the Advisory Committee or as needed</li> </ul>

**Goal #4:** To provide outreach and support in the work conducted by department

Objective	Process and Resources
Develop, participate and conduct seminars and training on Rules, Policies and Procedures and other matters under the jurisdiction of the Civil Service Commission	<ul style="list-style-type: none"> <li>▪ Develop and conduct seminars and training on the City’s merit system, Rules and as-needed matters under the jurisdiction of CSC. Training is available to all City employees, employee organization representatives as well as interested members of the public.</li> <li>▪ Participate in Employee Orientations, personal services contracts and other interdepartmental workshops</li> <li>▪ Participate in as presenter “How to get Things Done in the City”; Employee Orientations, Personal Services Contracts and other inter-departmental workshops</li> <li>▪ Meet and train individual departments on Rules, policies and procedures based on merit system audits</li> </ul>
Catastrophic Illness Program Responsibilities	<ul style="list-style-type: none"> <li>• Prepare informational materials on the Revised Catastrophic Illness Program that includes education, notification and re-design; and participate in CIP Policy Setting Committee</li> </ul>

<p>Clarify the employment relationship of the City and the San Francisco Unified School District and the San Francisco Community College District</p>	<ul style="list-style-type: none"> <li>• Clarify through discussions employment relationship of the CCSF (CSC) and the SFUSD and SFCCD</li> <li>• Continue discussions with San Francisco Unified School District and San Francisco City College District</li> <li>• Evaluation of matters submitted to the SFUSD/SFCCD Board</li> <li>• Continue meeting and clarifying the relationship of the SFUSD/SFCCD with the CSC and the merit system</li> </ul>
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**Goal #5:** To review the operation of the merit system.

Objective	Process and Resources
<p>Review the operation of the Merit System; Conduct 7 Departmental Audits in FY 2011-12</p>	<ul style="list-style-type: none"> <li>• Monitor schedule of submission Calendar of Reports from the Department of Human Resources and the Municipal Transportation Agency on various merit system issues</li> <li>• Review effectiveness of procedures to conduct audits</li> <li>• Review audits conducted to determine trends with possible need for departmental training, publishing Advisers or other actions</li> <li>• Issue annual calendar of reports from DHR and MTA on merit system issues after review with the Civil Service Commission on requested reports.</li> </ul>
<p>Resolve/Complete 75% of Inspection Service Requests in 60 Days for each fiscal year.</p>	<ul style="list-style-type: none"> <li>• Review procedures to determine effectiveness of Inspection Services Program required in the Charter</li> <li>• Expand use of Inspection Service on issues and concerns brought to the CSC</li> </ul>

**4. Reduced Resource Levels and its Impact on the Department’s Ability to Achieve its Charter Mandated Objectives**

The Civil Service Commission is mandated by Charter with the duty of providing qualified persons for appointment to the service of the City and County. The Charter provides the Commission with general powers and duties to adopt rules, policies and procedures to carry out the civil service system provisions of the Charter. The Civil Service Commission is also required by the Charter to conduct salary surveys to set the wages and benefits of elected officials (Section A8.409-1) and the Board of Supervisors (Section 2.100)

All of the Commission’s fiscal resources are allocated to performing its Charter mandated duties and functions. The Department’s resources are allocated for staff, services of other departments, materials and supplies, and professional services. Professional services (budget allocation permitting) include lease of

copier, delivery service, equipment repair, maintenance and technology updates of the document management system, court reporter and transcribing services, and hearing officers. The staff resource of 5.68 FTE positions is incorporated in carrying out the duties of the Commission.

With the impact of the downturn economy affecting General Fund Support, the Department faces serious challenges in the ability to continue its core functions. The Department has worked with budget reductions in previous years by eliminating one position; decreasing use of professional services; reducing the budget for materials and supplies; and decreasing services of other departments.

The Civil Service Commission staff is committed and must be available to respond efficiently to appeals with deadline requirements, advanced notices of meetings and hearings as required by Civil Service Commission Rules and requests to review merit system issues within departments. The work conducted by the Civil Service Commission and its staff of 5.68 FTE affects the human resources operations of all City departments, the Municipal Transportation Agency and the School and Community College Districts. Continued reductions in the department's budget will tremendously affect the department's duties and Charter mandated functions to maintain ethical standards of hiring qualified people for public service and the credibility of the City's merit system.

**Section 2 Customer Service**

**1. Engaging the public and standards for timely, responsive and effective services**

The Commission considers applicants, employees, Department managers, Department of Human Resources (DHR) staff, appellants, representatives of appellants (attorneys, union, advocates) labor organizations, elected officials, other public and private managers and staff, advocates, interested citizens, and the general public as its customers.

The Commission recognizes the need to educate the public about the work and services of the Commission and a deliberate and concerted effort is made to promote accessibility and utilization of its services. The Customer Service Plan is developed to address the various components and functions in promoting awareness, utilization of, public participation, and feedback from Civil Service Commission activities and services.

The Commission's Customer Service objectives and service-improvement goals are outlined below:

<i>Customer Service Objective</i>	<i>Customer Service Plan</i>	<i>Anticipated Service Improvement</i>	<i>Customers</i>
To provide convenient public access	<p>Web access to staff reports and CSC historical material</p> <p>Setting up information pamphlets in the office and expand website</p> <p>Timely posting and</p>	<p>Increase access to information on the Civil Service Commission, its Rules and Policies, its appeal procedures, and matters, which includes the supporting documents, under consideration at its Regular and Special Meetings</p>	<p>Applicants, employees, appellants, managers, city attorneys, employee advocates and the public</p>

	notices of Agendas, Minutes, Actions, Rule changes, and other information		
To resolve complaints and address requests	Process appeals and requests for hearing within seven days  Resolve 65% of the appeals and requests for hearing to the Commission in FY 2011-12	Monitor appeals and requests for hearing filed on a monthly basis and the Civil Service Commission reviews on a quarterly basis to assure issues heard in a timely fashion	Appellants and Departments
To solicit public comment and measure customer satisfaction	Post for public comment, conduct meet and confer as indicated and adopt new and amended Rules at the Civil Service Commission Regular and Special Meetings	Modernize and simplify Rules and Policies to meet changing needs;  Take into account departmental, public and employee organization comments before recommending approval of proposed Rules	Departments, Appellants and Employee Organization Representatives

<b>Customer Service Objective</b>	<b>Customer Service Plan</b>	<b>Anticipated Service Improvement</b>	<b>Customers</b>
To train workforce to accomplish service objectives and improve quality	Publish the Civil Service Adviser  Conduct workshops on the City's merit system, the Rules and other matters under the jurisdiction of the Civil Service Commission  Meet with departments after conducting Merit System Audits to train on Rules, policies and procedures	Civil Service Adviser published and utilized in training.  Workshop evaluations are reviewed and comments incorporated as part of quality improvement  Accessibility to answer questions and train on individual department needs	Employees, employee organization representatives, deputy City Attorneys, departmental personnel representatives, other professional staff and managers

## Section 3 Performance Evaluation

### 1. Description and Definition of Measures

The Department's goal is to provide timely response and resolution to civil service merit system issues. Four performance measures are used as indicators of service level and outcomes.

**Measure 1:** The percentage goal is to have 100% of appeals and requests for hearing processed within seven (7) days.

Civil Service Commission procedures on appeals and requests for hearing provide for a process of acknowledging appellants and notifying departments of an appeal filed with targets for projected hearing dates.

Civil Service Commission staff reviews the appeal and determines if the subject is under the jurisdiction of the Civil Service Commission. Commission staff acknowledges receipt of the appeal by letter and notifies the Human Resources Director or the Director of Transportation, MTA. Commission staff transmits the appeal and sets a tentative date for the Civil Service Commission hearing.

The Human Resources Director or the Director of Transportation reviews the appeal to determine if the appeal is timely. The departments conduct an investigation and if the findings indicate the changing the administrative action or granting the appeal, the Directors notify the Executive Officer of the Civil Service Commission and close the case. If the Directors determine there is no change to the administrative action, a staff report with a recommendation for action is submitted to the Executive Officer.

The Charter provides that no action of the Human Resources Director shall be stayed during the appeal process except by majority vote of the Civil Service Commission. Examination, classification, or hiring activities do not stop because an appeal is filed unless the Human Resources Director or the Civil Service Commission issues explicit instructions to cease. Appeals should be investigated and resolved in a timely manner--resolution may include a hearing before the Civil Service Commission.

**Measure 2:** The percentage goal is to have 65% of the appeals resolved and forwarded to the Commission in the fiscal year.

Whenever possible, appeals should be resolved or staff reports submitted to the Civil Service Commission for hearing within 60 days. However, more important than meeting a 60 day target for submission to the Civil Service Commission is a thorough, fair and objective investigation. Issues that also affect the scheduling of hearings are: matters that may be subject to grievance procedures that must be resolved prior to a hearing; availability of appellants and advocates; staff resources; discussions between the parties on possible resolution; investigation of additional information submitted or discovered; and developing hearing procedures that may be necessary due to changes in regulations and State and Federal laws.

Appeals and requests for hearing are recorded on the Pending Appeals Log (PAL). Commission staff follows up via letters, email or telephone on the status of appeals that have been delayed. Departments are contacted to determine status and informed to complete their investigations, prepare and complete staff reports, submit reports to DHR, and DHR transmits reports to be calendared for hearing by the Commission.

**Measure 3:** The percentage goal of resolving/completing Inspection Service Requests within 60 days is 75%.

The Inspection Service serves as another mechanism for the Civil Service Commission in its role and responsibility to review the operation of the merit system and to respond to merit system issues presented by applicants, employees, employee organization representatives, advocates, and members of the public.

Under its Charter authority, the Civil Service Commission operates the inspection service for the purpose of investigating the conduct or an action of appointees in all positions and of securing records for promotion and other purposes, as well as, ensuring compliance with merit system principles and rules established by the Civil Service Commission. All departments are required to cooperate with the Civil Service Commission and its staff in making its inquiries and investigations.

The Civil Service Commission is further authorized in carrying out its Charter mandate to inquire into the conduct of any department or office of the City and County, and may hold hearings, subpoena witnesses, administer oaths, and compel the production of books, paper, testimony, and other evidence.

An inspection service request may be submitted by applicants, employees, departmental representatives, advocates, employee organization representatives, or a member of the public by letter, telephone, email, or in person. Inspection service requests are also generated by Civil Service Commissioners in response to items heard at Civil Service Commission meetings or other venues.

Inspection Service investigations may include reviewing or auditing departmental records, determining departmental and merit system practices, interviewing relevant parties, reviewing related merit system publications, and applying relevant merit system Rules, policies and procedures.

The investigation may result in counseling on procedures for either the requestor or the department, incorporating information in training workshops on the merit system, publication of the Civil Service Adviser to clarify merit system policies and procedures, or a hearing of the matter at the Civil Service Commission with subsequent remedial action, as appropriate.

#### An Example of an Inspection Service Issue

##### Inspection Service Issue:

An anonymous complaint was submitted to the Whistleblower Complaints Unit of the City Controller's Office which was then forwarded to the Civil Service Commission for Inspection Service review. The complaint focused on the hiring procedures utilized by the Municipal Transportation Agency (MTA) for the position of Payroll Manager, Class 9175 Manager I. The complainant stated that the job announcement was not issued for the position and that the individual appointed did not possess the qualifications required.

##### Civil Service Commission Inspection Service Review Process:

- Contacts City department to notify the department of the complaint and to request the department to provide information and supporting documents regarding the selection of the individual appointed as the Payroll Manager;
- Reviews the job announcement and corresponding eligible list (if applicable) and any other additional documents;

- Review the appointee's application and employment history to determine if they met the minimum qualifications as listed on the job announcement;
- Reviews Civil Service Commission Rule Series 410 – Examination Announcements and Applicants, Rule Series 414 – Appointments; related policies, procedures, publications, practices, and Civil Service Commission actions;
- Interviews the Department Head and/or Human Resources Representative who conducted the selection and appointment process.
  
- If the selection was appropriate:
  - Respond to the Whistleblower Complaints Unit summarizing the findings of the Inspection Service and concluding that the appointment was made in accordance with Civil Service Commission Rules;
  - Include a description and/or outline of the selection process.
  
- If the selection was inappropriate:
  - Commission staff contacts the City Department Head to advise them of the areas requiring correction including scheduling the matter for Civil Service Commission consideration and action if necessary or appropriate;
  - Notifies the Whistleblower Complaints Unit of the results and action recommended.

**Inspection Service Review - Summary of Findings: Selection Procedures for Class 9175 Payroll Manager at the Municipal Transportation Agency**

- 1) The MTA obtained budgetary approval for a Temporary Exempt Manager I, Class 9175 position.
- 2) This position is exempt from Civil Service appointment pursuant to Sections 10.104 and 8A.104 of the City Charter.
- 3) Civil Service Commission Rule 414.36 Exclusions from Civil Service Appointment describes exempt appointments as appointments excluded by Charter from the competitive civil service examination and selection process. Any person occupying a position under exempt appointment shall not be subject to civil service selection, appointment, and removal procedures and shall serve at the pleasure of the appointing officer.
- 4) Department heads *may* but are *not* required to use merit system criteria as guidelines in exempt selection, employment and removal decisions.
- 5) The position of Payroll Manager (Class 9175 Manager I) was designed and designated as temporary exempt by MTA because of its limited duration of twelve (12) to eighteen months (18) for the implementation and completion of special payroll projects to transition to a new payroll system, Trapeze.
- 6) Due to the short time frame and urgency of completing the payroll system transition, MTA surveyed internal and external candidates from the Class 1218 Payroll Supervisor Eligible List seeking candidates familiar with the City's payroll process and systems.

7) The individual appointed expressed an interest in the project. The survey of candidates determined that the appointed individual's experience met the needs and requirements of the position.

8) The appointed individual had previously held the position of Chief Payroll and Personnel Clerk for the San Francisco Police Department since October 29, 2007. In addition, the individual held various supervisory payroll positions in the San Francisco Police and Fire Departments since September 7, 1999.

9) Summary Conclusion:

A review of the records indicates that the MTA complied with Civil Service Commission Rules, policies and procedures on exempt appointments.

**Measure 4:** The goal is to conduct and complete 7 merit system audits in the Fiscal Year.

The Commission's audit program is another example of its merit system oversight. The Audit Service is an inquiry into the operation of the merit system. The Audit Service consists of pre-planned departmental review of a specific merit system Rule, policy and/or procedure. The topics of the pre-planned audits are determined each fiscal year as part of setting the goals and objectives of the Civil Service Commission each fiscal year, generally at the Strategic Planning Meeting held in August. The scope of the audit depends on a number of factors such as size of the department, subject matter and staffing resources. Examples of audits that may be conducted in the future include: Selection procedures utilized for civil service positions; Certification of Eligibles; Appointment procedures; and other appropriate merit system procedures.

The priority of this year's audit program is a review of departments' selection procedures for permanent civil service positions. Civil Service Commission staff reviewed a department's records of a recent hiring for a permanent civil service position to determine compliance with the Charter, Civil Service Commission Rules, policies and procedures. Commission staff will review the examination announcement, minimum qualifications for the position, certified eligible list for reachable eligibles, notice of referral list, and the appointee's job application. Civil Service employees must have successfully completed a competitive examination.

As with the Inspection Service, a departmental audit may result in counseling on procedures, incorporating information in training workshops on the merit system, publication of the Civil Service Adviser to clarify merit system policies and procedures, or a hearing of the matter at the Civil Service Commission with subsequent remedial action, as appropriate. In FY 2009-10, Commission staff audited 6 departments on the procedures utilized for employee probationary periods. The goal for FY 2010-11 is to conduct six (6) departmental audits on the civil service procedures utilized in the hiring of a permanent civil service employee. The target is set for conducting and completing seven (7) audits in FY 2011-12.

**Non-Program 1:** Performance Appraisals; number of employees for whom performance appraisals were scheduled.

Performance Appraisals are scheduled for all employees on an annual basis covering the period, January to December each year. Performance appraisals are scheduled to be given in December for all six (6) employees of the department.

**Non-Program 2:** Performance Appraisals-Non Program goal; Number of employees for whom scheduled performance appraisals were completed.

Performance appraisals of employees will be completed before the end of fiscal year.

**2. Prior FY 2008-09 Targets and Actual; FY 2009-10 Targets and Actual; FY 2010-11 Target and YTD Actual and Proposed Target for FY 2011-12 For Each Measure**

**Measure 1:** The percentage of appeals and requests for hearing processed within seven (7) days.

Fiscal Year	Target	Actual
2008-09	95%	96%
2009-10	100%	100%
2010-11	100%	100% (as of 12-31-10)
2011-12	100%	n/a

**Measure 2:** The percentage of appeals resolved and forwarded to the Commission in the fiscal year.

Fiscal Year	Target	Actual
2008-09	60%	53%
2009-10	60%	70%
2010-11	65%	36% (as of 12-31-10)
2011-12	65%	n/a

**Measure 3:** The percentage of completed responses to Inspection Service requests within 60 days.

Fiscal Year	Target	Actual
2008-09	70%	90%
2009-10	75%	93%
2010-11	75%	98% (as of 12-31-10)
2011-12	75%	n/a

**Measure 4: The Number of Merit System Audits Conducted and Completed in the Fiscal Year**

Fiscal Year	Target	Actual
2008-09	5	5
2009-10	6	6
2010-11	6	(In process)
2011-12	7	n/a

**5. Discussion of Variance between Targets and Actual Performance****Measure 1**

For the six month actual for Fiscal Year 2010-11 (ending December 31, 2010), the department has achieved its target of 95% in processing appeals and requests for hearing within seven (7) days. Appeals submitted to the department are reviewed by Commission staff to determine if the subject matter is under the jurisdiction of the Civil Service Commission. Acknowledgements of receiving the appeals are sent to the appellants and appeals are transmitted to the Human Resources Director and appropriate departments. Due to changes in department procedures and training, the department has improved its efficiency in processing appeals. The department is currently at 100%. The proposed target for FY 2011-12 is 100%.

**Measure 2**

For the six month actual in Fiscal Year 2010-11 (ending December 31, 2010), the department is at 36% for appeals resolved and forwarded to the Commission in sixty (60) days. The department is below its Fiscal Year 2010-11 target of 65%. Appeals from peace officers have been put on hold due to a Supreme Court decision (*Copley Press, Inc. v Superior Court S128603*) that certain information regarding peace officers is confidential. Because Civil Service Commission hearings are public, the City Attorney is developing procedures to comply with the Supreme Court decision on what information and how they will be handled in hearing appeals involving peace officers.

Citywide layoffs and departmental staffing reorganizations have delayed required staff reports to be transmitted to the Commission to be calendared for hearing. The Civil Service Commission department continues to monitor outstanding appeals and follow up with departments on the status of their reports. When department staff reports are completed, they are submitted to the Department of Human Resources for review. Commission staff is working with the Department of Human Resources in expediting the appeal process so appeals are forwarded to the Commission in a timely manner. Other factors delaying appeals are litigations, grievances, requests from the appellant or union to delay or postpone the hearing or discussions between the appellant and the department to resolve the decision leading to the appeal. With the procedures in place and the number of appeals on hold, the proposed target for FY 2011-12 is 65%.

**Measure 3**

For the six month actual of Fiscal Year 2010-11 (ending December 31, 2010), the department has achieved its target of 75% in completed responses to Inspection Requests within sixty (60) days. The department has established procedures and is cross training another staff member in responding to requests for inspections on a selected department's compliance to Merit System rules, policies and procedures. The department is currently at 98%. With the increasing number of layoffs and competition for jobs due to the recession, it is anticipated that there will be an increase in the number of inspection service requests. Due to limited staffing in the department, the proposed targets FY 2011-12 will remain at 75%.

**Measure 4**

For the six month actual for Fiscal Year 2010-11 (ending December 31, 2010), the department is proceeding with conducting audits of 6 departments. The Merit System Audit which began in Fiscal Year 2007-08, were conducted to determine if departments were complying with the Civil Service Commission Rules, Charter, policies and procedures. Results of the Merit System Audit provided a tool for departments to determine where training was needed within the department and also assisted Commission staff in determining what type of training on the Merit System was needed citywide. The proposed target for Fiscal Year 2010-11 is to complete 6 audits. The results of the audits from the previous three (3) years increased the opportunities for Commission staff to not only train departments on Rules, policies and procedures but to increase departments citywide on the role and the utilization of the Civil Service Commission. With consideration to the type and degree of the audit and the size of the department being audited, the target is set for conducting and completing seven (7) audits for FY 2011-12.

**Controller's Office Efficiency Plan - Feb 1, 2011**

**Jeannie Wong** to: Budget Office, board.of.supervisors, Performance Con  
Cc: Ben Rosenfield, Monique Zmuda, Louis Voccia

01/31/2011 03:20 PM

View: (Mail Threads)

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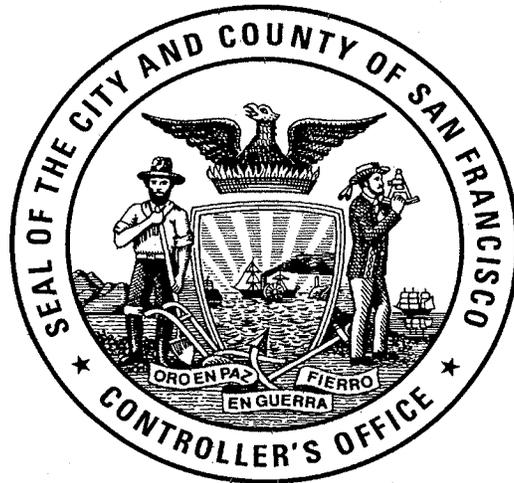
Please see attached for the Controller's Office Efficiency Plan - February 1, 2011. Should you have any questions or need anything else, please feel free to contact me.



Controller's Office Efficiency Plan - Feb 1, 2011.doc

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**City and County of San Francisco**  
**Office of the Controller**



**Efficiency Plan**  
**And**  
**Customer Service Plan**  
**February 1, 2011**

As outlined in San Francisco Administrative Code Chapter 88, the Performance and Review Ordinance of 1999, this report summarizes the Controller's Office Efficiency and Customer Service Plans.

## **I. LONG-TERM STRATEGIC PLANNING**

### **A. Mission, Vision and Values**

The Controller's statements of mission, vision and values result from a process conducted over several months that involved all members of the office.

#### **1. Mission**

*What we do:*

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

#### **2. Vision**

*What we seek to be:*

We strive to be a model for good government and to make the City a better place.

The Controller's Office has devoted significant time to developing our goals, strategies and performance measures. The foundation of our discussions and work are our Mission, Vision and Values. The resulting Performance Plan articulates the Office's Vision, Goals and Strategies.

Five broad areas have been established to support our vision of:

- A Well-Run City
- A Financially Sound City
- An Informed Public
- Knowledgeable and Effective Staff
- A Model City Department

### **3. Core Values**

*Guiding principles for achieving our mission and vision:*

- **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.
- **Respect:** We understand and appreciate the inherent value of one another.
- **Equal Opportunity:** We provide opportunities to all staff to contribute and achieve their potential.
- **Communication:** We communicate honestly and openly.
- **Excellence:** We strive for personal and professional excellence. We recognize and reward exemplary performance.
- **Service:** We focus on our customers' needs. We recognize that to improve service, we must be a learning organization that seeks continuous improvement.

#### **B. Core Functions – What We Do**

The Controller's Office has a number of core functions, listed below, that are generally quite stable from year to year:

- Prepare and control the City budget;
- Provide effective and reliable systems for Citywide budgeting, payroll, accounting, purchasing, human resources and benefits;
- Ensure that City follows appropriate accounting procedures;
- Pay employees and vendors;
- Audit and report on City finances and operations;
- Provide analytical support, training and assistance to policy makers, departments and stakeholders; and,
- Help manage the City.

### C. Goals and Measures

Our goals and strategies remain relatively constant from year-to-year as our Core Functions are well established. We will focus on continuing to fulfill the following goals and strategies articulated in our vision in the next three to five years:

- Encourage best practices in city government.
  - Provide effective consulting and technical assistance to City departments to improve their operations.
  - Provide auditing services with significant financial and operational impact to the City.
- Support informed policy decisions.
  - Audit departments, contractors, and concessions timely to minimize risk to the City.
  - Provide timely economic, performance, and operational analyses to inform legislation and management decisions.
- Safeguard the City's long-term financial stability.
  - Recommend financial practices, policies, and procedures that support the City's long-term financial stability.
- Support the City's financial infrastructure.
  - Provide effective systems for Citywide payroll, budgeting, accounting, and purchasing functions.
- Provide high-quality, cost-effective financial services.
  - Ensure the City follows appropriate, cost-effective financial procedures.
  - Secure prudent long-term financing in support of established city policy priorities.
  - Manage the Citywide family of financial professionals.
  - Provide accurate, timely information to support fiscal planning.
  - Provide accurate, timely financial reporting.
- Ensure continuation of financial operations after a disaster.
  - Prepare City financial staff for their role in a disaster.
  - Prepare for our department's role in a disaster.
- Provide useful and timely information.
  - Produce clear, easily accessible reports.
- Increase access and awareness.
  - Publicize Controller reports and information services.

- Invest in and value our employees.
  - Recruit and retain highly qualified people.
  - Provide regular and constructive feedback to employees on their performance in meeting established goals.
  - Provide high-value educational and training opportunities to facilitate success in current and future jobs.
  - Seek and implement suggestions for improvements in department management and operations from all staff.
  - Recognize and reward employee contributions and successes.
  - Ensure that all staff are informed of key changes in the department and throughout the City.
- Manage the Controller's Office effectively.
  - Plan for and complete our work efficiently and effectively.
  - Meet or exceed established department performance goals.

Our goals, strategies, initiatives and deliverables can be found in our Performance Plan.

#### **D. Resource Levels**

The Controller's Office endeavors to provide a wide array of services and products in support of our Mission – We ensure the City's financial integrity and promote efficient, effective and accountable government. We also strive for personal and professional excellence.

We take pride in the fact that our work is needed, trusted and well-respected by the individuals and groups that we serve. This is evidenced in the steady increases in requests for our services and products. In light of the required budget reductions for FY 2011/12, we continue to have fewer resources, but also continue to effectively redesign work processes and minimize any and all negative service impacts.

## **II. CUSTOMER SERVICE**

### **A. Customers**

*Individuals and groups that we serve include:*

- Residents of San Francisco
- Visitors to San Francisco
- Any member of the public, including resident citizens and businesses
- The Mayor and his/her staff, particularly the Mayor's Budget Office
- The Board of Supervisors and their staff
- City departments

- City employees
- Vendors doing business with the City
- Other local governments
- Regional, state and federal government agencies
- Financial institutions
- Labor organizations
- Taxpayers
- Individuals making claims against the City
- Press and other “sunshine” requesters
- Rating agencies and bond investors

### **B. Service Quality Standards/Customer Service Objectives**

While our customers are quite varied, in all cases our objectives are to provide timely, useful, accurate and courteous service. Specific standards are expressed in our performance measures, such as:

- At least 92% availability to departments for the City’s online systems;
- An error rate of 1% or less for payroll transactions;
- 95% of the client and auditee ratings that are excellent or good;
- 100% of our employees have current performance plans and appraisals;
- Revenue projection within 4% of actual for budget; and,
- 100% of Office of Economic Analysis economic impact reports completed by the hearing date.

### **C. Procedures To Meet Customer Service Objectives**

We continually monitor the Department’s ability to maintain high quality customer service standards and meet our objectives through routine review of our performance measures:

- Staff is kept aware of the Office’s mission, vision and values, and aspects of these are included in individual performance plans and evaluations. We continue to include customer-service expectations in job descriptions, new staff orientations, climate surveys, performance plans and evaluations.
- In order to provide easy public access, and to save unnecessary paper and printing expense, the Controller’s Office provides an extensive amount of information on its web

site at <http://www.sfgov.org/controller>. Most reports can be made available in hard copy as needed.

- We have developed a number of documents specifically to make information about the City or the Office easier to find and understand. These include:
  - “Doing Business with the Controller’s Office,” which provides explanations, reference and contact information for the Office’s functions;
  - “A Guide to San Francisco’s Budget Process,” which is available in English, Spanish and Chinese;
- A senior member of the Office is present regularly at meetings of the Board of Supervisors and its committees, as well as other public meetings, to provide information and respond to requests.
- We provide a wide range of financial and economic information and presentations to rating agencies, community groups, labor organizations and others.
- Our office conducts the annual City Survey (in English, Spanish and Chinese), soliciting feedback from San Francisco residents on a variety of City services.
- Most of our work supports other City departments, including the Mayor and Board of Supervisors, and much of their feedback comes to us informally. Three of our divisions, Accounting Operations and Systems, Payroll & Personnel Services and City Services Auditor conduct satisfaction surveys of their users.
- Feedback mechanisms have been established to provide information to help further ascertain the quality and usefulness of our reports. Feedback can be given in person or via, electronic mail, telephone and regular mail. We continue to explore secure methods of feedback via the web.
- In our financial and systems training sessions for City departments, we conduct evaluations at the end of each session, and solicit recommendations for future training needs.
- For our City departmental users, we continuously update and expand information on the City’s Intranet site.
- The Controller’s Office handles requests from the public by telephone, email and in person. Our staff receives many requests for services and information that are not housed in the Controller’s Office, but our staff makes it a point to direct members of the public to the services they need. Most of our direct public contact is in the Claims Unit, where individuals may file claims against the City. Our reception desk receives a variety of requests for information and assistance. We have comment cards at our Personnel & Payroll Services Division’s public counter.

- We provide a number of forms and documents in multiple languages and proactively address communications to be translated as needs arise. We fully comply with the Language Access Ordinance.
- We monitor our staff's awareness of their customers in our Climate Survey question "I know who my customers are," as well as reviewing this during annual performance plans.

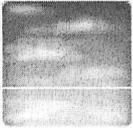
### **III. PERFORMANCE EVALUATION**

#### **A. Performance Goals and Measures**

Our goals reflect our performance priorities and tie to established performance measures. Please refer to the attached report on the Controller's Performance Plan and Measures.

#### **B. Annual performance evaluation**

Please see the attached report of the Controller's Office's Performance Goals and Measures. The report shows our Program Goals and outlines the Measures by which each goal will be measured throughout the fiscal year. Additional details on performance measure actuals, targets and projections for the Fiscal Year 2010-11 and targets for Fiscal Year 2011-2012 are attached.

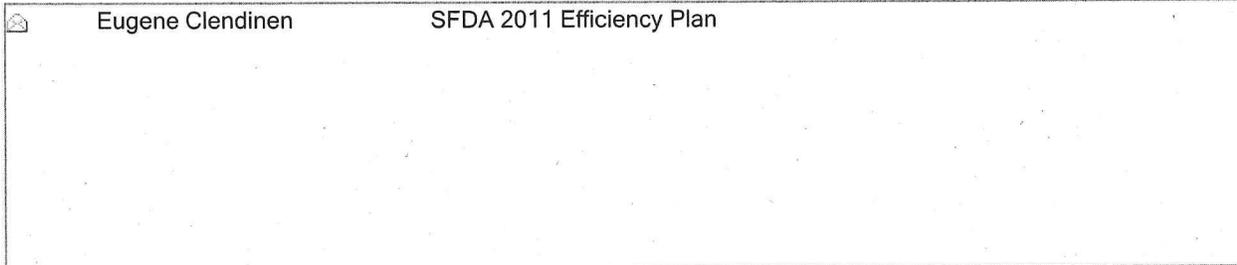


**SFDA 2011 Efficiency Plan**

Eugene Clendinen to: budget.office, Board.of.supervisors,  
Performance.Con

02/01/2011 04:39 PM

Cc: Lenore Anderson, David A Pfeifer, 'Eugene Clendinen'



SFDA.EfficiencyPlan.11.12.v2.pdf

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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: David Pfeifer, Chief Assistant District Attorney

DATE: February 1, 2011

RE: **District Attorney's Office 2011-12 Efficiency Plan**

### I. SUMMARY

The San Francisco District Attorney's Office continues to vigorously prosecute crime and provide essential services to victims of crime. Over the past year, the Office has managed senior level personnel changes and significant budget constraints that have required our prosecutors, victim advocates, and support staff to do more with less.

We recognize that the fiscal crisis facing San Francisco, the State of California, and the nation cannot be underestimated. We continue to be in the midst of the worst economic crisis of a generation. The District Attorney's Office has already suffered 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. 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.

Under the direction of District Attorney Gascón, senior management is developing Office restructuring plans that will improve efficiencies and outcomes, and ultimately save public safety resources. The Office restructure is focused on streamlining units, re-aligning resources, and expanding the utilization of community courts for low-level nonviolent crimes. We anticipate these changes will improve public safety outcomes and reduce costs over time. We will complete the Office restructure in the coming weeks. We look forward to reviewing our Office restructure with the Mayor and the Board of Supervisors and working with you to improve public safety for the residents of San Francisco.

**Memorandum**

DATE: 2/1/2011  
PAGE: 2  
RE: **District Attorney's Office 2011-12 Efficiency Plan**

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**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.

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 essential 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. Aggressive Prosecution of Violent and Serious Crime**

The District Attorney's Office prosecutes violence and serious crime in San Francisco. The Office is responsible for: reviewing cases brought to this Office from the San Francisco Police Department and other law enforcement agencies; making charging decisions for every case brought to our attention; and prosecuting each case to the best of our ability.

We have 88 felony prosecutors who prosecute an average of 8,000 to 11,000 felonies each year. The Office is divided into two types of felony prosecution teams: horizontal and vertical. Horizontal teams include preliminary hearings narcotics, and general litigation. These teams review and prosecute major crimes such as robbery, burglary, assault, drug sales, major theft, and numerous others. The vertical teams are teams that specialize in the prosecution of specific violent crimes. These include homicide, domestic violence, sex assault and child assault. These crimes tend to be complex and they can be difficult to prosecute and require intensive focus over an extended period of time. The prosecutors assigned to these teams are trained in best practices for prosecuting these violent crimes. The vertical team prosecutors have the same prosecutor handle the case from beginning to end.

**Memorandum**

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RE: **District Attorney's Office 2011-12 Efficiency Plan**

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Our programmatic goals for 2011-12 are to continue aggressive prosecution of violent and serious crime and to enhance our capacity to focus resources on these crimes by improving efficiencies in responding to lower level crimes, as described below.

**B. Neighborhood Prosecution and Expansion of Community Courts for Low Level Crimes**

In addition to prosecuting violent and serious crime, our Office also prosecutes all misdemeanors and low level crimes that happen in San Francisco. Our misdemeanor team has 11 lawyers and we handle an average of 4 – 7,000 misdemeanors each year. These include DUI's, petty theft, vandalism, drug possession, prostitution, public drunkenness, graffiti, trespassing, and many others.

Although these crimes are often nonviolent, they have a major impact on the quality of life for San Franciscans. DA Gascón envisions a new, more efficient and more effective approach to dealing with low level crime. Our programmatic goal this year is to develop a neighborhood prosecution program that will enhance and expand the role of community courts in responding to many of the non-dangerous low-level crimes occurring throughout the City. We aim to place prosecutors out in the community and increase pre-charging referrals to community court for low-level crime. San Francisco has numerous community courts in which volunteer panelists hear low-level cases referred by our Office. The panelists utilize a restorative justice approach, adjudicating cases through community service, restitution, or services for the offender. Our Office restructure will include increasing the utilization of these courts to quickly resolve low level crimes, increasing resident satisfaction and reducing costs.

**C. Special Prosecutions for White Collar Crime**

The Special Operations Division investigates and prosecutes various types of corruption and white-collar crime committed within San Francisco. The Division prosecutes public integrity cases, elder abuse, consumer protection cases, environmental justice, mortgage and investment fraud, identity theft, high tech crimes, and insurance fraud. Many of these cases are highly complex and involve new and emerging areas of the law. Prosecutors in the Special Operations Division are experts in a range of complex legal fields. The Division also engages in numerous community outreach initiatives, including efforts to train residents on the signs of mortgage fraud, raise awareness about elder abuse, and provide tips for consumers to avoid identity theft. This year, Special Operations aims to continue prosecuting public integrity and white collar crime, expand our Mortgage and Investment Fraud public education and prosecution initiative, and expand our efforts to combat identity theft crimes and environmental crimes.

**Memorandum**

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**D. 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.

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.

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. This year, our goal is to expand victim advocates' community outreach. We aim to have victim advocates in community settings more frequently.

**IV. RESOURCES**

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 from FY 2004-05 to FY 2007-08 yielded much needed growth and substantial improvements in the prosecution of serious crime.

**Memorandum**

DATE: 2/1/2011  
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 RE: **District Attorney's Office 2011-12 Efficiency Plan**

Beginning in FY 2008-2009, at the onset of the national, state, and local fiscal crisis, however, our office started suffering cuts. We have lost 10% of our staffing since 08-09. In addition to losing positions, we have also lost a significant number of experienced prosecutors to retirement.

Five Year Historical Overview of Departmental Staffing Levels:

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Budgeted FTE	252.89	269.20	261.29	240.89	243.22

The cuts we have suffered 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.

Without adequate support staff our prosecutors have been forced to carry 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 particularly difficult to provide support to every victim because we do not have the staff to serve them.

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.

## **V. CUSTOMER SERVICE AND PERFORMANCE MEASURES**

The District Attorney's Office maintains a community liaison program through which Assistant District Attorneys act 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.

**Memorandum**

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RE: **District Attorney's Office 2011-12 Efficiency Plan**

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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. The Special Operations Division also engages in community outreach to prevent mortgage fraud, identity theft, and elder abuse.

The Office also annually hosts a series of neighborhood resource fairs. They have been organized to date in Chinatown, the North Mission, Bayview 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.

**VI. STRATEGIC PLANNING**

District Attorney Gascón is engaged in a strategic planning process with senior management to develop an Office restructure that improves efficiencies and outcomes. Key to this restructure will be an enhanced utilization of community courts to handle low level crimes so that Office resources can be better deployed to focus intensively on violent and serious crime. We anticipate completing this plan in the coming weeks.

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.

Department of Elections - 2011 Efficiency Plan

Evan Kirk

to:

Budget.Office, Board.of.Supervisors, performance.con

01/31/2011 10:20 AM

Show Details

Attached please find the Department of Elections' Efficiency Plan for FY 2011-12.

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  
City and County of San Francisco  
[www.sfelections.org](http://www.sfelections.org)



John Arntz  
*Director*

**Department of Elections  
Efficiency Plan  
Fiscal Year 2011-2012**

- 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 2011 - 2012:

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 470,000 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 567 polling places, and has a goal of 100% accessibility. The Department trains and deploys over 2,400 pollworkers each election to the 567 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. Administrative
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. Administrative

The Administrative 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 Administrative Division is also responsible for the submittal of the Department's Performance Measures. On Election Day, the Administrative 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 Administrative Division also works with other divisions to develop uniform plans throughout the Department. By acting as a communications center for the Department, the Administrative Division helps other divisions operate independently and still coordinate their activities, and helps provide consistent messages to media outlets. The Administrative 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 190,000 voters each election. The 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 567 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 also 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 567 polling places throughout the city. There are approximately 100 DPT officers and 10 Deputy Sheriffs assisting with the collection of the voting machine memory devices 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 and 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 rigorous process that takes places in the weeks before each election.

5. Pollworker Recruitment and Training

The Pollworker Division is responsible for the recruitment and training of more than 2,400 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 567 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 56% 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. 58 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 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 over 100 Deputy Sheriffs who assist the Department by collecting ballots 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 567 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 567 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 567 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: Primarily Pollworker Recruitment and Training, with support from all other divisions
- Voting Accessibility: Precinct Services
- Customer and Candidate Services: Campaign Services and Admin

**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 conducts activities year-round to encourage voter registration and participation. The Voter Outreach Division conducts about a dozen 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, Vietnamese, 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, the Department may begin preparing vote-by-mail ballots for counting. 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, beginning on Election Day, scans them through the Department's central-count voting machines. The processing of vote-by-mail envelopes is now facilitated with an automated scanning and sorting machine and its supporting software. This new system was introduced in a pilot program for the November 2, 2010 General Election and will continue to be used in future elections.

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 2,400 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 567 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 2010 election, the division placed approximately 850 students at various polling places throughout the City.

The Department will recruit and assign over 600 Chinese-speaking and over 200 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.

5. Maintain and improve the Department's program to administer and improve precinct voting at 567 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). As of the November 2010 election, the number of inaccessible polling places was 25. Originally envisioned as an independent project, due to budgetary constraints the work is now carried out concurrent with locating and assessing polling places prior to each election

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, and any new polling sites undergo a comprehensive review covering all phases of the project.

*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 November 2010, the Department has 76 polling places with less than the minimum space requirements to accommodate the voting equipment. The priority is 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 in-field staff, pollworkers and voters is also considered 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 November 2006 General Election, Precinct Services' main focus was to make sites accessible from the entrance along the path of travel to and including the voting area.

Having upgraded more than 95% 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.

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 a 7-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 [svote@sfgov.org](mailto:svote@sfgov.org) requesting information or assistance with registration, candidate filing, voter data files, and other subjects. The Administrative 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 utilized 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 2011 through 2013, the Department will be conducting at least 4 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 230 workers to provide services to San Francisco's 466,414 registered voters for the November 2010 election. This was a 35% reduction compared to the staffing for the previous general election. Further reductions 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 and Warehouse Divisions together hire 90 temporary workers to handle these ballot programs, the functions of the warehouse leading up to and after Election Day, and through the post-election 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.

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 2,400 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 58 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 include: mandating online vote-by-mail ballot tracking so voters know the exact time their ballot was received by their elections office; 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 continually assessing its customer service levels and how to define areas for improvement and to set benchmarks for the Department and its personnel can strive to meet. The Department's performance measures serve as barometers in this ongoing effort.

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

- Administering 6 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 elections office 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](http://www.sfelections.org) website, which now include: a voter registration look-up tool; an improved polling place look-up tool with increased physical accessibility information; a vote-by-mail ballot-tracking tool; and the SF Vote e-mail contact form with automated routing for quicker 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 connected to major program areas. The Department continues to work under these 5 goals for the fiscal year 2011-2012 and each goal has 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 Services (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 flyers and 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 Services (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. This measure is based on pollworker training assessment forms, training class tests, pollworker response forms, FED feedback forms, voter feedback forms, election day logs (IRIS) and Data Information Management Systems (DIMS) entries.

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 (15x20) will accommodate two voting machines, 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 is performing 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. Through this mailer, the Department aims 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.

DEM FY 2011-2012 Efficiency Plan

William Lee

to:

Budget.Office, Board.of.Supervisors, performance.con

02/01/2011 11:36 AM

Cc:

Anne Kronenberg, Grace Chan, Leo Chyi, Joe Nurisso

Show Details

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

All:

In conformance with Charter Section 16.120 and Administrative Code Section 88, we hereby submit the Department of Emergency Management's Efficiency Plan for Fiscal Year 2011-2012.

If you have questions regarding DEM's Efficiency Plan, please contact me directly at 415-558-3866.

Thank you!

William Lee

William T. Lee  
Deputy Director of Administration and Support  
Department of Emergency Management  
1011 Turk Street  
San Francisco, CA 94102  
Tel. 415-558-3866  
Fax 415-558-3841



**To:** BOS Constituent Mail Distribution,  
**Cc:**  
**Bcc:**  
**Subject:** Ethics Commission Efficiency Report

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----- Forwarded by Board of Supervisors/BOS/SFGOV on 01/24/2011 04:40 PM -----

**From:** John X Chan/ETHICS/SFGOV  
**To:** Board of Supervisors/BOS/SFGOV@SFGOV, performance.con@sfgov.org, Meghan  
Wallace/MAYOR/SFGOV@SFGOV  
**Date:** 01/24/2011 01:04 PM  
**Subject:** Ethics Commission Efficiency Report

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Attached please find the efficiency report for the Ethics Commission. Thank you.



FY 11-14 plan.doc

**San Francisco Ethics Commission**  
**Efficiency Plan Fiscal Year 2011-20014**

**Section 1: Mission and Goals**

*A. Mission*

The mission of the Ethics Commission is to promote and practice the highest standards of ethical behavior in government. In order to accomplish this mission, the Commission:

1. Clearly informs candidates for public office, public employees, and other officials and members of the public of existing ethics laws and rules;
2. Actively enforces all ethics laws and rules, including campaign finance and open government laws;
3. Effectively administers and oversees the campaign public finance programs;
4. Recommends new laws, rules and programs that will lead to ethics compliance;
5. Serves as a model for other elected and appointed officials and government employees; and
6. Faithfully adheres to its own Code of Ethics.

*B. General goals and objectives*

The Commission provides the following Charter-mandated services:

- Administer the Campaign Finance Reform Ordinance, including provisions related to the electronic filing of campaign disclosure reports and the partial public financing programs for candidates for Mayor and the Board of Supervisors ;
- Administer the Lobbyist Ordinance;
- Serve as filing officer for the Statements of Economic Interests;
- Serve as filing officer for political campaign disclosure statements;
- Audit financial disclosure statements of campaign committees;
- Investigate alleged violations of state law, the Charter and City ordinances related to campaign finance, governmental ethics and conflicts of interest;
- Assist agencies, officials, and candidates by administering laws relating to campaign finance, conflicts of interest and governmental ethics;
- Recommend legislative changes to the Mayor, the Board of Supervisors, and the voters;
- Adjust statutory limitation amounts and disclosure thresholds in accordance with the Consumer Price Index;
- Assist departments in developing and maintaining conflict of interest codes, including but not limited to the Statements of Incompatible Activities;
- Advocate understanding of the Charter and City ordinances regarding governmental ethics laws;
- Manage its office subject to the Charter's budgetary and fiscal provisions;

- Promulgate needed forms for reports, statements and other documents required by the Charter or ordinances related to campaign finance, conflicts of interest, lobbying, campaign consultants and governmental ethics;
- Publish manuals concerning governmental ethics laws; and
- Develop an educational outreach program.

In addition, the Ethics Commission is charged by ordinance to administer the Campaign Consultant Ordinance; to help draft and implement the Statements of Incompatible Activities for all departments, boards and commissions; and to serve as filing officer for Sunshine Ordinance Declarations and Certificates of Ethics Training for City officers.

The Commission's mandates have annually increased since its establishment in 1993 and continue to do so.

## **Section 2: Programs and Services**

The Commission has three primary operational areas – campaign finance reporting, public financing and audit, and investigations. The Commission also administers and provides other programs and services, as discussed below.

### *A. Campaign Finance:*

The California Political Reform Act of 1974 and the City's Campaign Finance Reform Ordinance (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 statements cover disclosure of monetary and non-monetary contributions including loans and enforceable promises, expenditures (including loans), unpaid bills and miscellaneous increases to cash. Filers must also keep detailed records of receipts and expenditures of \$25 or more.

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 by conducting workshops that provide information about filing requirements and sending notices about filing deadlines. It maintains records of reports filed, most of which are available on the Commission's website as well in public files in the office. The

Commission imposes late fees for late reports and penalties for failure to adhere to filing deadlines and reporting requirements.

#### *B. Audit*

As stated above, officers, candidates and campaign committees that support or oppose ballot measures or candidates running for office in San Francisco must file finance statements disclosing campaign contributions and expenditures. The Commission audits the statements for compliance with, among other things, contribution limits and disclosure requirements. 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. Audits are posted on the Commission's website as they are completed. The Commission's audit staff also implements and administers the partial public financing programs for candidates running for Mayor or the Board of Supervisors.

#### *C. 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. The Commission continues to review the investigation process and adopted procedural and administrative changes to accelerate the process used in carrying out this mission.

The types of complaints vary. They include alleged violations of campaign finance law due to improper loans, failure to report contributions and expenditures, coordination of resources, and excessive contributions; alleged violations of rules governing the use of City resources for personal or political purposes; alleged violations of the Campaign Consultant and Lobbyist Ordinances; and alleged violation of the conflict of interest laws that govern all City officers and employees.

#### *D. Other major program areas*

In addition to the above-cited operational areas, the Commission administers the Lobbyist and Campaign Consultant Ordinances, serves as filing officer for the Statements of Economic Interests, Sunshine Ordinance Declarations and Certificates of Ethics Training filed by department heads and members of boards and commissions, provides both formal and informal advice about the laws under its jurisdiction, and makes policy recommendations to the Board of Supervisors and Mayor.

##### *1. Lobbyist Ordinance*

Lobbyists are required by ordinance to register with the City and to file reports of any activity intended to influence local legislative or administrative action. Beginning in February 2010, these reports were required to be submitted online to the Commission;

they must also be submitted on a monthly instead of a quarterly basis. 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 payments promised or received totaling at least \$3,000 over a three-month period and one contact with a City officer. Information regarding lobbyist activities is available online on the Commission's website.

## 2. *Campaign Consultant Ordinance*

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. 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, posted on the website, and publishes a manual.

Currently, the Commission is considering proposed amendments to the Campaign Consultant Ordinance that would, among other things, require consultants to file electronically and to disclose information on a monthly basis, change the economic threshold for qualification as a campaign consultant, modify the registration fees, and eliminate the client fees. The Commission anticipates that the proposed amendments would be put before the voters as a measure on the November 2011 ballot.

## 3. *Statements of Economic Interests*

Statements of Economic Interests (also known as "SEIs" or "Form 700s") are filed by public officials to disclose personal financial holdings pursuant to the Political Reform Act and the local Conflict of Interest Code. SEIs are due on an annual basis, on April 1, and whenever a public official assumes office or leaves office. As filing officer for the SEIs of department heads and members of boards and commissions, the Commission conducts workshops for department heads and commission secretaries to train them about their responsibilities under the law. The Commission maintains filings in its office, tracks filings under its jurisdiction, and posts information about filers and non-filers on its website. It also assesses and collects late fees for reports that are filed late.

## 4. *Sunshine Declarations and AB 1234*

SEI filers who file with the Ethics Commission, with few exceptions, are required to file Sunshine Declarations with the Commission certifying that they have read the Sunshine Ordinance and have attended or will attend when next offered a training on the Sunshine Ordinance. In addition, all City officers who are required to file SEIs with the Commission must undertake ethics training under AB 1234 once every two years. The Commission works with the City Attorney in putting together such trainings. The Commission also creates and maintains the forms that must be filed, as well as tracking such filings and pursuing non-filers.

## 5. *Advice*

The Commission is charged with interpreting and applying the conflict of interest, campaign finance, lobbyist and campaign consultant and other governmental ethics laws under its jurisdiction. This requires that the Commission consider requests for waivers from the laws and that it issue formal and informal written advice on matters requiring interpretation. Commission staff is available each workday to answer public inquiries about the City's campaign finance and ethics laws, and responds daily to dozens of requests for information by phone and at the counter in the Commission office.

With respect to formal opinions issued by the Commission, no person who acts in good faith on an opinion issued by the Commission and concurred in by the City Attorney and District Attorney is subject to criminal or civil penalties for so acting, provided that the material facts are as stated in the opinion request.

## 6. *Policy recommendations*

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 or the Mayor.

In the past year, the Commission took several actions with respect to the restricted source gift ban. The Commission approved an amendment to San Francisco Campaign and Governmental Conduct ("C&GC") Code section 3.216(b) to extend the ban on gifts from restricted sources to include loans, except for loans from commercial lending institutions made in the ordinary course of business. (A restricted source is either (a) a person who has or is seeking a contract with the department of an officer or employee; or (b) a person who has knowingly attempted to influence the officer or employee in the last 12 months.) The Commission also approved an amendment to Ethics Commission Regulation 3.218-5(b) to exempt from the restricted source gift ban items received by officers or employees in a random drawing related to the Combined Charities fundraising drive under Administrative Code Chapter 16, Article V. In addition, the Commission also clarified that that all gift cards and gift certificates are deemed cash under the restricted source gift ban.

With respect to gifts from other sources, the Commission approved an amendment to C&GC Code section 3.216(c) to clarify that the current ban on "gratuity in money or other valuable thing" applies to gifts from subordinates and to extend the ban to include loans. In addition, it approved amendments to C&GC Code section 3.216(d) to clarify that reporting of travel payments applies to payments made by an individual as well as an entity, and to delete language regarding gifts of travel used by elected officials that is no longer necessary due to changes in state law.

In other ethics-related areas, the Commission approved amendments to Ethics Commission Regulations 3.218-1 and 3.218-2 to amend the procedures regarding the adoption and amendment of Statements of Incompatible Activities (SIAs) and the City's

annual distribution of SIAs to City officers and employees. In addition, it approved changes to regulations to conform them to changes in the law governing post-employment restrictions. Finally, the Commission approved amendments to Ethics Commission Regulation 3.234-5, defining the term “department, board, commission, office or other unit of government for which a City officer or employee served,” for the purposes of the City’s one-year ban on communications with an officer's or employees' former department.

With respect to the Statements of Economic Interests (Form 700 or “SEI”), the Commission approved staff recommendations that (1) the Commission communicate with the Mayor’s Office, the City’s State Legislation Committee and any other appropriate City agency to encourage the adoption of state legislation to (a) permit local jurisdictions with SEI filing officer duties to establish electronic filing systems for the filing of SEIs so that paper forms can be eliminated; (b) permit local jurisdictions to decide whether to require the electronic filing of SEIs by specific or all SEIs filers; and (c) permit local jurisdictions to post e-filed SEIs online; and that (2) the Commission communicate with the Fair Political Practices Commission to encourage the same reforms.

In the area of investigations and enforcement, the Commission decided to create and adopt a separate set of regulations to govern the investigations and enforcement of complaints that allege a violation of the Sunshine Ordinance. The Commission approved three policy directives that helped to guide staff's drafting of Sunshine Ordinance enforcement regulations: (1) the Commission has jurisdiction over violations and alleged violations of the Sunshine Ordinance; (2) the Commission may impose monetary fines or other penalties for violations of the Sunshine Ordinance; and (3) the Commission will hold an enforcement hearing on any referral from the Sunshine Ordinance Task Force. Staff has forwarded draft regulations related to the handling of complaints regarding alleged violations of the Sunshine Ordinance and referrals from the Sunshine Ordinance Task Force. The Commission has received notice from the SOTF indicating that it has made significant progress in the review of the proposed regulations; however, the SOTF has requested that the Commission defer any action on the proposals until sometime this year.

The Commission also adopted several amendments to Section 1.126 of the Campaign and Governmental Conduct Code in order to reduce confusion and enhance enforcement capability, including language stating that:

- Section 1.126 does not apply to grants or contracts with nonprofit organizations and other governmental agencies or constitutional corporations;
- Section 1.126 only applies to local elected officials and their boards or commissions, not to State agencies consisting of members appointed by local elected officials;
- Section 1.126 only applies to contracts that are worth at least \$100,000, instead of \$50,000;
- All elected officials who must approve a contract may file on the same form;

- Section 1.126 requires contractors to notify members of their board of directors and other affiliated persons about the contribution ban within ten business days of entering contract negotiations with the City, not before negotiations commence; and
- Section 1.126 allows elected officers to authorize another person to file reports on their behalf .

During the year, the Commission also discussed how it may further promote “education and communication with the general public,” one of the policy goals established by the Commission for the year.

The Commission endeavors to create new legislation that makes campaign finance and ethics laws 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 CFRO and other statutes governing the City.

#### *7. Other major developments*

In addition to the developments mentioned above, the Commission spent considerable time and resources during the past year to implement the public financing program, which went into effect for candidates for the Board of Supervisors in February 2010. The public financing program for Mayoral candidates will commence in February 2011. Staff will continue to assist both publicly financed and non-publicly financed candidates and other committees with their campaign disclosure filings.

Barring even mild staffing cutbacks, the Commission hopes to be able to continue to fulfill its mandated duties in the forthcoming years, with a particular focus on achieving the following broad objectives:

- The Commission will continue to perform mandatory audits of publicly financed candidates, as well as randomly selected or targeted committees that file campaign reports with the Commission. It will also prepare reports and ready itself for the next round of elections in each coming year.
- The Commission will continue to work with the City’s departments, boards and commissions on the implementation of the Statements of Incompatible Activities, as well as to provide training to officers and employees who are governed by the SIAs.
- The Commission will continue its review of the Lobbyist Ordinance to determine whether adjustments to the law are needed to implement and improve the online filing system. The Commission will also continue its efforts to develop and implement online reporting programs under the Campaign Consultant Ordinance.
- With the hiring of the first-ever training officer for the Commission in 2007, the Commission has begun to enhance its 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. For the first time, the Commission's calendar shows workshops and training sessions scheduled on almost a weekly basis, whereas previously such trainings occurred only sporadically. The Commission will continue to conduct ongoing informational programs about ethics-related laws and requirements, produce educational materials, and actively publicize its outreach activities through public notices. The Commission will continue to develop web-based trainings in the areas under its jurisdiction.

- The Commission will continue to conduct a review of its processes related to the collection of Statements of Economic Interests and will determine whether changes may be needed both in the way information is collected and the content of such information.
- The Commission will continue to develop and fine-tune its electronic filing programs for campaign committees, financial interest filers, lobbyists and campaign consultants.
- The Commission will prepare performance plans and conduct performance reviews for all staff.
- The Commission will continue to monitor the application of laws within its jurisdiction and will continue to propose amendments and regulations as appropriate.

### **Section 3: Customer service**

#### *Customers defined*

Anyone who contacts the Commission, be it by office visit, a telephone call, via correspondence, or a visit to the Commission's website, is a customer.

External customers include lobbyists, campaign consultants, representatives of political campaign committees, and candidates for City elective office and the County Central Committees. Members of the public, former employees and officers, and other city, state or federal agencies that seek information and advice about matters within the Commission's jurisdiction are also external customers.

Internal customers include the Mayor, the Board of Supervisors, appointed members of City boards and commissions, department heads and designated employees under section 3.1-100 et seq. of the San Francisco Campaign and Governmental Conduct Code, and all other employees subject to the City's conflict of interest laws.

Budget issues remain a concern for the Commission. Recent cutbacks have resulted in a loss to permanent as well as temporary staff. The City's bumping system has also

resulted in the loss of other talented individuals, leading to backlogs in the Commission's ability to maintain its files as well as implement its directives. Foreseeable cutbacks will mean that the Commission will need to focus solely on its most primary missions, which may lead to continued backlogs in other areas.

Moving forward, the Ethics Commission desires to do more in public education and outreach. Already, the Ethics Commission has been working on improving public access to information through the development of web-based applications. The Ethics Commission envisions ongoing classes in the various domains of the Commission so that the public remains informed, campaigns understand proper procedures for filing, fundraising, and conducting business; and that, in general, ignorance of the myriad of campaign laws ceases to be an excuse, however innocent, for violating them.

However, the Commission is not immune to the recessionary nature of our current times; nor is it ignorant of the upcoming mandatory cutbacks that will gravely affect the Commission's ability to perform its mandates. Depending upon its budget, the Commission will endeavor to achieve all of its mandates as best it can, but will necessarily focus on those activities that are the most compelling for our agency.

#### *Relationship of performance goals to goals and objectives*

The Commission developed its performance goals in order to ascertain as much as possible the achievement of its general goals and objectives. However, much of what the Commission does is not measurable. For instance, with respect to complaints, the Commission cannot forecast either how many complaints will be filed or how much staff effort it will take to resolve each complaint because the resolution of any complaint is dependent upon the particular facts and circumstances of the alleged violation(s) and the elements of proof under the law allegedly violated. With respect to a major Commission mandate—the recommendation of legislative changes—initially issues are often nebulous, staff must engage in discussions to clarify issues and formulate ideas, the Commission and often the Board of Supervisors and its committees must hold public hearings to discuss and evaluate the proposals, and there is no tangible measure of the success or failure of any legislative attempt. In addition, staff provides oral advice on a daily basis to many persons who contact the Commission, but because of its many other duties, staff cannot take time to develop approximate—much less accurate—measurements of such activities. The Commission tracks measurable performance, including monitoring the timely filing compliance of lobbyists, consultants, campaigns and officials and the performance of audits.

#### *External factors*

As discussed above, budgetary constraints and staffing highly impact the work of the Commission. Other external factors also impact the work of the Commission, such as requests from the Board of Supervisors to review legislative proposals, or the Grand Jury to respond to findings. Voters may approve propositions that lead to an increase in the functions of the Commission. For example, Proposition O provided for the public

financing of candidates for the Board of Supervisors, which created another initiative for the Commission to implement. Because of the nature of the work of the Commission, the Commission must remain flexible in adjusting its schedules to meet its mandates. In terms of other mandated services provided by the Commission, the extent of the workload is difficult to predict. As previously mentioned, the nature and volume of complaints/inquires varies. The volume of lobbyists, campaign consultants and candidates for Board of Supervisors could increase during election cycles and the adoption of new conflict of interest amendments could increase the Commission's complaint load.

#### **Section 4: Performance Evaluation**

See above discussion regarding the relationship of performance goals to goals and objectives. See also attached performance evaluation forms.

The Commission is committed to providing the highest level of service to all customers. In accordance with this goal, the Commission tries to provide appropriate information in clear language and on a timely basis. It strives to ensure that all customers are treated fairly and equally, and that they are treated courteously and with respect.

The Commission is charged with several mandates, the performance of which is essential to good government. The budget for the Commission has historically been limited, with staff working hard to achieve the Commission's mandates as best it can. The Commission believes that in order to achieve its mandates most effectively, more staffing and resources will need to be provided in the future.

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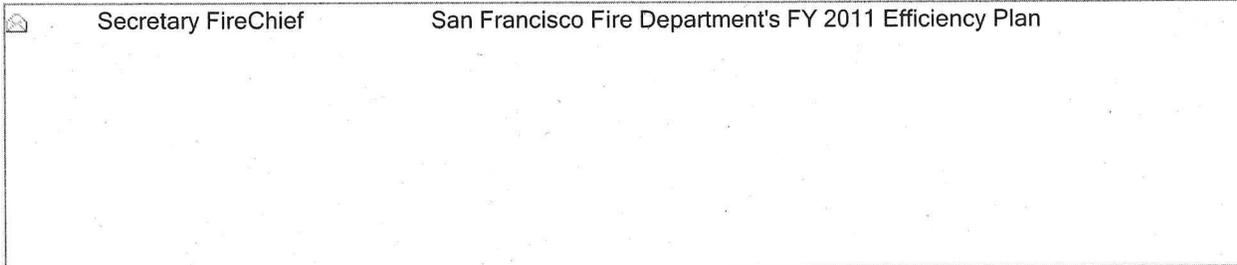


**San Francisco Fire Department's FY 2011 Efficiency Plan**

Secretary FireChief to: Budget.Office, Board.of.Supervisors,  
performance.con

02/01/2011 03:22 PM

Cc: Mark Corso, Monica Fields, joanne.hayes-white  
This message is digitally signed.



Members of the Mayor's Budget Office, Board of Supervisors and Controller's Office,

Please find attached San Francisco Fire Department's FY 2011 Efficiency Plan. If you have any questions, please do not hesitate to contact Chief Joanne Hayes-White at 558-3401.



FY 2011 Efficiency Plan - SFFD.doc

Regards,

Kelly Alves  
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San Francisco Fire Department  
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# **San Francisco Fire Department**



**Efficiency Plan  
FY 2011  
February 1, 2011**

**Joanne Hayes-White  
Chief of Department**



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## **The Mission Statement of the San Francisco Fire Department**

The Mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values health, wellness and cultural diversity and is free of harassment and discrimination.

## **Preface**

The San Francisco Fire Department (SFFD) responds to all reports of fires and medical emergencies within the City and County of San Francisco, which includes Treasure Island, the Presidio and the San Francisco International Airport (SFIA). The San Francisco Fire Department also responds to Hazardous Materials (HazMat) Incidents, surf, cliff and bay rescues, mutual aid requests from neighboring jurisdictions and Bay Area Rapid Transit (BART) and Municipal Railway (MUNI) emergencies.

Non-emergency services provided by the Department include well-being checks on our elderly, frail and most at-risk populations, fire inspections of public and private businesses and high-rise buildings, school drills and exercises, emergency services support for community and public events, and the Metropolitan Medical Response System (MMRS) which is the City's response capability to incidents involving Weapons of Mass Destruction.

The San Francisco Fire Department has two functional branches, Operations and Administration. Each of these branches has activities assigned to them. All divisions and bureaus work collaboratively towards a single goal – meeting the needs of the public, maintaining the public trust and assuring that all Department employees are trained, equipped, prepared and ready to meet the goals of the Mission Statement.

## **Introduction**

The San Francisco Fire Department is a local government agency under the authority of the Mayor's Office, governed by the changing fortunes of San Francisco and the needs of the public we serve. While the primary mission of the SFFD is delivering emergency services of the highest quality to the public, the Department is also committed to continuous improvement on the delivery of those services.

Since her appointment, Chief Hayes-White has created and nurtured an environment of innovation and creativity through the creation of new programs and practices, improving existing programs, and striving to implement efficient and best practices throughout the organization. Communication, cooperation, and teamwork have become the tenants of her administration.

Every area within the Fire Department has instituted quality enhancement activities. While many projects have been short term and have already yielded significant benefits, other projects are long-term, with timelines to completion measured in years. Many programs are ongoing, and are refined constantly to improve performance and results.

In this report, Department projects are listed by title, not division, since in most cases many offices and sections work collaboratively on a single program throughout the Department.

## **The San Francisco Fire Department - Organization**

The **Fire Commission**, consistent with the Charter of the City and County, provides civilian oversight of the Fire Department. The Commission is empowered to set policy to guide department activities, approve the final budget, and work cooperatively with the Chief of Department to maximize service delivery to the public. The Fire Commission consists of five (5) members of the civilian public who serve four year political terms by appointment of the Mayor of San Francisco.

The **Operations Branch** delivers the Fire Department's emergency services directly to the public. Operations maintains all fire suppression, rescue and Emergency Medical Services response capability, promotes community participation in fire prevention and disaster preparedness and is the most visible representation of the San Francisco Fire Department's activities, services and efforts.

The Deputy Chief of Operations directs and supervises the activities of these units:

**Division 2 & Division 3** – The field deployment of fire suppression, emergency medical and rescue units is made up of two administrative Divisions, with nine Battalions. Each Battalion consists of Engine Companies, Ladder Truck companies, and Medic Units and is commanded by a Chief-level officer. These assets respond to all hazards, rescues and emergencies in the City and County.

**Airport Division** protects the lives and property of the tenants, passengers, and employees of the San Francisco International Airport from natural and man-made disasters, aircraft emergencies, hazardous materials and fire suppression incidents. The Airport Division also provides Emergency Medical Services in, on and around all maintenance, flight, passenger and baggage terminals, the runways and aircraft parking ramps of the San Francisco International Airport.

**Division of Emergency Medical Services (EMS)** oversees the application and practice of medical and trauma services by members of the Department. The EMS Division also oversees the delivery system of those services to the public. The EMS Division is responsible for field supervision of clinical performance by Emergency Medical Technicians, First Responders and Paramedics, medical coverage and organization of resources for special events and large-scale gatherings, emergency medical disaster planning and management. The EMS Division also includes a Clinical Quality Improvement program and a Risk Management program for medical and clinical practice issues. EMS staff participates in pre-hospital clinical research and ensures that State and County mandates, policies and requirements are maintained.

**Bureau of Fire Prevention** minimizes injuries, property loss and potential fatalities through public education, enforcement of applicable fire codes, and comprehensive inspection programs designed to detect, correct, and reduce fire and other life safety hazards.

**Bureau of Fire Investigation** determines the origin and cause of fires, prepares documentation and reports for the District Attorney's office regarding arson and other intentionally-set fires and assists the public with the retrieval of information and reports.

**Special Operations** is responsible for field activities not covered by daily or routine operations. This includes large gathering event planning, mutual aid coordination and designation and procurement of equipment to be used during large-scale incidents such as massive explosions, earthquakes or the aftermath of a terrorist attack. Special Operations provides administrative and support oversight to the department's two Heavy Rescue Squads, the Metropolitan Medical Response Task Force and Office of Emergency Services vehicles stored by the department. Special Operations also supports Hazardous Materials training and responses.

The **Administration Branch** provides the non-field support to the Department. All financial, contractual, data analysis, strategic planning, and policy development are performed by the Administration Branch.

The Deputy Chief of Administration directs and supervises the activities of these units:

**Division of Support Services** maintains the stations, headquarters building, and other infrastructure and facilities of the Department that are needed for 24-hour service and enables the Fire Department to perform all mission critical and daily administrative functions. Support Services also oversees the purchase and maintenance of all materials and supplies and of all rolling stock of the Department (engines, trucks, ambulances and ancillary vehicles, as well as the fireboats). This division is also responsible for interfacing with the Water Department to ensure that both the domestic hydrant system and Auxiliary Water Supply System (AWSS) maintenance and construction will continue to meet the firefighting needs of the City, both in normal times and in times of disaster. In keeping with its mission to oversee SFFD facilities and water supply, Support Services is also charged with coordinating the Department's needs for renovations to the stations and the AWSS under the 2010 Earthquake Safety and Emergency Response (ESER) Bond Program.

**Division of Training (DOT)** provides comprehensive instruction to and evaluation of all field employees to ensure the effective delivery of emergency services. The Division of Training is responsible for training new Firefighters and Paramedics, as well as providing continuing education necessary to maintain the National, State and local licensing for Paramedics, Emergency Medical Technicians and Firefighters. The Division of Training also oversees the Neighborhood Emergency Response Team (N.E.R.T.), which has trained over 13,000 San Franciscans in disaster preparedness and basic emergency medical skills since its inception following the 1989 Loma Prieta earthquake. The Division

of Training also oversees the administration and training of the Fire Reserve Program.

**Division of Human Resources** provides personnel services and assists department managers and employees with personnel issues to maintain a qualified and diverse work force. Human Resources is responsible for staff classifications, promotional examinations, labor relations between management and the workforce, equal employment opportunities, training and personnel administration. Human Resources also advises and assists in matters involving employee discipline proceedings. In addition, the Division of Human Resources oversees the payroll functions of the Department.

**Physician's Office** develops and implements primary and secondary prevention strategies for work-related injuries and illnesses among the Department's workforce. The Physician's Office also prepares reports for risk management purposes. The Physician's Office is responsible for evaluating and provides medical consultation services on work-related issues and is responsible for health and wellness program.

**Division of Finance** manages all accounting, purchasing, and financial activities in the Department. The Division prepares and distributes the Department's annual budget, presents the fee schedules to the Board of Supervisors, oversees Accounts Receivable and Accounts Payable, and is also recognized as the Department's chief advisor for all fiscal, financial and fiduciary issues.

**Homeland Security** serves as the Department's liaison to the federal community to coordinate the national strategy to strengthen protections against terrorist threats or attacks in the United States. This work includes planning, training and implementation of strategies to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks.

**Planning & Research** serves as the data repository and analysis center for all Department activities. Planning and Research advises, through mathematical modeling and calculations, on the deployment of field assets to maximize effectiveness and minimize response times to requests for emergency aid.

## **Update on FY 2010 Efficiency Plan Highlights**

### **Airport Services**

The Airport Division completed specialized training for the arrival of the Airbus 320, which successfully completed its training flight.

### **Communications**

Field Operations completed a variety of exercises with local agencies, such as BART, continuing its ongoing effort to improve communication interoperability between various emergency responders.

### **EMS Reconfiguration Project**

The dynamically-deployed ambulances, which are scheduled to mirror the demand for service during the hours of the day, have improved the Department's response time in many areas across the City. However, some neighborhoods have not experienced as much of an improvement as staff had hoped. The Research and Planning Group will continue to analyze response data to improve response times to medical calls. The Department is currently collaborating with the Department of Emergency Management on a system plan for ambulance service in San Francisco.

### **Electronic Patient Care Reporting**

The Electronic Patient Care Report program (ePCR) is complete and is functioning well. Ambulance crews are using electronic charting exclusively. The Department has completed the automated interface between the computer aided dispatch system and the mobile units, so that basic information on the call can be transmitted before patient information is entered.

### **Homeland Security Programs**

The Division of Homeland Security continues to be integrated into Department operations. Equipment and training services purchased using grant funds have increased the overall state of readiness of employees. The Department has also continued to send Department management personnel to attend incident management training.

### **NERT Program**

Funded through a combination of grants and a General Fund allocation, the Department's NERT training program has increased the number and size of classes it provides to the public. Staff has updated the curriculum to reflect the reality of disasters in the new millennium. It has also trained block captains as part of a new program, which was funded by a state grant.

### **Occupational Health**

The Fire Department partnered with the University of California, San Francisco Medical Center, to conduct screening for bladder cancer for all employees, uniform and civilian. It is the hope of the medical researchers, and of the Fire Department, that the data and information collected from this program can be used to detect early cases of bladder cancer and greatly increase the chances of cure and survival by treatment early in the disease cycle.

**Promotional Examinations**

The completion of the H-33 EMS Captain and H-50 Assistant Chief examinations will allow the department to have consistent managed supervision at those ranks. The Department plans to hire from the existing H3 Level I EMT and H2 firefighters lists in the current year.

**Public Access Defibrillation Program**

The PAD program has been revised to facilitate the expansion of public access defibrillators by offering to license the devices using the Department's Medical Director as the sponsor.

**Random On-Duty Alcohol & Drug Testing Program**

The Department randomly tests over 400 uniform employees annually for the presence of alcohol or drugs while on duty. This program has been expanded to include drug testing at Department vehicular accident scenes if circumstances meet the established testing criteria.

## **Enhancement, Improvement & Efficiency Programs for FY 2011**

### Narcotics Control on the HRMS

The Fire Department is moving towards a paperless accounting system for its Federally Controlled pharmaceuticals. The Paramedic Ambulances and ALS Engines carry pain control and sedation medications for use on sick and injured patients. These medications are under strict regulation by the Drug Enforcement Administration (DEA) and every milligram must be accounted for.

The Department currently uses a paper accounting system for the narcotics. Field crews count their medication stock at the beginning and end of every shift and note the quantities in notebooks kept in the response vehicle. Poor penmanship, the potential for wet paper, notations being made in several colors or in pencil – all create the opportunity for errors and loss (Diversion). Should the notebook itself be come lost, stolen or otherwise go missing, the entire medication accounting record for that vehicle would be irreplaceably lost. The new system will require all medication levels and counts to be logged into a computer database, which will tighten accountability, bring out errors immediately and allow for queries and report generation from sites remote form the actual fire stations and/or response vehicles.

### Paperless Drug Administration (DAR) Records

Another move to paperless, the Drug Administration Record reflects the per-patient use of the narcotics, listing the type of drug administered, the amount administered, the amount of medication left in the syringe and the amount wasted if not used. The DAR also contains information on which crew member wasted the residual medication, who witnessed the waste and what is the residual count of medication on the response vehicle. Should discrepancies appear, the DAR is the first document to be examined during investigation.

Similar to the Narcotic Notebook, the DAR is prone to errors, misprints and incorrect calculation of residuals. The new system incorporates all of the required fields and data into an electronic format. When a crew member writes the Patient Care Report, he or she will now also chart the narcotic control information, saving paper, time and errors.

### Phase-out of the PeopleSoft system

The PeopleSoft system has been a mainstay of the Human Resources, Scheduling and Personnel Planning offices of the Fire Department for many years. The system exists on dedicated computer terminals in virtually every fire station, in every office at Headquarters and at all of the ancillary and satellite facilities of the Fire Department.

Although the system is comfortable for its users, it also requires extensive upgrades and maintenance, it requires a dedicated tower and possesses no interoperability with the City's HRMS Computer system at all.

Management Information Systems (MIS) staff are working to migrate the department off of the PeopleSoft and on to the HRMS for all scheduling and personnel records activities. The transition is expected to take three weeks, during which time, staff will remove the 9-1-1 PeopleSoft terminals from Fire Department installations and ensure functionality of the HRMS.

#### H-50 Assistant Chief examination

The Department, in cooperation with the Department of Human Resources' Exam Unit, just completed the first promotional examination for Field Assistant Chief (H-50) in over 25 years. The examination consisted of two parts and an eligible list has been adopted.

#### Decreased Reliance of City Attorney's Office

The Department has reorganized workflow and assigned responsibilities to in-house personnel in an effort to reduce the hours required for Deputy City Attorneys to attend to matters at Headquarters. The Department recognizes the staffing difficulties and the high volume of work at the City Attorney's office and is hoping this move will serve two purposes; to conserve money and to best apply limited resources to where they are needed most.

#### Transfer of function of AWSS to Public Utilities

Responsibility for the Auxiliary Water Supply System, constructed after the Earthquake of 1906 to allow firefighters an uninterrupted supply of water in the event of a conflagration, has been transferred from the Fire Department to the Public Utilities Commission. The transfer makes sense under the economies of scale theory. The PUC has infrastructure to maintain all of the 'domestic' water supply, taking over the Auxiliary system is a logical extension of that infrastructure.

#### Consolidation of Professional Services contract vendors

The Department is notably proud of its On Duty Random Drug and Alcohol Testing program. Members are tested for alcohol on their breaths and six discrete illegal drugs in their systems. This program is meant to protect the members and the public they serve and has been a resounding success.

The Department employs the services of no fewer than three separate companies (entities) for various pieces of the program, but no one single company for everything. This division of labor does not enhance the project, it only serves to decrease its effectiveness. To operate at peak

efficiency, one entity should oversee the entire operation, allowing for cross-reference of test subject and compilation of all results under one heading and in one place.

The Department is looking towards consolidating all of its Professional Services needs into a single vendor, a vendor who has demonstrated experience in all aspects of the program.

This would not only increase efficiency, but also reduce costs and – more importantly – administrative confusion, as it is easier to deal with one entity for all issues, rather than several.

#### Utilization of updated technology in Drug and Alcohol testing

The test kits used by the Department for illicit chemical detection in its on-duty employees were selected at the program's inception, some five years ago. Technology has changed over the years and new test kits have come on the market. These new kits are more hygienic, safer for the tester and easier to read the results. The new devices also protect the subject's privacy more, as the results are not seen until the test is complete (one cannot 'watch the test develop').

The Department is looking toward incorporating newer technology and newer developments in its choice of test equipment.

#### Vehicle Accident Recovery Program

The Department has initiated, and will continue to grow, a new revenue generation source for the City. The Vehicle Accident Recovery Program bills the At-Fault party's insurance company for costs associated with clean-up and overhaul at car crash scenes.

This program is mutually exclusive from the ambulance billing program that is employed when a patient (injured party) is treated and transported. The VARP focuses on Engine or Ladder Truck activities at the scene of a vehicle incident.

#### On-duty Training Locations

The Department's primary On-duty Training and Skills Station is located on Treasure Island. Crews attend classes, educational seminars and learn to utilize new equipment on TI. The open areas of the island are also where new vehicles are tested and commissioned.

The remote location of Treasure Island makes for difficulties when crews need to respond to emergency calls from training. Crews are always on duty and subject to dispatch, regardless of administrative activities. Should a crew (Engine, Ladder, Ambulance) be needed for a response, crews will leave training and go on the call. Leaving from Treasure Island adds another 12-15 minutes to any standard response time.

The Department is looking to move, to the extent that is practical (much supplies and stationary equipment would need to be moved and reorganized), all of the EMS (ambulance crew) training to Station 49. Station 49 is the main ambulance depot, it is also located in the Bay View area, well inside city limits and allowing rapid access to all freeways and major street arteries. Should crews need to leave from Station 49, response times would not be impacted.

## **Summary**

The San Francisco Fire Department responds to more than 100,000 calls for service annually for medical care, mutual aid and rescue. The Department has assumed primary responsibility for Hazardous Materials response, disaster preparedness, Fire Prevention, technical rescues, the integration of Emergency Medical Services and preparation for terrorist events and attacks with Weapons of Mass Destruction. Our Department is committed to providing all of these services; we are continually seeking creative and efficient ways to prepare, train and deploy our resources.

The San Francisco Fire Department values every opportunity to serve the public trust. It is a privilege, not a right, to serve the community in which we live and all must be treated with respect and concern, regardless of socio-economic standing, life styles or life choices. It is the unwavering recognition of this privilege that drives our actions, our practice and our beliefs in everything we do.

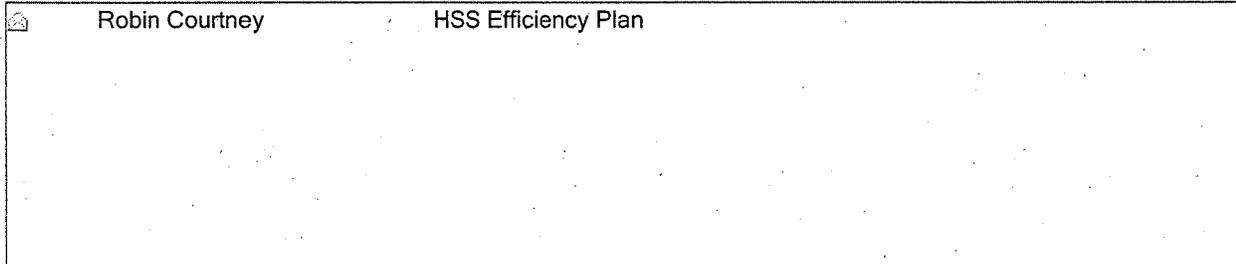
The San Francisco Fire Department remains committed to ensuring the health, safety and well-being of our community and the health and safety of our employees. The Department looks forward to the future with optimism and excitement and will seek greater efficiencies by streamlining operations, further embracing technology, enhancing communications and assuring that all services are delivered to our community with confidence and professionalism.



## HSS Efficiency Plan

Robin Courtney to: Budget.Office, Board.of.Supervisors,  
Performance.Con

02/01/2011 05:02 PM



Per FY 2011-12 Budget instructions, attached please find the Efficiency Plan for the Health Service System.



HSS Efficiency Plan\_FINAL.docx

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## HSS EFFICIENCY PLAN

The Health Service System (HSS) of the City and County of San Francisco is a major purchaser of healthcare benefits in the San Francisco Bay area. HSS administers benefits for the following employers: CCSF, USD, CCD, and the Superior Court. Additional beneficiaries include CCSF commissions, SFUSD Board, and CCD Board. As of July 1, 2010, 106,466 employees, retirees and dependents were enrolled in the medical, dental and vision coverage administered by HSS. In the fiscal year ending in June 2009, the HSS Trust Fund dollars spent on health and other benefits was \$660.0 million dollars, in over 12,500 financial transactions. The HSS departmental budget includes 39 FTE and totals \$6.5 million, or slightly more than 1% of the Trust Fund costs.

HSS is uniquely governed. Per the San Francisco City Charter, a seven-member board, with three appointees and four individuals elected from the employee and retiree membership, the Health Service Board (HSB) oversees the system. Premium rates and benefits for the membership are reviewed and approved annually by the HSB and forwarded to the Board of Supervisors for final approval.

### SECTION 1 – STRATEGIC PLANNING

#### A. MISSION STATEMENT

The mission statement of HSS is as follows: “HSS seeks opportunities to serve, promote and protect the health and well being of employee and retiree members and their families, in order to achieve the vision of San Francisco’s public employees and retirees becoming the healthiest in the State.”

The HSS will implement this mission by focusing on (1) preserving and improving the quality and value of benefits; (2) achieving excellent customer service; (3) maintaining high financial accounting standards and (4) promoting the health and well-being of our members, retirees, and dependents. All four functional teams: Operations (including Information Technology), Finance, Communications and Wellness (including Employee Assistance Program) at HSS work to achieve the Goals listed below.

#### 1. Preserving and Improving the Quality and Value of Benefits

- a. HealthCare reform and Tax Law Reform related to health benefits has required and will continue to require HSS to ensure our benefits and administrative procedures reflect and are in compliance with new laws and regulations. Due to the complexity of the issues and penalties for non-compliance, HSS will require additional City Attorney and Actuary resources that specialize in health care reform laws.
- b. Design and implement Health Plan portfolio design that preserves the quality of services while maximizing affordability and includes stable and predictable PPO and HMO products. To mitigate the exponentially increasing cost of benefits, HSS was successful in negotiating the creation of Accountable Care Organizations with one of our HMOs (saving close to \$30 million in the first year.) Ensuring robust Vendor engagement and monitoring will be essential. This will require filling the vacant Vendor Contracts manager position and is likely to require additional external actuarial and consultant assistance.

- c. The Health Service Board has embraced wellness promotion as an important strategy to control health benefit costs. A wellness plan coordinator has been hired (using non-General Fund revenue) who is beginning to inventory and implement modest wellness programs. A successful wellness program must have a well-designed evaluation system to validate the effectiveness of the program over time and will require employer incentives for participation. This will require external expertise in the areas of bio-metric evaluation that currently does not exist within the City.
- d. HSS will begin a third year of data collection and analysis through a "dashboard" designed to continue ongoing monitoring of HSS health plan performance, as well as appropriate analysis forecasting and planning and rate negotiations. The Dashboard is also intended to monitor quality of care delivery. It is anticipated that the Vendor Contract Manager position when filled will be able to take on this function, but it may require additional actuarial resources.
- e. HSS will continue to work with the Controller to conduct comparative and comprehensive benefit cost analyses to assist with decision-making and policy initiatives. This will require additional resources and expertise to be added to Department.

## **2. Achieving Excellent Customer Service**

- a. The transition to PeopleSoft 9.0 transition will be planned and implemented with minimal member disruption. This will require significant training and coordination to ensure this complete changeover to a new system will be seamless to the members. This may require some employee compensation time.
- b. Move to a paperless benefit administration through eMerge, online enrollment by 2013, online member payment system and implementation of electronic data storage solutions. This will help facilitate premium collections and comprehensive, centralized easy retrieval resulting in audit efficiencies, improved accuracy, and better service to our members. This will require additional Information Technology resources.
- c. Ensure consistency and accuracy of employee health benefit communications. Changes required by Healthcare Reform are among anticipated communication challenges. It may require additional member communications resources. (i.e. one mailing to all members currently costs \$30,000.)
- d. Measure customer satisfaction with HSS departmental services (including Employee Assistance Program (EAP)) and vendor services. Implement appropriate process improvements. HSS administers departmental services satisfaction surveys routinely. A broader vendor services evaluation will require additional resources as we redesign based on the Accountable Care Model Implementation.

### **3. Maintaining high financial accounting**

- a. Maintain integrity of the HSS Trust Fund including adequate reserves and contingency margins.
- b. Ensure continuance of clean external audits.
- c. Enhance the efficiency of member premium collections (not-payroll/pension deductions.)
- d. Provide complex analyses to support department and City-wide decision-making. This may require additional expertise and personnel.

### **4. Promoting the health and well-being of our members, retirees, and dependents.**

- a. Strengthen engagement of vendors in wellness and health promotion and chronic disease management through diagnostic performance guarantees.
- b. Expand wellness oriented classes offered by HSS and coordinate with vendors to provide classes to employees and retirees.
- c. Increase member participation in plan wellness and disease management programs. This will require employer incentives.
- d. Increase the participation by members and retirees in the HSS Annual Health Fair.

## **SECTION 2 - CUSTOMER SERVICE**

HSS customers include the following employers: CCSF, USD, CCD, and the Superior Court. Additionally, they include CCSF commissions, SFUSD Board, and CCD Board. As of July 1, 2010, 106,466 employees, retirees and dependents were enrolled in the medical, dental and vision coverage administered by HSS.

Excellence in customer service is an integral focus of the HSS Mission. (See 2 above).

HSS has established and demonstrated significant improvements with respect to the benchmark metrics reported through the Performance Management Division of the Controller's Office. In 2010, HSS experienced a 10% increase in member phone calls and in-person visits compared to 2009 (45,720 versus 41,618). This was due largely to a three hour expansion in member service hours (from 9am-3pm to 8am-5pm) as well as an increase in member benefit issues related to higher premiums, retirements, etc. HSS implemented the expanded hours of operation with no additional staffing. The member service performance goals were also continued at the 2009 levels: less than 5% abandoned calls, (ASA) average speed to answer of 30 seconds or less, and average wait time for in-person assistance of 10 minutes or less). In 2010, HSS met the abandonment rate goal in all twelve months averaging only 2.6% abandoned calls annually. We met our in-person assistance goal in all twelve months averaging only 4.5 minute wait

times. We met our phone ASA goal only 4 of the 12 months averaging 40 seconds annually. In 2011, if our member services team is fully staffed, we expect goal attainment in all our customer service metrics.

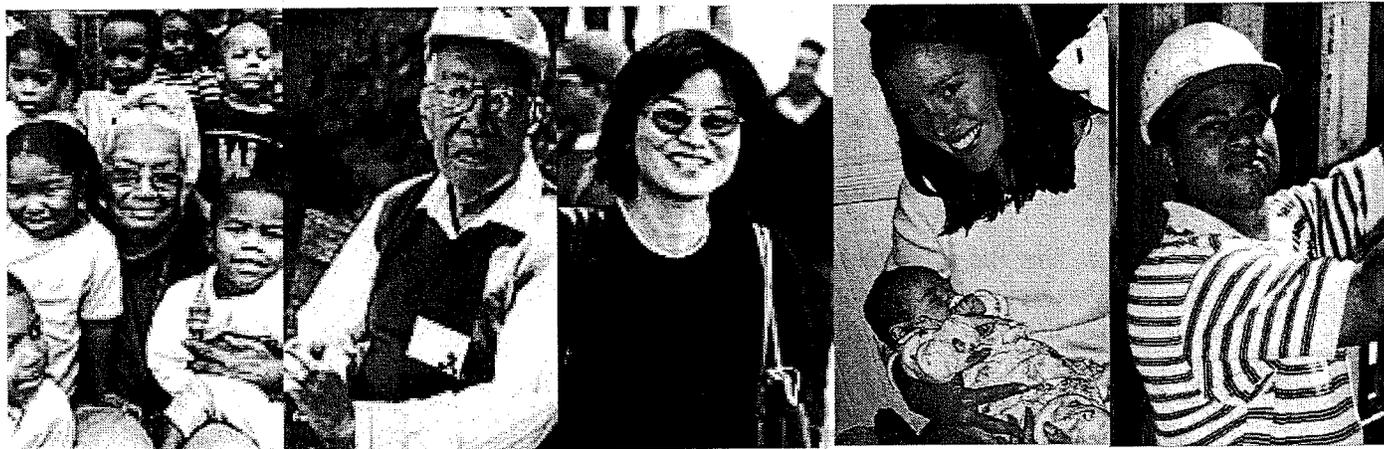
### **SECTION 3 – PERFORMANCE EVALUATION**

**(To be submitted March 1st.)**

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

SAN FRANCISCO  
HUMAN SERVICES AGENCY  
EFFICIENCY PLAN 2011

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Law Library 2011 Efficiency Plan

Marcia Bell

to:

Budget.Office, Board.of.Supervisors, Performance.Con

02/01/2011 06:13 PM

Show Details

Please find enclosed the Law Library's 2011 Efficiency Plan including a separate PDF of the the Library's Performance Measures and Goals, as requested, in the Summary Year End Report.

Kindly let me know if you have any questions.

Thank you.

Marcia

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# **San Francisco Law Library Efficiency Plan & Performance Measures**

**February 1, 2011**

## **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 up-to-date, comprehensive legal resources in Internet, electronic database, and print formats which include 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; legal finding aids and reference tools, among many others.

Both attorney and non-attorney patrons require staff assistance to navigate the law and find the information and resources they need. Almost weekly, electronic resources are newly created, expanded and become more complex, requiring that law librarians increase services to instruct, orient and guide attorneys and others in the use of these challenging electronic tools. Library staff provides many other types of reference services including seminars, assistance in the use of other legal resources, reference guides and tools, and court forms. To research and comprehend the law is extremely difficult and law librarian services are essential to the furtherance of the Law Library's mission.

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

### **The impact of the inadequate facility on library services**

Although the Charter requires that the City provide full-service law library quarters, facilities in the Veterans Building are grossly inadequate for patrons, staff and the collection, and now known to be unsafe. The Law Library has not been 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."<sup>1</sup> These are the conditions in which patrons and staff have worked for 15 years.

### **Plans for a new library facility**

At the end of 2010, the City agreed to work with the Law Library to develop a viable location and plan to move the Law Library into a new space, sufficient to meet the Library's needs and funding constraints. This must be accomplished in an exceedingly challenging timeframe.

## **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 about half of the Library's patrons. This

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<sup>1</sup> *Executive Summary, Memorial Veterans Building Life Safety Study*, Tom Eliot Fisch, December 2004, at page 3.

**Performance Goal 2: Provide comprehensive and readily accessible legal information resources and services**

**Measure:** The Library measures the amount of in-library public computer legal research use. 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 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 past several years has regularly exceeded 90%.

20.050

**LAW LIBRARY - Summary Year End Report****Performance Measures**

	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Actual	2010-2011 Target
<b>LAW LIBRARY</b>					
Ensure that the public has access to the most current legal information.					
• Number of items checked in on automated system and processed	n/a	22,366	14,604	17,728	13,500
Provide comprehensive and readily accessible legal information resources and services					
• Amount of in-library public computer legal research useage (New Measure)	n/a	n/a	9,700	12,380	10,000
Ensure customer satisfaction with Law Library services and resources.					
• Percent of library users whose legal research needs are met by the Law Library	n/a	96.0%	85.0%	95.0%	85.0%

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

# San Francisco Police Department



## Annual Efficiency Plan

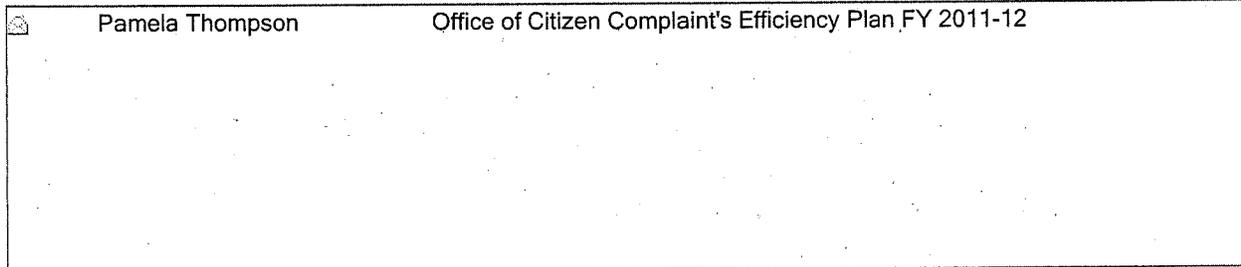
January 1, 2011

**Office of Citizen Complaint's Efficiency Plan FY 2011-12**

Pamela Thompson to: Budget Office, Board of Supervisors, Performance  
Con

02/01/2011 05:02 PM

Cc: Joyce Hicks



Attached is the OCC's Efficiency Plan for FY 2011-12



Office of Citizen Complaints' Efficiency Plan FY 2011-12.pdf

Thanks,

Pamela Thompson  
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415-241-7721  
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# **Office of Citizen Complaints Efficiency Plan**

## **February 1, 2011**

### **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 2010, the OCC received 854 complaints, closed 812 complaints and sustained allegations in 9% of the cases it closed. The OCC conducted its third largest number of mediations, 63, in calendar year 2010 even though its mediation coordinator was out on unpaid leave for the first two months of 2010. The OCC continued its policy work in officer involved shootings, police interactions with mentally ill persons and juveniles, and language access. Finally, in 2010, the OCC fully implemented its strategic plan for training its investigators. The highlight of the training was an all day Behavioral Analysis Training Institute (BATI) course on conducting uncontaminated interviews.

### **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 378 cases from July 1 through December 31, 2010, 35 of which had one or more sustained allegations of misconduct, resulting in a 9% sustained rate.

Measure number 2 - Percentage of sustained complaints completed in a timely manner. The percentage from July 1 through December 31, 2010 was 100%. The target is 100%. The projected is 100%.

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, 2010 was 22. The projected case closure rate is 60 cases per investigator per year. While the OCC did not meet its target due to investigator attrition and unplanned leaves, the OCC closed calendar year 2010 with no cases remaining from 2009. Another factor which pushed down the number of cases closed by each investigator was the necessary time it took to investigate and prove sustained allegations.

**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 31, 2010 was 90%. The target and the projected are 90%.

The OCC presented nine policy recommendations to SFPD and/or the Police Commission during the measurement period. The OCC closed 10 cases during the measurement period where policy, procedure and/or practice failure were identified. Policies presented to the SFPD or the Police Commission during this measurement period were not necessarily the same ones that were identified 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 31, 2010 was 88 %. 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 2011/2012 baseline budget of \$4,210,163 includes \$3,732,117 in personnel costs. Personnel costs comprise 89% of the OCC's budget, and fund 34.75 positions. The remainder of the OCC's budget, \$478,046, is for operations. Of this operations amount, \$307,132, or 64% is paid to the City to rent the OCC's office at 25 Van Ness Avenue.

### **10% Reduction Target**

The OCC's 10% budget reduction target is \$235,000.<sup>1</sup> To meet this target, the OCC proposes to eliminate three positions. The positions are: two senior clerk typists (1426) and one investigator (8124). This represents a 9% 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 line investigators. Cutting one line investigator would reduce the OCC's line investigators to 14 staff investigators not nearly enough to maintain a best practices caseload of 16 cases per

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<sup>1</sup> The budget reduction target was calculated using the 2010/11 baseline less the cost of 15 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 journey level (staff) investigators (job classification 8124) and/or senior investigators (job classification 8126).

investigator. As of December 31, 2010, the OCC staff investigators had a caseload of 31 cases. This 6% reduction of staff investigators would further exacerbate their excessive caseloads.

The OCC has a six member clerical unit, reducing it by two would result in a 33% cut to the unit. Should the clerical unit be decreased, the investigators could spend up to 25% of their time on clerical tasks and administrative tasks.

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. Due to line investigator vacancies from attrition, the inability to fill two vacant investigator positions for budgetary reasons, and unplanned extended leaves, for the first time in four years, the OCC was unable to close as many cases as it opened and the staff investigators' caseloads swelled from 21 cases per investigator in 2009 to 31 cases in 2010. Any reduction of OCC staff will exacerbate operational challenges that continue to exist due to an average of 950 complaints filed with the OCC annually and a pending caseload of more than 400 cases.

### **10% Contingency Reduction Target**

To meet the 10% contingency reduction target of \$235,000, the OCC proposes to cut one additional staff investigator (8124) and one attorney (8177). The elimination of this additional journey level investigator (8124) position would result in a 12% reduction of staff investigator positions.

The legal unit has 3.75 attorney positions. A 26% reduction in the legal unit would result should one attorney position be cut. Additionally, the mediation and outreach programs would be eliminated.

If the contingency reduction is taken in addition to the 10% reduction target, five OCC positions would be cut. Finally, with the reduction of five positions, 14% of OCC's staff would be eliminated.

### **Operational Impacts**

**Clerical Unit** The elimination of two senior clerk typist positions from the clerical unit would leave the unit with a principal clerk and three clerk typists. The OCC receives an average of 950 complaints annually. The clerical unit inputs information from the complaints into the database as well as types over 3000 letters a year. They also respond annually to approximately 363 Pitchess motions and 23 subpoenas from state and federal court for officer complaint

histories involving approximately 1600 officers. In calendar year 2010 the clerical unit responded to 151 records requests from the Police Department involving 397 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 nearly 60% of its complaints in person or by phone. The clerical unit members serve as receptionists for the office. Additionally, the OCC's mail service is at the Hall of Justice, so a clerical unit member makes a daily mail run to the Hall of Justice. One member of the clerical unit is bilingual and provides in-house translation and interpretation assistance to investigators, complainants and witnesses. Should the two senior clerk typist positions be eliminated, the remaining four clerical unit members would need to absorb the work and transfer a portion of its clerical duties to the investigator unit.

**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 less 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, 2011 the OCC had 435 pending cases. With a pending caseload of 435 cases, the OCC would need 27 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 984 complaints received annually by the OCC. When the OCC had 17 staff investigators in 2009, there was an average of 21 cases per staff investigator. With more manageable caseloads, case processing time is faster. In 2009, case processing time was 151 days in 2009 compared to 161 days in 2010 when there were fewer investigators. According to a three month time study conducted in 2009, the investigators 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 63 complaints, or 7% of the OCC's entire caseload. Should the legal unit lose one attorney, this reduction would likely result in the elimination of the mediation and outreach programs and an increase in the investigators' caseloads.

The two non prosecuting attorney positions amounting to 1.75 positions would be reduced to one position. Several key functions would be transferred to the one 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 an inventory of 23 policy recommendations and/or revisions to SFPD Department General Orders that the OCC is in the process of negotiating with SFPD. There is an additional inventory of 26 cases which resulted in at least one allegation of a policy failure finding and the policy analyst is in the process of researching and formulating policy recommendations for presentation to the Police Department.

The mediation/outreach attorney position has conducted a robust outreach and mediation program, 63 OCC complaints were mediated in calendar year 2010 which is the third highest number of complaints mediated in the OCC's 28-year history. 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 area of mediation and outreach would eliminate those programs as the remaining three attorneys are performing charter mandated functions to

which their time is fully committed. Practically, 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.

### **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.



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

# **PORT OF SAN FRANCISCO**

## **Efficiency Plan & Performance Measures**

**FY 2011-2012**



Public Defender Efficiency Plan

Jeff Adachi

to:

Budget.Office, Board.of.Supervisors, performance.con

02/01/2011 04:35 PM

Show Details

To the Mayor's Budget Office, Clerk of the Board of Supervisors and the Controller's Office,

Please find the attached Efficiency Plan for the Public Defender's Office, FY 2011-2012. Please acknowledge receipt of this email. Thank you.

Very truly yours,

Jeff Adachi

Public Defender

(415) 553-9520

**Public Defender's 2011-2012 Budget Submission  
Part 1: Efficiency Plan**



Submitted by:

Jeff Adachi  
Public Defender

February 2011

# Office of the Public Defender Efficiency Plan and Performance Measures FY 2011-2012

## I. Introduction

The Public Defender's Office was established 90 years ago, in 1921, to provide

### *The Sixth Amendment of the U.S. Constitution*

*"In all criminal prosecutions, the accused shall enjoy the right to a speedy and public trial, by an impartial jury of the State and district wherein the crime shall have been committed, which district shall have been previously ascertained by law, and to be informed of the nature and cause of the accusation; to be confronted with the witnesses against him; to have compulsory process for obtaining witnesses in his favor, and to have the Assistance of Counsel for his defence."*

effective representation to persons charged with a crime in San Francisco and unable to afford counsel. Each year, the office delivers constitutionally mandated services to over 28,000 people.

This mandate is embodied in the Sixth Amendment of the United States Constitution and requires that the Public Defender maintain its resources so that an accused "shall have the assistance of counsel for his defense." This sacred right has been

interpreted by the United States Supreme Court to mandate that every person charged with a misdemeanor or felony offense be entitled to effective and competent legal representation which includes a full independent investigation, use of defense experts and the resources necessary to mount a vigorous defense.

The Public Defender provides staffing for each of the misdemeanor and felony preliminary hearing courts, the mental health and juvenile courts, San Francisco Probation Alternatives Court (SFPAC), 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 critical services to its clients to assist them in their rehabilitation and re-entry back into society. A number of special programs accomplish this: The Clean Slate Program provides assistance to individuals who wish to clear their criminal records in order to gain employment. The Reentry Unit provides assistance after incarceration in the areas of housing, employment, education, health, mental health and substance abuse, family counseling and other support in order to reduce the possibility of recidivism. The office's community-based MAGIC Programs, sponsored by the Department of Children, Youth and Family, provide educational and

The defense attorney must meet with and interview each client, thoroughly investigate the case and the client's background, interview all witnesses, examine the evidence, file all appropriate pretrial and trial motions, participate in settlement conferences, and try the case before a jury if the client desires. The attorneys must visit their clients both in the San Francisco County Jail at the Hall of Justice, and must often travel to San Bruno County Jail on a weekly basis.



In order to do their jobs, attorneys must have sufficient time and the necessary resources, including investigators, paralegals and support staff, to perform the necessary work on their cases. Adequate computing and technology tools are required for case preparation and efficient defense team collaboration. 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. The ABA Standards for Criminal Justice Prosecution Function and Defense Function States:

*"Defense Counsel should conduct a prompt investigation of the circumstances of the case, and explore all avenues leading to facts relevant to the merits of the case and the penalty in the event of conviction. . . The duty to investigate exists regardless of facts constituting guilt."*

A failure to provide adequate resources in the investigation, preparation and presentation of a case may have devastating effects. Innocent individuals may be wrongfully convicted, the City and County is exposed to civil liability for attorney malpractice and our system of justice --- the very pillar of good government --- is undermined.

Accountability is the cornerstone of the proper functioning of the office. Management meetings, training and performance evaluations are utilized to provide the attorney with feedback on his or her performance. Specific 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 Maintaining Appropriate Attorney Caseload**

The department has established caseload standards, setting forth the maximum number of cases each attorney is permitted to handle.

We have established annual workload standards with the controller after

revealed that a technician in the crime lab had been removing drugs from the lab. This resulted in an investigation which required our office to review 1,757 adjudicated cases. In each case, the client had to be contacted and hundreds of cases were brought back to court for review based on new evidence obtained as part of the "Madden-gate" investigation. This work continues and has substantially increased our office's caseload. These cases are not included in the caseload counts reported to the Controller's office, since they have already been adjudicated.

In May of 2010, it was revealed that as many as 100 police officers had criminal records or histories of misconduct that had been withheld from the defense. We have just recently been provided with information relating to the officers involved. Based on rough estimates, these officers have testified in thousands of cases over the years and our office will have to begin reviewing past cases in much the way we did cases affected by the Drug Lab scandal.

In FY 2009-10, the Public Defender's caseload was artificially low due to the drug lab scandal and declaring case unavailability. Approximately 600 felony drug cases were dismissed and the office declined representation in 25% of all new felony cases due to lack of staffing.

In part of FY 08-09 and FY 09-10, due to reduced staffing, the Public Defender's office declared itself unavailable to provide representation in 25% of all new felony cases. These cases resulted in a dramatic increase in the cost of appointing private attorneys to handle these cases. Beginning May 2010, after receiving additional staffing from the Mayor and Board of Supervisors to handle these cases, the Public Defender resumed representation in all felony cases. Thus, we have seen our felony caseloads rise since that time.

## **(2) Increase Attorney-Paralegal 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.



paralegal for every 7 attorneys.

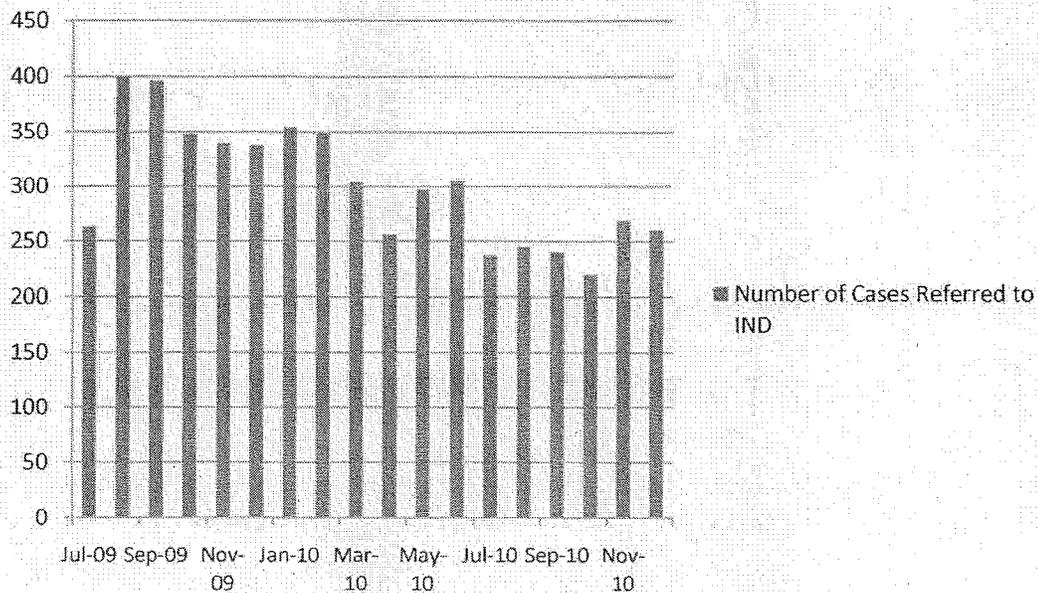
Paralegals perform legal research, prepare exhibits, obtain, organize and review documents, review taped statements and perform other tasks delegated by the attorney. According to the General Counsel Metrics (GCM) Benchmark Survey, the international average is one paralegal for every 2.7 attorneys. Currently, the Public Defender's office has one

**(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.

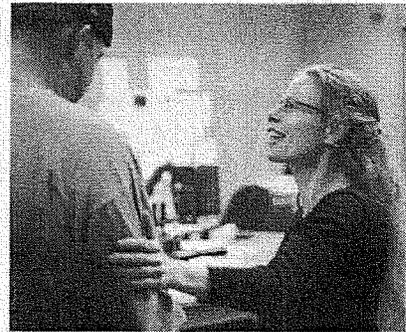
In fiscal year 2009 and 2010, the Public Defender was not permitted to fill vacant positions, and the department was unable to absorb these cases into the existing workload because we were already beyond our caseload capacity. The Public Defender had no choice but to refer cases to private attorneys. The fiscal impact was that the Superior Court had an "expenditure deficit of \$5.4 million in the indigent defense program due to increased referrals from the Public Defender." The annual cost to pay for these vacant positions was only approximately \$ 1.2 million. The Public Defender stopped referring cases to private attorneys after being allowed to backfill the vacant positions. The chart below illustrates the decreasing number of conflict cases referred to Indigent Defense Council:

**Cases Referred to Indigent Defense Council  
July 2009 - December 2010**



### 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 for every employee and requires attorneys and staff 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

The 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

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. As noted, the paralegal-support staff ratio must be improved by allowing the department to backfill critical and necessary paralegal positions. This is especially true given the 100% increase in three-strike cases noted above.

### Manual of Policy and Procedures

The Managing Attorneys of each of the office's units (felony, misdemeanor,

fund positions and one grant funded positions), the social workers work with the attorneys to assist clients who are in need of social services.

A recent independent study conducted by LFA Associates in 2009 showed that:

- Nearly all reentry clients (98%) saw improvement in their legal cases and most “experienced personal and social successes” such as seeking drug treatment.
- Most reentry clients were less likely to be sentenced to prison and 29% of the clients who faced a potential jail sentence were given an alternative sentence that allowed them to avoid incarceration altogether.
- Reentry clients received “legal outcomes that result(ed) in cost savings for the criminal justice system.” In a study of just 66 clients, reduced jail savings resulted in over \$1,000,000 in incarceration cost savings for the City.

In the upcoming year, it is anticipated that the need for reentry services will substantially increase. Governor Jerry Brown has recently announced that he will order that low-risk prisoners now housed in state prison be relocated and housed in local jails. This will result in hundreds of state prisoners being transferred and housed in the local jail. At a cost of \$100 per day, the City and County will be burdened with millions of dollars in new incarceration costs.

The Public Defender’s reentry unit, if adequately staffed, can play a key role in reducing the jail population by expanding its efforts to provide alternative placements for clients. This will take a new investment of funds in social workers to increase the number of placements. Hopefully, the state will allocate some funding for the counties to deal with this new population of prisoners, and the attendant costs.

### **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 7.5% would require the Public Defender to layoff approximately 11 trial attorneys. If the Public Defender is forced to cut an additional 10%, the department would have to lay-off an additional 15 trial attorneys.

As a result, the department would have to declare itself unavailable to represent clients in 5,758 cases. Because the average of paying private counsel to handle these cases is cost per felony case is, according to the Controller, on average \$1,194 per case, this would cost the City \$6.9 million or \$2.6 million more than it would save by cutting the Public Defender’s budget by \$4.3 million.

**(1) Staffing:**

***Investigators***

Currently, the investigator to attorney ratio is one investigator for every five lawyers. The recommended standard is 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 handling 28,000 cases. This ratio makes it difficult to properly investigate cases in a timely manner. This results in continuances and delays, increasing jail incarceration costs and court time.

Two investigators are assigned to the department's juvenile division, which handle 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 efficiently 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, copy legal documents, assist in client interaction and trial preparation. As a result, the Public Defender hired 10 paralegals in 2003-2004, 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 1:3. When fully staffed, each paralegal is assigned to a

### ***Reentry 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 our clients have dramatically increased the workload of the four 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***

Since 1999, the Public Defender has received a grant from the Juvenile Accountability Block Grant. 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.



This attorney performs a critical function, finding placements for over 200 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 \$6,000-\$12,000 (\$300 multiplied by 20-40 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 and serious caseloads. The City cannot afford to make the same mistake it made in 2009-2010, when it cut Public Defender staffing, costing the City \$5.4 million in private attorney costs. The Mayor's office should allow the department to fill vacant paralegal position; this position is necessary to handle the increase in "Three Strike" cases and other

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.

#### **IV. 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 clients 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.

In the juvenile unit not only do the attorney and social work staff represent youth charged with delinquent offenses, they also have an affirmative duty to work with the families of the youth throughout their involvement with the courts. One of the major goals of juvenile court is to reunify children with their families, thus the attorney/social work team is an integral and critical aspect of effective and high quality representation.

##### **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 and meet regularly 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

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.

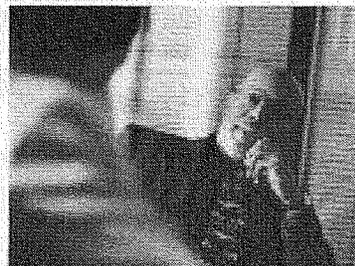
Each Tuesday morning, the office provides a "drop-in" service for persons interested in utilizing the services of Operation Clean Slate. Operation Clean Slate is a service the Public Defender offers to rehabilitated ex-offenders who wish to clear their criminal record. The person can "drop-in" and fill 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



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.

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 values, which includes client service objectives, are posted prominently in the office.

## V. Conclusion

Adequate funding for the Public Defender is critical to the office's continued viability and required adherence to both the California and United States Constitutions. The Public Defender simply seeks the same tools that are provided to its counterpart, the District Attorney, as well as other public safety departments.

Respectfully submitted,

Jeff Adachi  
Public Defender

2/1/2011

**Document is available  
at the Clerk's Office** DPH Departmental Efficiency Plan  
**Room 244, City Hall**

**San Francisco Department of Public Health  
2010 Departmental Efficiency Plan**

***Section 1: Strategic Planning***

**A. Mission Statement**

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

- Assess and research the health of the community.
- Develop and enforce health policy.
- Prevent disease and injury.
- Educate the public and train health care providers.
- Provide quality, comprehensive, culturally-proficient health services.
- Ensure equal access to all.

San Francisco will be a leader in health. The DPH staff and volunteers will do everything in their power to help all San Franciscans achieve the best possible state of health. We are committed to making this a city where:

- Everyone lives in a healthy neighborhood.
- Everyone has equal access to needed, quality care.
- Services are client-focused and culturally competent.
- We are partners with clients and communities, and their needs determine resource allocation.
- We recognize the special contributions of every person working in the system.
- All providers collaborate as part of a unified citywide health and human services system.
- All providers emphasize primary prevention and wellness.
- We insure the very best use of public funds, and all services are cost effective.
- We are creative, innovative and continually strive for excellence.
- We stand for teamwork, collaboration, integrity and accountability.
- Clients and communities value our services and trust us.

**B. Description of DPH's Major Program Areas**

SAN FRANCISCO GENERAL HOSPITAL MEDICAL CENTER

San Francisco General Hospital Medical Center (SFGH) is a licensed general acute care hospital owned and operated by the City and County of San Francisco. SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. It is the largest acute inpatient and rehabilitation hospital for psychiatric patients in the City. Additionally, SFGH operates the only Trauma Center for the 1.5 million residents of San Francisco and northern San Mateo counties. SFGH



**Library Department Efficiency Plan FY12**

budget.office@sfgov.org,  
Jill Bourne to: board.of.supervisors@sfgov.org,  
performance.con@sfgov.org

02/01/2011 12:32 PM

Cc: "Manish.Goyal@sfgov.org"

View: (Mail Threads)

Good afternoon,

Attached, please find the Public Library Department 2011-12 Efficiency Plan and Summary Mid Year FY11 performance measurement report. The Efficiency Plan reflects the current budget development for the Library in FY12 and may be edited as the final budget is submitted, approved, and adopted.

Please feel free to contact me with any questions or comments.

Thanks,

Jill

**Jill Bourne**  
**Deputy City Librarian**

**The San Francisco Public Library**  
100 Larkin, SF; 94102  
(415) 557-4243 office  
(415) 215-8960 mobile  
jbourne@sfpl.org

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Efficiency Plan 2011-2012.doc



Summary Mid Year FY11.pdf



*San Francisco Public Library*  
**2011/12 EFFICIENCY PLAN**  
February 1, 2011

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San Francisco Public Library  
**2011/12 EFFICIENCY PLAN**  
February 1, 2011

**SECTION A: STRATEGIC PLANNING**

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**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 an array of public services and programs that enhance the community's awareness of, access to, and ability to utilize the rich informational and recreational resources at the Library and beyond. In addition to providing access to the City's collection of 3.4 million items in a variety of formats (print, microform, digital, video, and audio) and in over 50 languages, the Public Library also offers public access computers and other relevant technologies, as well as educational, literary, and recreational programming for children, teens, and adults. The Library is organized into eight programs: the Main Library; Branch Libraries; Children and Youth Services; Information Technology; Collections and Technical Services; Communications 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 \$83.4M, including \$9.02M to purchase books and materials for the Library's public collection.**

The **Main Library Division** 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 reference 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, Government Information 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 3 million items annually. The Main Library program (EEF) is staffed by 173.08 FTE, and has a budget of \$16.4M.

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 five 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 1,254 permanent service hours per week, serve 4.7 million visitors and circulate 7.9 million items annually. The Branch Libraries (EEG) are staffed by 199.91 FTE and have a combined budget of \$18.2M.

The **Children and Youth Services Division** 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*; *Teen Services Program*; the *Partnership for Achievement* which works to develop a more coordinated and supportive relationship with the San Francisco Unified School District; and fully functioning libraries at the Juvenile Justice Center and Log Cabin Ranch facilities. An extensive weekly calendar of public programs provides a broad menu of learning opportunities for youth and caregivers citywide. The Children and Youth Services program (FAL, CBF) is staffed by 69.5 FTE and has a budget of \$8.7M.



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The **Collections and Technical Services Division** coordinates all aspects of book and material selection, acquisition, and maintenance. Specifically, the program orders books, audiovisual materials, electronic/online content, and periodicals; receives ordered materials, processes invoices, catalogs newly acquired or donated materials; and maintains the bibliographic database for the online catalog in multiple languages. Historic materials, as well as items requiring repair or reinforcement, are treated for greater public use in the preservation unit. Collections and Technical Services (EGD) is staffed by 58.61 FTE and has a budget of \$5.8M.

The **Information Technology Division** 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. This division manages the library's 700+ public computers and public laptop lending program. 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 Information Technology (EGG) program is staffed by 22.3 FTE and has a budget of \$4.5M.

The **Communications and Adult Services Division** plans, coordinates, and stages a wide variety of cultural, literary, educational, and artistic public programs and exhibitions at all library locations and external venues, including: city-wide events such as *One City One Book*; the *Poet Laureate* selection and inaugural address; the monthly reading program, *On the Same Page*; and publicity and support for branch opening day events. This division also manages the use of the library's public meeting rooms and volunteer services system-wide. The Communications and Adult Services program (EGF) is staffed by 9.48 FTE and has a budget of \$8.4M.

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 division 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 library capital 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 80.76 FTE and has a budget of \$11M.

The **Administrative Services Division** 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 semi-monthly public 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 22.86 FTE and has a budget of \$10.4M including system-wide allocations for workers compensation, training, travel, and institutional memberships, as well as \$2.5M annual Lease Revenue Bond debt service payment.



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## **GOALS AND OBJECTIVES**

### **I. Library Information Services and Collections**

The Library is committed to offering strong collections of books, audiovisual materials, and resources in electronic formats for the public of all ages and in the languages read/spoken by the public. The Library will continue to implement improved processes for selecting and making all materials available to the public in a timely and effective manner. The Library will ensure that the public have access to these resources citywide through the assistance and expertise of library staff and the maintenance of Library operating hours.

Expanding the development of online learning tools for staff and the public, the production of digital (audio, video, and text) content and building an infrastructure to make diverse digital collections sustainable and accessible will ensure that our patrons can access and use all of our dynamic digital services.

The Library has a wealth of materials in print, audiovisual and electronic formats. Improving access to these materials on the Library's website and through other databases (OCLC/Internet Archive), discovery tools (Encore/Summons) or a universal search (360/WebFeat) will become a focus to enhance the public's ability to access and use the resources.

Building digital services to meet the increased user demand for mobile services and full-text, downloadable or streaming online sources and the increased use of smart phones will be supported by providing text, instant messaging (IM) and chat reference/information services. In addition, training a Computer Corps composed of tech-savvy staff will support the public's questions on all the new devices. Developing new methods of gauging user experience and demand for digital services will be part of delivering maximum value to our users.

#### **Resources:**

The Library's objectives related to information services and collections will be achieved through a reorganization and effective allocation of staff resources and continued partnerships with city agencies and community based organizations:

- Develop strong library collections including full-text downloadable or streaming online sources (savings will be achieved though the need for fewer opening day collections)
- Provide information services, including in person, phone, text, IM, and chat reference
- Maintain public service operating hours (all branches open 6 or 7 days per week)
- Enhance digital content
- Improve access via catalog discovery tools, universal search, and mobile device capabilities
- Implement staff computer corps as an efficient deployment of existing staff resources to address patron needs

The creation of online learning tools will be supported though grant funding (Bay Area Library and Information Services grant) and partnerships with UCSF, the Department of Emergency Management, and the Mayor's Office of Neighborhood Services.



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## **II. Programs, Partnerships and Community Outreach**

The Library will focus on implementing the recommendations of staff efficiency teams related to programs and community outreach, including coordination of system-wide activities. The Library will prioritize trans-literacy initiatives aimed at community-centered issues, across a spectrum of programming and resource support, while continuing to offer programming that reflects community diversity through the use of updated census data and Geographic Information Systems (GIS) mapping. Key among these targeted groups will be limited English proficient populations (in compliance with the Language Access Ordinance) and seniors. SFPL will also provide effective outreach and response to community needs by sustaining select partnerships with the San Francisco Unified School District, the San Francisco Recreation and Parks Department and City College of San Francisco, among others. Finally, we will develop a robust Volunteer Services program to involve community members in support of library service activities.

### **Resources:**

The Library's objectives related to programs, partnerships, and community outreach will be achieved through direction of existing staff time and funding:

- Coordination of program and outreach activities that reflect community diversity
- Trans-literacy initiatives, focus on health, financial/economic, environmental, information/technology
- Sustained partnerships with SFUSD, SFRPD, CCSF
- Volunteer Services Program

The following efforts require added resources:

- Print translation services will be increased by \$18,000 to ensure compliance with Language Access Ordinance requirements.
- Services that support seniors, the Wise Up program, will be funded through an Osher Foundation grant in 2011-12.

## **III. Public Technology**

The Library's public technology priorities include the free and low-cost services that enable users to connect to and browse the Internet, check email, edit/create, print, scan materials, and copy documents. As the city's major provider of free public access to computing resources, the Library will continue this commitment through the following: public computers and laptops that can be checked out for use within a branch library; wireless connectivity that allows users with Wi-Fi enabled devices to access the Internet for free within and near all public libraries 24 hours a day; and the ability to access the Internet and related online resources.

To facilitate patron and staff access to electronic resources, the Library will ensure that a robust technology infrastructure (bandwidth capacity) is maintained, including access points, routers, switches, servers, and peripherals such as printers, copy machines, and computer equipment. In addition, the Library will continue to offer value-added public access to combined printing, copying, and scanning services that include: low cost printers available within libraries for users with personal laptops or library equipment; low cost copy machines within libraries; and scanning equipment to use within libraries to create free digital copies of physical items.



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**Resources:**

- Public computers and laptops will be expanded as part of the planned capital projects (Branch Library Improvement Program equipment is furnished by the Friends of the San Francisco Public Library) and existing PC replacement budget.
- Wireless connectivity, bandwidth and technology infrastructure necessary to ensure public access to online resources will require additional funding.
- The Library's public copying contract expires in 2011 and a new equipment contract will be initiated. As a result, the cost of this program may likely impact both the Library's budget and fee schedule for printing equipment services. Potential cost recovery for printing and copying is planned to offset added expenditures in this area.
- Due to high mail cost and incidence of return, a reduction in expenditure for print mail notices is planned, providing a savings to the Library's overall budget.

**IV. Workforce Development and Staffing**

The San Francisco Public Library is committed to hiring and training a diverse workforce to meet the service needs of the communities we serve. Filling of staff vacancies system-wide is a high priority in FY11 and FY12 and recruitment strategies for both permanent and temporary exempt as needed TEAN positions will be developed. The Human Resources Division will work in collaboration with Library Administration to ensure that the library's annual priorities are reflected, as appropriate, within the annual staff training plan. Priorities will include consideration of recommendations made by the Area Focus Teams, the reengineering of the New Staff Orientation with an emphasis on excellent customer service and targeted trainings to continue the development of library skills to assist the public. Finally, the Library will continue its commitment to city-wide Youth Development programs.

**Resources:**

Objectives related to workforce development will be achieved through a prioritization of existing staff training funds and the continuance of funding support by work order for the YouthWorks and Writer's Corps programs.

**V. Facilities and Asset Management**

Safe, welcoming, sustainable, and well-maintained facilities are a Library system priority. The Library will continue to make significant progress in completing the Branch Library Improvement Program as well as exploring space efficiencies in the Main Library, Support Services Facility, and other properties to enhance public service. Key among FY12 objectives will be the opening of two neighborhood libraries, beginning the planning phase for a Teen Center at the Main Library, and a study of efficiency improvements to book delivery operations.

**Resources:**

In FY12, the Library anticipates increased costs for building maintenance, including materials and contractual services. In addition:

- The Branch Library Improvement Program will proceed utilizing capital program resources, including the \$2.5M lease revenue bond debt service payment within the Library's annual operating expenditures.



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- The completion of a Library facilities space planning study (currently underway by the SF Bureau of Architecture) may result in projected costs for additional capital improvements, such as the reorganization of Main Library functions to achieve greater efficiencies in delivery operations.
- The Library will pursue grant funding opportunities in 2011 to facilitate planning for a Teen Center at the Main Library.

## **VI. Public Safety and Security**

The library's commitment to staff and public safety is reflected in the continuing partnerships with the Department of Public Health (program including an on-site social worker, the Homeless Outreach Team services and SF First's resource in hiring Health & Safety associates for vocational training) and San Francisco Police Department (program including an on-site police sergeant to supervise and train the library security guards and handle criminal activities and conduct at all facilities). In addition, these two partnerships provide expert trainers to present relevant information to staff on handling patron behavior, communications with difficult patrons and techniques for personal safeguards. The Branch Library Improvement Program will continue to improve and provide Americans with Disabilities Act (ADA) access to all library buildings and our program of ADA coordinators at each location who maintain a daily checklist continues to strengthen our commitment. ADA toolkits will be maintained at all locations with staff and patron instructions for use of the many devices to help our diverse population.

### **Resources:**

Goals and objectives related to public safety and security in libraries will be addressed using resources in the existing baseline, including:

- Partnerships with the Department of Public Health and SF Police Department (current work order may be decreased to reflect prior year spending);
- The Branch Library Improvement Program will proceed utilizing capital program resources, including the \$2.5M lease revenue bond debt service payment within the Library's annual operating expenditures; and
- ADA accessibility, through improved buildings, coordination, and toolkits.



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## **SECTION B: CUSTOMER SERVICES**

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### **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. The key elements of Library public services are operating hours at library facilities, assistance from library staff, collections of books and materials, public technology, and free library programs that are instructional, educational, literary, or recreational in nature.

While all divisions of the Library department contribute to the delivery of public services, the Main Library, Branch Libraries, and Children and Youth Services divisions provide direct public service in the 28 public library facilities throughout the city. Collections and Technical Services is responsible for the selection, acquisition, cataloging and processing of books and materials for all ages and audiences. Information Technology provides direct customer service via the Library's website and online resources, available 24 hours per day, as well as by making computers with software and internet/wi-fi access available for public use. The Facilities division maintains 28 public library facilities, the support services building, and retrieval facilities at Brooks Hall, providing engineering, custodial, security, and delivery services (movement of books and materials to satisfy patron reserves), and managing the services of other city departments through work order. The Communications and Adult Services and Children and Youth Services divisions provide public services through the delivery of free public programs, outreach, and community partnerships that enhance the library's ability to reach patrons with information, resources, and services. The Administrative Services program includes the City Librarian, Finance, and Human Resources offices, each giving direct support to the department's operations and management system-wide.

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, the Recreation and Parks Department, 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 is available in English, Chinese, Russian, and Spanish (also in paper format);
3. A portion of the Citizens' Survey administered by the Controller's Office.



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Survey results are paired with output measures of the public's use of Library materials and services in order to better understand trends in public need/demand, the effectiveness of Library services to meet those needs/demands, and the success of Library goals and objectives in providing customer service.

## I. Library Information Services and 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. Mid-year result is 8.0 or 3% higher than anticipated for all collections and 8.2 or 2% higher than anticipated for databases.

Additional measures related to library collections include:

- Number of new materials made available to the public (EGD, Goal 1, Measure 1).
  - Mid-year result is 163,000 items - on track to meet target.
- Number of items bound and repaired for public use (EGD, Goal 1, Measure 2).
  - Mid-year result is 92,500 – on track to meet target.
- Number of items in languages other than English added to the library's collections (EGD, Goal 2, Measure 1).
  - Mid-year result is 30,417 – on track to exceed target by 4%.
- Circulation of materials at the Main (EEF, Goal 1, Measure 1) and Branch libraries (EEG, Goal 1, Measure 1).
  - Mid-year result is 1.4M or 10% lower than anticipated for Main Library circulation and 3.9M or 16% higher than anticipated for Branch libraries circulation.
- 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).
  - Mid-year result is 868,000 or 17% lower than anticipated for all databases and 26,500 or 43% higher than anticipated for databases in languages other than English.
- Number of books and library materials distributed to community groups for public benefit purposes (EGF, Goal 2, Measure 1).
  - Mid-year result is 28,000 or 6% lower than anticipated.

Patron satisfaction with the quality of library assistance is measured via an online continual satisfaction survey: [<http://sfpl.org/sfplonline/survey.htm>]. Main Library (EEF, Goal 3, Measure 6) and Branch (EEG, Goal 3, Measure 3) library staff review survey results and individual patron comments to identify areas of service improvement. Mid-year result is 8.6 or 1% higher than anticipated for Main and 8.8 or 5% higher than anticipated for Branch libraries.

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).
  - Mid-year result is 437,000 – on track to meet target at Main and 572,000 or 12% lower than anticipated for Branch libraries.
- Number of persons entering the Main (EEF, Goal 2, Measure 2) and Branch libraries (EEG, Goal 2, Measure 2).
  - Mid-year result is 974,000 or 18% lower than anticipated at Main and 2.3M or 23% higher than anticipated for Branch libraries.



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- Hours of operation at the Main (*EEF, Goal 2, Measure 1*) and at the Branch libraries (*EEG, Goal 2, Measure 1*).
  - Mid-year result is 60, maintaining the target for Main Library and 1014 or 18% below target for Branch libraries.

## II. Programs, Partnerships, and Community Outreach

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. Quantitative measures include:

- Number of programs provided for children and teens (*FAL, Goal 1, Measure 1*).
  - Mid-year result is 2,395 – on track to meet target.
- Number of children and youth attending programs (*FAL, Goal 1, Measure 2*).
  - Mid-year result is 108,000 or 5% higher than anticipated.
- Number of instructional visits or programs for school classes (*FAL, Goal 2, Measure 1*).
  - Mid-year result is 1,606 or 15% higher than anticipated.
- Number of children and teens receiving instruction via school visits or library visits (*FAL, Goal 2, Measure 2*).
  - Mid-year result is 35,500 or 4% lower than anticipated, but on track to meet target.
- Number of people attending adult programs (*EGF, Goal 4, Measure 1*).
  - Mid-year result is 20,730 or 17% lower than anticipated.
- Attendance at public programs and trainings offered for speakers of languages other than English (*EGF, Goal 5, Measure 1*).
  - Mid-year result is 973 or 3% lower than anticipated, but on track to meet target.

## III. Public Technology

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*).
  - Mid-year result is 5.9M for web hits or 22% lower than original target, due to corrected measurement tools. (Target is being corrected to 12M)
  - Mid-year result is 84,000 or 72% lower than original target, due to corrected measurement tools. (Target is being corrected to 170,000)
- Number of public computers available for public use (*EGG, Goal 1, Measure 2*)
  - Mid-year result is 804 – on target to meet target.
- 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*).
  - Mid-year result is 86%, which exceeds target of 80%.



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#### IV. Workforce Development and Staffing

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).

- Mid-year result is 2,222 or 32% higher than anticipated attendance at public trainings and 100% or 11% higher than anticipated for participant rating of library instructional classes.

Results for the number of caregiver/parent participants in ECRR trainings and workshops (FAL, Goal 3, Measure 2). Quality of these services is measured through participant feedback Percentage of caregiver/parent participants who rate ECRR trainings and workshops as important in fostering early literacy (FAL, Goal 3, Measure 1).

- Mid-year result is 188 or 66% lower than anticipated for ECRR workshop participants and 99% - on track to meet target for participant rating of ECRR workshops.

Internally, annual performance appraisals are scheduled and completed as required.

- Number of employees for whom performance appraisals were scheduled (EIB, Goal 1, Measure 1).
  - Mid-year result is 418 or 15% higher than anticipated.
- Number of employees for whom scheduled performance appraisals were completed (EIB, Goal 1, Measure 2).
  - Mid-year result is 114 or 69% lower than anticipated.

#### V. Facilities and Asset Management

To ensure that all library facilities are safe, accessible, and sustainable public spaces, the Library is currently monitoring the following measures:

- Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant (EEG, Goal 4, Measure 1).
  - Mid-year result is 66.3% - on track for 85% by end of year.
- 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.
  - Mid-year result is 7.8% or 3% lower than target.
- 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.
  - Mid-year result is a baseline number of 3 days for response time.
- Number of kilowatts used in Library facilities (EGH, Goal 1, Measure 3)
  - Mid-year result is 4.69M kilowatts or 9% higher than anticipated.
- Gallons of water used in Library facilities (EGH, Goal 1, Measure 4)
  - Mid-year result is 5.38M or 12% lower than anticipated.
- Percentage of waste stream recycled or composted in Library facilities (EGH, Goal 1, Measure 5)
  - Mid-year result is 75% - on track to meet target.



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**VI. 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)
  - Mid-year result is 2,342 or 3% higher than anticipated.
- 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.
  - Mid-year result is 8 or 6% lower than anticipated.

*Please note: Several Library performance measures are based upon the Citizens' Survey administered by the Controller's Office.*



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**SECTION C: PERFORMANCE EVALUATION**

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**SUMMARY MIDYEAR/BUDGET REPORT**

The SFPL mid-year 2010-2011 Summary MidYear/Budget Report is attached. The full entry of performance measurement data will be entered by March 1, 2011.

**PUBLIC LIBRARY - Summary MidYear/Budget Report****Performance Measures**

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>BRANCH PROGRAM</b>					
Meet citizens' needs in quantity and availability of library collections at the branch libraries					
• Circulation of materials at branch libraries	6,849,515	7,870,578	6,653,000	7,747,800	8,135,190
• In-library use of materials at branch libraries	2,076,051	2,041,283	2,000,000	2,162,138	2,270,244
Provide hours of operation at the branch libraries that respond to user demand					
• Weekly hours of operation in the branch libraries	1,075	1,015	1,240	1,095	1,232
• Number of persons entering branch libraries	4,072,757	4,673,168	3,800,000	4,000,000	4,400,000
Ensure customer satisfaction with services at the branch libraries					
• Number of questions answered annually	1,398,732	1,289,391	1,300,000	1,000,000	1,200,000
• Percentage of San Franciscans who rate the quality of assistance from staff as good or very good	79%	n/a	79%	80%	n/a
• How patrons rate the quality of library staff assistance in the branch libraries on a scale of 1-10	8.35	8.83	8.35	8.80	8.85
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	48%	62%	93%	85%	93%

## PUBLIC LIBRARY - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>CHILDREN &amp; YOUTH SERVICES (CYS)</b>					
Provide high quality programs for children and youth					
• Number of programs provided	4,545	4,864	4,720	4,720	4,730
• Number of children and youth attending programs	205,212	206,642	205,000	205,000	208,000
• Percentage of San Franciscans who rate the library's programs and activities for children under 18 as good or very good	72%	n/a	75%	n/a	n/a
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	2,819	3,304	2,800	2,800	2,850
• Number of children and teens receiving instruction via school visits or library visits	81,208	81,648	72,000	70,000	75,000
• Percentage of participants who rate instructional visits or programs for school classes as good or very good	95%	95%	95%	99%	99%
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	98%	99%	99%	99%	99%
• Number of caregiver/parent participants in ECRR trainings and workshops	1,375	527	1,100	600	650

## PUBLIC LIBRARY - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>COLLECTIONS &amp; TECHNICAL SERVICES (CTS)</b>					
Acquire, prepare and maintain library materials for public use					
• Number of new materials made available to the public	406,852	414,738	320,000	330,000	320,000
• Number of items bound and repaired for public use	26,668	24,888	18,750	18,750	18,000
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	65,132	57,297	58,500	58,500	58,500

## PUBLIC LIBRARY - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>COMMUNICATIONS &amp; ADULT SERVICES (CAS)</b>					
Provide high quality collections and resources					
• Percentage of San Franciscans who rate the quality of the library's collections as good or very good	71%	n/a	75%	78%	n/a
• How patrons rate the quality of library collections on a scale of 1-10	7.88	8.03	7.80	8.00	8.05
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	27,296	109,062	60,000	65,000	70,000
Provide access to quality online computer resources and databases					
• Number of uses of the Library's subscription databases by staff and public	1,846,483	1,929,176	2,100,000	1,737,958	1,900,000
• How patrons rate the quality of library databases on a scale of 1-10	8.09	8.03	8.00	8.20	8.30
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	46,210	52,413	50,000	50,000	45,000
• Percentage of San Franciscans who rate the library's programs and activities for adults as good or very good	62%	n/a	68%	n/a	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	2,153	1,113	2,000	1,800	2,000
• Number of uses of the Library's subscription databases in languages other than English	32,056	44,888	37,000	53,036	55,000

## PUBLIC LIBRARY - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>Department Center/Other</b>					
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	723	696	726	776	691
• # of employees for whom scheduled performance appraisals were completed	336	531	726	553	691
<b>FACILITIES</b>					
Ensure that all library facilities are safe, accessible and sustainable public spaces					
• Number of training sessions provided to Library Security staff members	49	n/a	n/a	n/a	n/a
• Number of kilowatts used in Library facilities	n/a	9,352,695	8,587,774	9,387,168	10,513,628
• Gallons of water used in Library facilities	n/a	10,851,984	12,276,326	10,768,208	12,060,393
• Percentage of waste stream recycled or composted in Library facilities	n/a	74%	75%	75%	75%
• Number of security incidents reported in Library facilities	n/a	4,622	4,526	4,684	4,526
• How patrons rate their sense of safety and personal security in the library on a scale of 1 to 10	n/a	8.2	8.5	8.2	8.5
Ensure that all library facilities are clean and well maintained					
• How patrons rate the cleanliness and maintenance of library facilities on a scale of 1 to 10	n/a	7.9	8.0	7.9	8.0
• Average response time in days for completion of routine facilities service requests	n/a	n/a	3	n/a	3

## PUBLIC LIBRARY - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>INFORMATION TECHNOLOGY</b>					
Meet patron needs for access to technology					
• Number of web pages viewed (or hits) to the Library's web server	8,136,014	36,238,940	15,000,000	12,000,000	12,000,000
• Number of public computers available for use	675	740	900	900	950
• Percentage of available time (booking slots) reserved by patrons at public computer terminals	83%	82%	80%	80%	80%
• Percentage of available time used by patrons at public computer terminals, including both reserved and walk-in use	58%	n/a	n/a	n/a	n/a
• Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	n/a	499,094	500,000	510,000	550,000
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	268,955	1,696,010	600,000	170,000	170,000

## PUBLIC LIBRARY - Summary MidYear/Budget Report

### Performance Measures

	2008-2009 Actual	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>MAIN PROGRAM</b>					
Meet citizens' needs in quantity and availability of library collections at the Main Library					
• Circulation of materials at Main Library	2,788,645	2,979,004	3,110,520	2,700,000	2,500,000
• In-library use of materials at Main Library	1,146,502	987,736	n/a	n/a	n/a
Provide hours of operation at the Main Library that respond to user demand					
• Weekly hours of operation at the Main Library	60	60	60	60	60
• Number of persons entering the Main Library	2,265,209	2,311,711	2,369,000	2,369,000	2,000,000
Ensure customer satisfaction with services at the Main Library					
• Number of questions answered annually at the Main Library	927,194	951,310	875,000	875,000	835,000
• Percentage of San Franciscans who rate the quality of staff assistance as good or very good	79%	n/a	79%	80%	n/a
• Number of attendees at public trainings and instructional classes provided at the Main Library	5,238	4,117	3,375	3,375	3,375
• Percentage of participants who rate public trainings and classes at the Main Library as good or very good	98%	100%	90%	100%	100%
• How patrons rate the quality of library assistance at the Main Library on a scale of 1-10	8.47	8.44	8.50	8.50	8.50

# San Francisco Public Utilities Commission

## 2011 Efficiency Plan



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## 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 capture, treatment transmission and distribution of high quality water to 2.5 million customers.
2. **Hetch Hetchy Water and Power, including the Power Enterprise**
  - **Hetch Hetchy Water:** The Hetch Hetchy Reservoir is the main source of water for the Hetch Hetchy System. Hetch 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 from the hydro facilities to the Newark substation.
  - **Hetchy Power:** The core business of Hetch Hetchy 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 when power is available and consistent with prescribed contractual obligations. Additionally, Hetchy Power evaluates and develops a diverse energy portfolio by procuring and constructing renewable and efficiency technologies.
3. **Wastewater Enterprise:** The Wastewater Enterprise is responsible for the operation, maintenance, capital improvements, repair and replacement of San Francisco’s wastewater facilities and assets. Wastewater includes what we flush down the toilet or empty into our home drains. In San Francisco, wastewater also includes stormwater – the water that pours into one of the 23,000 catch basins located on every City block. Together San Francisco's 1,000 mile-long combined sewer system and 3 treatment facilities help reduce pollution in the San Francisco Bay and Pacific Ocean

### 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 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 through 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, 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 Bioregional Habitat Mitigation Approach. Finally, the WSIP team initiated a comprehensive Environmental Construction Compliance Program to ensure each project complies with all requirements imposed by the various resource agencies.

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 program is also assessed periodically by independent review panels comprised of industry experts.

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](http://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. The challenges facing the sewer system include: aging infrastructure, deferred maintenance due to funding constraints, localized flooding and the need for adaptation to achieve long-term sustainability. The Sewer System Improvement Program (SSIP) projects will upgrade the SFPUC wastewater system so it can meet the challenges of today and the future. The SSIP identifies projects that will provide major upgrades and improvements to the three existing treatment plants located in San Francisco, a new Treasure Island Wastewater Treatment Plant, and projects to improve seismic reliability, stormwater management and flood control in specific areas of San Francisco. All of the identified projects will be implemented prior to 2040.

On July 27, 2010, the San Francisco Public Utilities Commission endorsed the Wastewater Enterprise Goals and Levels of Service (LOS) and adopted Resolution number 10-0114. The Resolution states "The Commission hereby endorses the goals and levels of service provided in the Sewer System Improvement Program Report and urges staff to move forward with completion technical analyses for project development and initiation of environmental review for critical wastewater system improvements projects."

The goals and levels of service apply generally to the Wastewater Enterprise and will apply to each capital project that is developed. The Goals and associated Levels of Service for the SSIP are listed below.

- 1. Goal: Provide a Compliant, Reliable, Resilient, and Flexible System that can Respond to Catastrophic Events**
  - LOS: Full compliance with State and Federal regulatory requirements applicable to the treatment and disposal of sewage and stormwater.
  - LOS: Critical functions are built with 100% redundant infrastructure.
  - LOS: Critical dry-weather facilities will be on-line within 72 hours of a major earthquake.
- 2. Goal: Minimize Flooding**
  - LOS: Control and manage flows from a storm of a three-hour duration that delivers 1.3 inches of rain.
- 3. Goal: Provide Benefits to Impacted Communities**
  - LOS: Limit odors to within the treatment facility's fence lines.
  - LOS: Be a good neighbor.
- 4. Goal: Modify the System to Adapt to Climate Change**
  - LOS: New infrastructure must accommodate expected sea level rise within the service life of the asset (i.e., 16 inches by 2050, 25 inches by 2070, and 55 inches by 2100).
- 5. Goal: Achieve Economic and Environmental Sustainability**
  - LOS: Beneficial reuse of 100% of biosolids.

- LOS: Use nonpotable water sources to meet 100% of WWT facilities nonpotable water demands.
- LOS: Beneficially use 100% of methane generated by SFPUC treatment facilities.
- LOS: Stabilize life-cycle costs to achieve future economic stability.

The largest project in the SSIP is the Biosolids Digester Facility to replace the aged seismically-unreliable Southeast Plant digesters with a modern design that employs the latest technology and meets the needs of the community and the levels of service established by the SFPUC. To ensure early community involvement in the project, the SFPUC initiated a Digester Task Force who worked with SFPUC staff for 19 months to review the proposed project sites and design alternatives. On June 22, 2010 the Digester gave a presentation and presented their final report to the Commission to and expressed their desire for the project to be built at the Central Shops location. During the project design phase Task Force members will be asked to participate again.

The other projects that will be included as part of the SSIP include:

- Collection System Improvements;
- Flood Control Upgrades;
- Low Impact Design;
- Treatment Plant Improvements;
- Low Impact Design;
- Critical Infrastructure Redundancy Projects, including the Channel Tunnel;
- System-wide Seismic Upgrades; and
- Sustainability Improvements including: Climate Change Adaptation, Energy Efficiency, Bio-Energy Projects and Stormwater Reuse.

The project size, scope and schedule 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 190,000 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, meter reading, field inspections, billing and collections for more than 173,000 accounts

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 2,300 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 more than 173,000 water and wastewater customer accounts.
- We assist approximately 47,000 customers in person in our office every year.
- We bill and collect over \$560 million in water, wastewater, and power and utility revenues.
- Field Service staff complete over one (1) million meter reads each year, with a goal of no more than one (1) error per 1,000 meters read. In calendar year ending December 2010, the error rate was an average of 0.29% of meters read.
- Our customer service representatives promptly respond to over 190,000 customers' inquiries, complaints and requests for services annually.

Our service level goal is to answer 80% of calls within 20 seconds. In calendar year ending December 2010 we achieved a 49% service level, answering 134,311 calls in an average of 70 seconds. The decrease in the service level was due to a number of factors, including a significant increase in both customer phone calls and office visits compounded by short staffing due to vacancy vice retirements and promotions. Customer Services has taken measures to improve the service level score, including cross training of existing staff, reprioritizing of operational work loads, in addition to active recruitment to fill vacant positions. We are confident we will be achieving service levels goal in calendar year 2011, and have already seen improvement in the first quarter of the year.

To achieve its mission and its responsibilities, Customer Services has 107 employees and operates on a \$12 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 levels. The Customer Services Bureau recently implemented a customer survey program that customers can choose to participate in at the conclusion of their call. For the calendar year of 2010, the results of these customer satisfaction surveys averaged an 84% rating.

*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, printed and online media, community outreach and education, and employee volunteerism. We offer tours of our water treatment facilities to a wide public audience, including schools, non-profit organizations and other interested parties.

We attend and host neighborhood meetings and community events to share important information regarding SFPUC and City goals of promoting environmental stewardship, water conservation, clean energy technologies, and wastewater reclamation. Some of our major campaigns include the "Rain Barrel and Cistern Subsidy Program", "Drink Tap/Global Tap Initiative", "GoSolarSF" and "CleanPowerSF".

We also provide critical, timely updates and encourage public involvement on important local and regional construction programs/projects using media coverage, public forums and social media. Some projects include the Water System Improvement Program, Sewer System Improvement Program, and Sunset Reservoir Solar Project.

In addition, we facilitate frequent discussions with key internal and external stakeholders about resource management and sustainability, as well as collaborate and develop strategies that align with SFPUC and City goals.

## **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](http://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 against key performance indicators, 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. In fiscal year 2010-11 SFPUC is integrating the Plan with its "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 on February 22, 2011. The asset management plan directs 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. Maximo 7.1 will be able to calculate and store asset management rankings to inform asset maintenance and replacement decisions.
- **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.

DPW 2011 Efficiency Plan  
Singleton, Maureen

to:  
Office, Budget, Board of Supervisors, Con, Performance  
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Cc:  
"Reiskin, Ed", "Falvey, Christine", "Legg, Douglas", "Wilson, Rick", "Carlson, Robert"  
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All,

Please find attached DPW's 2011 Efficiency Plan, including our performance measures report (an attachment to the Efficiency Plan). Please feel free to contact me if you have any questions or difficulty opening the attachments. Thanks and have a great day.

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Maureen Singleton, Budget Manager  
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**San Francisco Department of  
Public Works**

**Efficiency Plan**

**February 1, 2011**

# 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 Statement**

“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.

## Major Activities

The Department has eight functional bureaus, and a general administration division (accounting, computer services, and finance, budget & performance). In an effort to maximize scarce resources and preserve front line jobs, the Department has consolidated the management of the Bureau of Urban Forestry (BUF) under the Bureau of Street Environmental Services and the Bureau of Street and Sewer Repair; however, BUF's program costs remain segregated in the budget. The GSA provides personnel and employee training services for DPW. The primary work of the bureaus is outlined below. Budget amounts for each program area are for the approved FY 2010-11 budget, and include allocated bureau and department overhead.

### Bureau of Street Environmental Services

*Mechanical Street Sweeping (\$9.8 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 (\$18.8 million).* DPW performs manual cleaning of streets, plazas and, under the 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 (\$4.0 million).* DPW's illegal dumping cleanup program removes debris left on the streets and sidewalks from contractors, haulers and residents. During FY 2009-10, DPW removed 9,760 tons of illegally dumped materials from San Francisco Streets. The Department 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 \$80-\$1,000. In FY 2009-10, 215 citations were issued. DPW also inspects illegal dumping sites to check for evidence to capture illegal dumpers. In late 2010 DPW began an intensive education and outreach campaign in the City's Bayview neighborhood, a neighborhood significantly impacted by illegal dumping in an effort to prevent small and large scale illegal dumping. The department applied for and received a grant from the California Department of Resources, Recycling and Recovery (CalRecycle) to cleanup and monitor 25 hotspots of illegal dumping activity. In addition, DPW began a door to door outreach campaign which discourages residents from dumping large items on the

sidewalk as a means of disposing of them, and encourages residents to report information about large illegal dumping activity, such as large amounts of construction and similar debris.

*Graffiti Removal (\$3.3 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 6,460 owners of being in violation of the City's Graffiti Ordinance and 717 blight notices were posted in FY 2009-10

### **Bureau of Urban Forestry**

*Planting And Maintaining Street Trees (\$3.6 million).* DPW maintains approximately 40,000 street and median trees while private property owners and other agencies maintain over 65,000 street trees. In FY 2009-10, the bureau planted 469 new DPW street trees and processed 1,283 tree planting permits for private property owners. 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 (\$5.3 million).* DPW plants, weeds and maintains medians throughout the City. In FY 2009-10 the bureau implemented a number of beautification projects replacing concrete medians with planted medians on streets such as Geary Boulevard and at the MUNI crash barrier on 3<sup>rd</sup> Street and Market Street.

*Sidewalk Repair, Curb Ramps and Concrete Work (\$7.4 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 2009-10 BUF repaired sidewalks around 201 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 (\$7.9 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 (\$5.9 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 (\$0.3 million).* The Municipal Asphalt Plant was closed late in 2009 after it was determined that it would be more cost effective to purchase asphalt from outside vendors. The remaining program budget is for debt service on the asphalt silos and other minor expenditures. In 2009, the Asphalt Plant produced 12,400 tons of asphalt.

### **Bureau of Building Repair**

*Maintenance of Buildings, Grounds, Bridges, Tunnels & Plazas (\$16.2 million).* The Bureau provides professional LEED-guided (Leadership in Energy and Environmental Design) construction, energy efficient and/or water conservation improvements, repair, remodeling and facility management services to help sustain 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, plazas, tunnels and City structures throughout the City. BBR provides emergency repair services 24 hours a day to keep vital services and facilities, such as police and fire stations open and servicing the public.

### **Bureau of Street Use & Mapping**

*Street Use Permits, Inspections, Subdivisions (\$13.3 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 rights-of-way. 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 416 blocks and issued 11,521 notices to repair. More than 362 blocks were repaired as a result of the inspections.

During the past six months the Bureau has refined procedures by creating a single notice to property owners that eliminates multiple site inspections by staff. The new process has allowed the Bureau to reduce its backlog of outstanding requests for inspections by over 50% despite staff reductions. The Bureau is working collaboratively with the Department of Building Inspection, the City Attorney's Office and DPW staff to efficiently process cases utilizing the Community Preservation and Blight Reduction Act. BSM acts as the lead agency investigating concerns about blighted private properties. BSM investigations determine an appropriate response up to and including abatement by City contractors. Fines, administrative costs, and abatement costs are deposited into the Blight Fund.

BSM is working with the City Attorney's Office to amend sections of the Public Works Code to create a consistent and streamlined enforcement process that will result in full cost recovery for staff and an efficient application of staff resources. The Bureau initiated legislative changes to the City's handbill ordinance in order to prevent sidewalk litter caused by the practice of small business leaving menus, ads, etc. on private property. The effort is a multi-agency/stakeholder effort with the intent of minimizing sidewalk litter.

### **Bureaus of Architecture, Engineering & Construction Management**

Design and Construction Management Services (\$68.5 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
  
- b) Enhance the cleanliness of the city
  - Objective 1.3: Remove litter, debris, and graffiti from city streets, and other public spaces to meet or exceed cleanliness standards
  - Objective 1.4: Employ design and operating standards and best practices to improve the city's cleanliness
  - Objective 1.5: Foster a culture of cleanliness through education, enforcement, collaboration, and partnerships with stakeholders
  
- c) Green the city's infrastructure
  - Objective 1.6: Expand the city's green space and increase sustainability of infrastructure to support natural and human-made systems
  - Objective 1.7: 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 1.8: Improve aesthetic and other qualities of public space through innovation and collaborative projects, while, ensuring public rights-of-way are designed and maintained to be clean, safe, and welcoming
  - Objective 1.9: Coordinate improvements and competing use of the public rights-of-way through collaboration, permitting, and enforcement to maximize positive outcomes and minimize adverse impacts

Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities

- a) Design, build, and renovate facilities to meet and exceed intended uses
  - Objective 2.1: Implement standards and best management practices for maintenance, design, project management, and construction management

Objective 2.2: Build, renovate and repair facilities to the highest achievable environmental standards

Objective 2.3: Cultivate public pride through world class design and maintenance

b) Provide services and 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 through implementation of maintenance standards and best practices

Objective 2.5: Employ asset management and life-cycle analysis approaches to capital planning, design, and maintenance

### 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 and support the business and economy of San Francisco

b) Embrace organizational efficiency and innovation

Objective 3.5: Improve the effectiveness and efficiency of DPW service delivery

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: Deliver outstanding customer service by thoroughly identifying client department and public requirements and expectations
- Objective 3.10: Deliver unparalleled response through managing and exceeding stakeholders' expectations and anticipating and prioritizing services requiring routine and emergency response
- Objective 3.11: 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**

DPW launched a customer-focused DPW website in May 2010 that is streamlining requests for information and services and realigns our public face with the vision, mission and strategic goals established in DPW's 2009-2012

Strategic Plan. The new site is more user friendly, information is presented in a more consistent manner across bureaus, and the site provides information in a more customer-focused manner. The site is also used as a marketing tool for DPW services provided to internal customers who request services from the bureaus of building repair and project management. In short, the new website

- Provides convenient access to public works information, programs and services
- Provides better customer service by maximizing our use of online forms
- Improves our ability to connect with the many diverse communities of San Francisco
- Showcases our projects and services to both internal and external audiences.

In addition to streamlined information, online forms and up to date information, the site provides a direct link to DPW's social media channels which allows customers to receive real-time information about DPW projects, programs and services. The department also launched an online calendar that links constituents with volunteer opportunities, trainings on subjects like graffiti removal, sidewalk landscaping and gardening and will provide neighborhood event information, such as relevant community project groundbreaking or ribbon cuttings.

### **National Accreditation**

On April 14, 2010, the San Francisco Department of Public Works (DPW) became the 4th in the State of California and the 57th agency in the country accredited by the American Public Works Association (APWA), an international educational and professional association of public and private agencies.

This accreditation reflects our drive to professionalize the department and employ best practices so that we can most effectively serve the people of San Francisco. The accreditation helps DPW improve as an organization and raises our standards across the board by determining how the provision of public works services in San Francisco compare to recommended best practices identified by nationally recognized experts in the field of public works.

The journey toward accreditation began in 2008 and involved the development, adoption and implementation of the department's Strategic Plan, a three-year road map to guide the agency in achieving its vision and mission. It also entailed the review and assessment of APWA recommended management practices. As a result DPW met national standards for 306 practices; four of these were recognized as model practices— the department's Strategic Plan, the Strategic Plan review process, capital and infrastructure asset reporting, and the distribution of hazardous materials information. Today, the Department of Public Works has an 18-Volume Procedure Manual; which will guide the agency toward

continuous improvement and contribute to making San Francisco a beautiful, livable, vibrant, and sustainable city.

## **Social Media & Government 2.0**

In order to continue to improve customer service and communicate effectively, DPW utilizes social media tools and practices as a component of its overall communications plan. 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, Tumblr, 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 consist 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 26 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 the City'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 and attending community meetings, creating and distributing outreach flyers, and developing and maintaining relationships with constituents.
- DPW drafted and published procedures for Communicating with the public.

### **Establishing Service Quality Standards (Benchmarks)**

DPW's goal is to meet and exceed customer service standards through employee training, regular feedback on performance, timely responses, 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.

In addition, DPW conducted a comprehensive, web-based survey of all client departments in 2010 in order to advance the department's strategic goal of establishing DPW as the Service Provider of Choice. Eighteen departments responded and provided their feedback on topics such as quality of products and services; timely delivery of projects, staff responsiveness, and accuracy of scheduling and estimates on DPW maintenance and repair projects as well as capital project and construction management. In 2011, DPW will implement an action plan based on survey responses.

### **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.
- Through community newsletters. The newsletter informs, educates, and updates the public on topics of interest and resources available to them.
- 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 list 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. DPW received a C+ grade in 2009, an improvement from 2007 when street and sidewalk cleanliness scored a C. The next survey is due in 2011.
- 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](http://www.sfdpw.org) and through social media venues.
- DPW offers the public an opportunity to provide feedback and comments on programs and services through the community newsletter.
- 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 launched a Menu and Flyering Task Force in early 2010 to solicit internal and external stakeholder feedback on this issue with a goal of reducing litter and streamlining responses to complaints. The Task Force, through the Director of Public Works, identified and suggested changes to DPW codes. These changes will be heard by the Board of Supervisors in 2011.
- DPW will host community workshops to solicit feedback and comments from public to help inform improvements for the Better Market Street project. DPW will also work with internal and external stakeholders on facilitating this visioning process including the creation of a Citizen's Advisory Committee.
- DPW, along with internal and external stakeholders, participated in the Capital Planning Committee's Street Resurfacing Financing Working Group (SRFWG) in 2010 to develop a funding plan for street resurfacing. SRFWG analyzed 17 funding options and in May of 2010 made five recommendations to the Capital Planning Committee, including raising the overall pavement condition index score over the next ten years to a more efficient score of 70 using a variety of funding sources. The Capital Planning Committee is currently considering the five SRFWG recommendations for funding street resurfacing. The final SRFWG report can be found at [www.onesanfrancisco.org/street-resurfacing-financing-working-group](http://www.onesanfrancisco.org/street-resurfacing-financing-working-group).

### **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 2010, Community Clean Team:

- Recruited more than 3,000 volunteers who donated almost 10,000 volunteer hours
- Cleaned and greened five public housing developments in partnership with residents and other volunteers
- Cleaned and made improvements to 32 parks, stairways and community gardens
- Planted 228 trees, bushes and plants
- Removed more than 12,500 pounds of debris and 8,580 pounds of green waste
- Cleaned 260 tree basins and placed 2 tons of decomposed granite to improve pedestrian safety

- Landscaped and cleaned 42 center islands, right-of-ways and lots.
- Placed 230 cubic yards of chips and 2 tons of decomposed granite on center islands, tree basins, lots, parks and housing authority properties.
- Cleaned and weeded nearly 110,000 square feet of center islands, right-of-ways, and 2,000 linear ft. of sidewalk
- Swept 342 blocks of sidewalks, curbs and alleyways
- Removed 111,700 square feet of graffiti from public and private property

### **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 projects. 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.

# EFFICIENCY PLAN

Rent Board – 65

February 1, 2011

Contact: Delene Wolf, Executive Director, 252-4650

## **Section 1: Mission and Goals**

In response to a housing crisis in April of 1979, the San Francisco Board of Supervisors enacted Ordinance Number 181-79, which established guidelines for rental increases and created the Residential Rent Stabilization and Arbitration Board. As stated in the Ordinance, the mission of the Rent Board is “to safeguard tenants from excessive rent increases and, at the same time, to assure landlords fair and adequate rents consistent with Federal Anti-Inflation Guidelines.” The Ordinance also protects tenants from unjust evictions, in order to help preserve the ethnic and cultural diversity that is uniquely San Francisco.

To accomplish its mission, the Rent Board provides information to the public regarding the rights and responsibilities of landlords and tenants under the local Rent Ordinance and Rules and Regulations. The Board also provides landlord/tenant arbitration, mediation and alternative dispute resolution services through hearings with Administrative Law Judges. The Rent Board is dedicated to the fair and neutral administration and enforcement of the City’s Rent Ordinance and is committed to evenhanded treatment of both landlords and tenants. To achieve these ends, staff must be fair to tenants and landlords, knowledgeable of the legal requirements for both, and deliver services in the most effective, efficient and responsive manner possible.

The Department will promote the following goals and priorities in the coming year:

- Continued fulfillment of the agency’s mandated responsibilities for holding expeditious hearings on various types of tenant and landlord petitions, including tenant petitions for decreased housing services and unlawful rent increases, and landlord petitions for rent increases based on capital improvement work, increased operating and maintenance expenses, increased utility costs, comparable rents and the fact that the rental unit is not the tenant’s principal place of residence. We will also continue aggressive investigation of tenant allegations of wrongful eviction.

- Increased Outreach: The department is carrying out an increased outreach campaign this year. It is working with the San Francisco Public Library to host informational sessions and counseling at various Library branches throughout the city on weekends. The department is advertising its services on MUNI busses throughout the city in three languages.
- Improve Web Site: Last year the department reorganized and redesigned its web site, updated the information found on the web site, and included translations of the updated information in both Chinese and Spanish. The Department intends to continue working on its web site to provide up to date information as well as additional translations in Chinese and Spanish.
- Maintain Public Kiosks: Three public kiosks located at the Rent Board Office provide members of the public with immediate access to case information and data. The Department has also increased the public's access to information by adding Decisions of Administrative Law Judges and the eviction notices database to the kiosks. This fiscal year, the department achieved one of its goals when it upgraded the database software running on the kiosks for increased reliability and usability. The Department believes that the public kiosks will continue to grow in importance as a source of information and research for our clients, who will be able to gain much of the information which they previously had to obtain from staff members in a more convenient manner and at their own pace.
- Translations: The Department is committed to making as much of the information it disseminates available in as many languages as possible. In accordance with the Equal Access to Services Ordinance, a priority will be to continue to provide access to updated translations of our "Info-to-Go" telephone scripts, and informational brochures ("Fact Sheets") on our 24-hour automated telephone and Fax-Back systems as well as the Department's web site. Our current outreach contracts with community organizations also provide expanded language assistance to the Chinese, Spanish, Russian, Vietnamese, and Korean communities. In addition, we provide interpreters at hearings and mediations for parties who cannot afford to pay for their own.
- The Residential Hotel Visitor Policy: The Rent Board is required to annually review and amend, if necessary, the Residential Hotel Visitor Policy. A Public Hearing, if necessary, will be held for this purpose.

## **Section 2: Programs and Services**

The Rent Board currently has 29 employees (two positions are currently vacant), who are divided into four groups: Administration; Citizens Complaint Officers (counselors);

Administrative Law Judges; and Clerical. The agency is governed by a 10-member Commission, consisting of four Tenant Commissioners, four Landlord Commissioners, and two Neutral Commissioners, usually homeowners. There are five voting members, with five alternate Commissioners who vote in the absence of the voting Commissioner. The Department has two major programs as described below:

## 1. Public Information and Counseling

- The counseling unit provides information to the public regarding the Rent Ordinance and Rules and Regulations, as well as other municipal, state and federal ordinances in the arena of landlord/tenant law. The counselors provide information, but cannot give legal advice. The counseling unit is often the public's first introduction to the Rent Board, since it is the counselors who answer phone inquiries and assist landlords and tenants at the front counter. There are ten counseling positions. The counselors are supervised by one Rent Board Supervisor, who assigns and monitors their work. The counselors have a daily schedule, through which they are assigned phone and counter "shifts." They are also given administrative time off the schedule, in order to process their paperwork and return phone calls. The counselors screen the petitions that are filed by the public: tenant requests for rent reductions or contesting rent overcharges, as well as allegations of wrongful eviction; and landlord requests for rent increases. Expectations for the counseling unit include the provision of accurate information in a courteous and helpful manner, as well as the timely screening of petitions and eviction reports.
- Accurate and convenient dissemination of information to our public is a major goal of the agency. In addition to the counseling staff, the public information component of the Rent Board contains three major pieces:
  - Automated, recorded information on over 80 topics, called the "Info-to-Go" line. This is a 24-hour telephone line that contains text on the issues of most concern to the landlord and tenant communities. The line handles about 2000 calls a month, greatly reducing the number of inquiries fielded by the counseling unit. The "Info-to-Go" line is also available in Spanish and Cantonese.
  - All of the "Info-to-Go" scripts referred to above, as well as all forms and documents used by the agency, can be retrieved by the public through a 24-hour automated faxing service provided by the Department known as "Fax Back." For clients who have access to a fax machine but not the internet, our "Fax Back" system serves as a web substitute, providing most of the same information available on the web. Additionally, callers can obtain faxed copies of the Info-to-Go phone scripts for future reference.

- In 1995, the Rent Board was one of the first departments in the City to provide a website. In addition to forms, brochures, "Info-to-Go" phone scripts and other documents, the public can access the complete Rent Ordinance and Rules and Regulations as well as the Agendas and Minutes of Rent Board Commission meetings. The web allows the Department to provide the public with a bulletin board of information on recent changes and amendments to the rent law and other useful information about the Department's activities. Last year, the site received some 611,000 hits per month, making it one of the most visited of the City's web sites. The delivery of accurate and dependable information available on the customer's time schedule, and not the Department's, expands the delivery of services while conserving limited staff resources for more critical functions.

## 2. Administrative Hearings and Appeals

- The hearings unit consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs are attorneys who conduct arbitrations and mediations to resolve disputes between landlords and tenants. The ALJs issue decisions in accordance with applicable laws. The goal of the hearings unit is to issue Decisions in a timely manner while still assuring content quality. To that end, the Department has initiated the following programs to expedite the issuance of Decisions:
  - A Mediation Program, in which the ALJs assist the parties in reaching an agreement of the issues in dispute. The mediation program has significantly reduced the need for writing time-consuming arbitration decisions in many cases. Equally important, client satisfaction has increased because the parties themselves make the agreement, rather than having a result imposed on them by the Rent Board. Mediations allow for enhanced communication between the parties, which tends to reduce the need for future filings at the Rent Board.
  - A Minute Order Program, in which a shortcut decision is issued within 14 days of hearing. For cases that are not extraordinarily complex or contested, the petitioner can consent to the issuance of a Minute Order. If after the receipt of the Minute Order any party files an Objection, a full Decision will be issued.
- The processing of appeals, and the oversight of the Rent Board Commission, constitutes another major aspect of the agency. If a party disagrees with a Decision of an Administrative Law Judge, they have fifteen days to file an

appeal. Appeals are scheduled for consideration within thirty days of receipt by the agency. Copies of the appeal are sent to the opposing party, who must respond by one week prior to the Board's consideration of the appeal. Administrative Law Judges often write responses to the appeal for the Rent Board Commissioners, copies of which are provided to the parties. The Commissioners can accept an appeal and send it back for another hearing or for a Technical Correction, remand the case on the record for a different decision, or hear the case themselves. If an appeal is denied, the aggrieved party has ninety days to file a Writ of Administrative Mandamus with the Superior Court.

### **Section 3: Strategic Planning**

Activities in all of the above service areas help to avoid homelessness by keeping rents at affordable levels, reducing wrongful evictions, and providing economic incentives for the upkeep and maintenance of residential rental units. The Rent Ordinance specifically exempts new construction in order to provide an incentive for the construction of new rental housing.

The Rent Board's proposed budget will be nominally more than this year's budget due to increases in salary and retirement system contributions, a small increase for increased need for interpreters, and some minor capital improvements to the office. The Rent Board is funded by an annual "rental unit fee" that is determined by the Controller based on the final approved budget. There are no anticipated program reductions, and services to the public will not be affected. All of the above programs, services and priorities are sufficiently funded in the departmental budget. Most of the monies expended in meeting the Department's priorities and goals are in the categories of staff, overhead and amounts paid to other City agencies for necessary services, such as the City Attorney. Less than 10% of the Department's budget is devoted to materials and equipment.

Other unknown factors that may affect the Department's workload in the future include possible amendments to the Rent Ordinance or Rules and Regulations, litigation arising from such amendments, changes in State law, and changes in the economy that might lead to increased filings of landlord or tenant petitions.

### **Section 4: Customer Service and Performance Measures**

The agency has several methods of gauging departmental effectiveness in its delivery of services. Self-addressed, postage paid survey forms are available in the office and are given to participants at hearings by the Administrative Law Judges. An online survey is also available on the Department's website. Since Rent Board staff have personal contact with many of our clients, feedback is a constant part of the relationship with

members of the public. Staff is encouraged to ask for suggestions on ways the Department could improve, and to forward any such suggestions to the appropriate supervisor. Staff members also go out into the community to conduct trainings or serve as guest speakers. The Rent Board also has two "Remarks from the Public" sessions on the Agenda of each Board meeting, and the public is encouraged to write to the Commissioners with concerns, comments or criticism.

Many of the Department's timeliness standards are codified in the Rent Ordinance. For example, petitions are to be scheduled for hearing within 45 days of filing (although priority cases receive expedited handling); Expedited Hearings must be scheduled within 21 days of filing and Expedited Hearing Orders must be issued within 10 days of the Expedited Hearing; Minute Orders must be issued within 14 days of the hearing; appeals are to be considered by the Rent Board Commissioners within 45 days of filing. The Department has also instituted guidelines for staff performance: if the telephone queue exceeds a 3-minute wait time, all counselors are expected to assist and field calls; if more than 3 clients are waiting at the front counter, another counselor is expected to assist; and messages left on voicemail are expected to be returned within 24 hours.

In order to assess the performance of the counseling staff, the Rent Board Supervisor reviews turnaround reports in the departmental database which track the handling of petitions from the time of filing through scheduled hearing, as well as print-outs from the ACD system which show the volume of phone calls being answered by each counselor. The Senior Administrative Law Judges record the date that Decisions are turned in for review, and Administrative Leave is accrued by the Administrative Law Judges based upon meeting standards for timely submission of Decisions. If the Administrative Law Judges fail to meet their deadlines for decision submission, a Senior Administrative Law Judge also makes a work plan with the ALJ to become current. Since the Rent Board is a relatively small department, supervisors are in constant contact with staff regarding performance issues. If any employee falls behind in his or her duties, the supervisor works with the employee to implement a plan to catch up.

The Department's Performance Measures for 2009-2010 (FY 2010), which include a comparison from the prior fiscal year, have been entered into the City's web-based performance management system. The following is a summary of those performance measures: as to the processing of allegations of wrongful eviction, the Department's turnaround time for the 2009-2010 fiscal year (FY 2010) was 1.1 days, exceeding the revised target of 2.0 days by 0.9 days. For this fiscal year, the Department is projecting a turnaround time of 2.0 days based on the expectation of increased filings. As to the average number of days for Administrative Law Judges to submit decisions for review, last year's actual number was 19 days, exceeding the target of 25 days by 6 days. The Department's target for this measure changed from 28 days to 25 days for FY2008. As to the percentage of users satisfied with the Department's web site, last year's actual satisfaction rate was 69%, 11% less than the target of 80%. The Department is again

targeting an 80% satisfaction rate for fiscal year 2009-2010 based on the expectation that the reorganization and redesign of the website, which was recently completed, will result in increased satisfaction. The Department is also attempting to obtain a greater response to the Customer Satisfaction Survey that is posted on the web site, and has put the survey in a more prominent location on our new web site. Each year the Department has expanded the number of documents translated into languages other than English and the number of locations in which the translated documents are located. Finally, the Department completed performance appraisals for all its employees last fiscal year and will do so again this fiscal year.

Comparisons to other rent control jurisdictions are not particularly relevant, since the systems of rent control vary significantly, and the populations and numbers of rental units in most other rent control jurisdictions like Berkeley, Santa Monica and West Hollywood are significantly smaller.

**City and County of San Francisco**



**San Francisco City and County  
Employees' Retirement System  
Office of The Executive Director**

February 22, 2011

Renee Willette  
Fiscal and Policy Analyst  
MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE  
City Hall, Room 288  
San Francisco, CA 94102

Keith DeMartini  
CONTROLLER'S OFFICE  
City Hall, Room 316  
San Francisco, CA 94102

Angela Calvillo, Clerk of the Board  
BOARD OF SUPERVISORS  
City Hall, Room 244  
San Francisco, CA 94102

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

**Re: Retirement System's Efficiency Plan and Performance Measures**

Ladies and Gentlemen:

Attached please find an electronic version of the Retirement System's Efficiency Plan and Performance Measures. Please contact Deputy Director Jay Huish at 487-7015 if you have any questions regarding the plan.

Very truly yours,

A handwritten signature in black ink, appearing to read "Gary A. Amelio".

Gary A. Amelio  
Executive Director

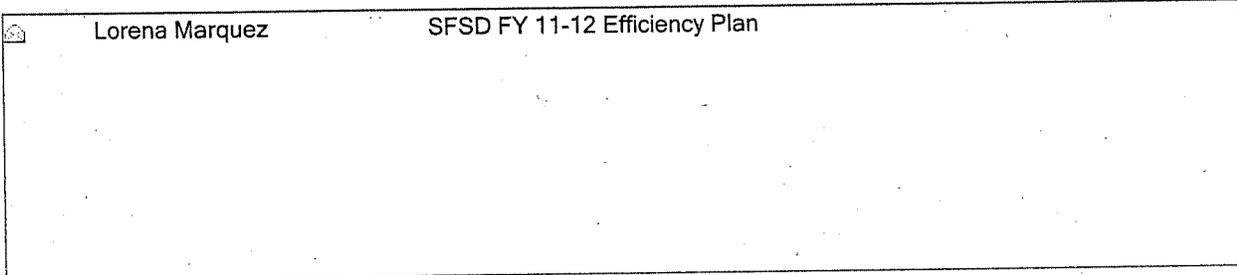
Attachment



**SFSD FY 11-12 Efficiency Plan**

Lorena Marquez to: Board of Supervisors, Rebekah Krell, Aimee Fribourg  
Cc: Maureen Gannon, Performance Con

02/22/2011 11:40 AM



Attached please find San Francisco Sheriff's Department Efficiency Plan for FY 2011-2012.



SHERIFF - Efficiency Plan 2011-2012.PDF

Thanks:

Lorena Marquez  
San Francisco Sheriff's Department  
City Hall, Room 456  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4676

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**SAN FRANCISCO SHERIFF'S DEPARTMENT**

**EFFICIENCY PLAN**

**FISCAL YEAR 2011-2012**

## **Long-term Strategic Planning**

### **Mission and Business Objectives**

The mission of the San Francisco Sheriff's Department is to be an effective and integral part of civil and criminal law enforcement efforts of the State of California and the City and County of San Francisco. The Department will accomplish its mission through competent performance by its deputized personnel and support staff, in accordance with the powers established by the laws of the State of California and the Charter and ordinances of the City and County of San Francisco.

To this end, the Department will:

- Maintain a force of well-trained sworn Deputy Sheriffs and professional support staff dedicated to public service, the enforcement of law and the protection of the lives and property of all people in the City and County of San Francisco.
- Maintain and operate a safe and secure jail system.
- Provide security in designated public buildings, safely and effectively transport prisoners, and provide law enforcement services for special events, demonstrations, mass arrests and other emergency situations.
- Provide inmate escort and effective and efficient security to the Criminal and Civil Courts.
- Execute and enforce criminal and civil warrants, civil process orders issued by the courts, Board of Supervisors, or orders issued by any legally authorized department or commission, including evictions, garnishments, public sales of property, subpoenas and restraining orders.
- Maintain effective alternatives to incarceration and provide community, jail based and post-release education, vocation, restoration and treatment programs to enhance public safety, meet the needs of victims of crime, and offer opportunities for prisoners to function in a productive, lawful manner upon reentry into the community.

## Major Department Operations Functions

The Sheriff is responsible for the operation of the six San Francisco County Jails, as well as jail wards at San Francisco General Hospital.

Location	Jail Number
Intake and Release Facility - 425 7 <sup>th</sup> Street	<b>1</b>
Jail - 425 7 <sup>th</sup> Street	<b>2</b>
6 <sup>th</sup> Floor Hall of Justice	<b>3</b>
7 <sup>th</sup> Floor Hall of Justice	<b>4</b>
New Jail at San Bruno	<b>5</b>
Program Jail at San Bruno	<b>6</b>
Wards at San Francisco General	<b>SFGH Wards</b>
Programs at 70 Oak Grove, 930 Bryant and other locations	<b>Community Programs</b>

The Sheriff's Department is recognized for its innovative rehabilitative programs, educational programs, and community programs, most notably:

- Five Keys Charter High School for offenders, ex-offenders and community members seeking to obtain their high school diplomas;
- In-custody substance abuse services for men (ROADS to Recovery) and women (SISTERS);
- Resolve To Stop the Violence Project (RSVP), a violence prevention program which redefines the male role belief system to address issues of domestic and general violence;
- Survivor Restoration Program supports victims of violence in the process of becoming an empowered survivor
- Sheriff's Work Alternative Program (SWAP) offers community work opportunities in lieu of jail time for eligible inmates; and
- No Violence Alliance (NoVA) Project addresses violence affecting our neighborhoods by providing intensive services to violent offenders to aid in their re-entry into the community and reduce recidivism.
- Community of Veterans Engaged in Restoration (COVER) provides veterans with an integrated system of in-jail and post release education, vocational, legal and therapeutic services

The Sheriff's Department also contracts with a number of community organizations to provide pre-trial services and alternatives to incarceration.

The Sheriff transports inmates to and from court, the hospital, and other counties and state facilities. The Sheriff's Department continues to provide assistance to the Police Department for public events which require increased law enforcement presence.

The Sheriff provides security for the courts at the Hall of Justice, the Civil Court House, and Juvenile Court, and building security for City Hall, the Civil Court House, Hall of Justice, Department of Human Resources, Emergency Communications Center and the Community Assessment and Referral Center. The Charter also tasks the Sheriff with providing security for City elections. In 2002-03, the Sheriff assumed responsibility for the Institutional Patrol function at San Francisco General Hospital, Laguna Honda Hospital, and Department of Public Health buildings. The Department is transitioning this function back to the Department of Public Health in FY11-12.

The Civil Section of the Sheriff's Department enforces all civil judgments of the courts, including evictions, wage garnishments and attachments of assets, and temporary restraining orders. The Sheriff's eviction assistance program works each week to prevent families, seniors, and disabled individuals from becoming homeless as a result of an eviction.

## Performance Goals and Objectives

**Goal 1:** Provide for the safe and secure detention of persons arrested or under court order.

Objective	How Achieved	External Factors
Prevent inmate escapes from the county jails	Requires adequate facility maintenance and appropriate staffing levels and training.	Inadequate funding for maintenance can result in problems with jail buildings.
Prevent altercations among inmates and staff	Enforcement of jail rules and procedures, along with continuous staff training, provides a safer jail environment for inmates and staff. Department's classification unit strives to carefully assign housing.	Department sometimes has more prisoners than appropriate safe housing.
Prevent suicide attempts in jails	All deputies are trained to identify suicidal inmates and reminders are constantly reinforced.	Jail Medical Services and Jail Psychiatric Services provide evaluation and treatment.

**Goal 2:** Provide education, skill development, and counseling programs in the county jails.

Objective	How Achieved	External Factors
Reduce the recidivism rate of prisoners participating in jail programs	Encouraging prisoners to learn skills that improve their chances of success after incarceration by providing a variety of services designed to address their problems and deficits.	Lack of funding limits number of programs offered; some prisoners are only in jail a very short time.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Enroll eligible prisoners in the charter school.	Identify prisoners who have not completed high school and evaluate their learning needs.	Transition from in-custody to out-of-custody school programs can be challenging.

**Goal 3:** Provide alternative sentencing options and crime prevention programs.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Maximize number of eligible participants in community programs that provide alternatives to incarceration.	Aggressive identification of persons as they are booked, while in custody, and in court to provide alternatives to incarceration.	75% of prisoners may not be released to programs without permission of the court;
Reduce the recidivism rate of participants in community programs.	Encouraging participants to learn skills that improve their chances of success by providing a variety of services designed to address their problems and deficits.	Funding constraints limit services; availability of jobs and housing are also a problem.
Recover, to the extent possible, the costs of community programs.	Participants are charged based on ability to pay.	Many participants lack a source of income.
Provide significant community service hours by participants.	Sheriff's Work Alternative Program (SWAP) participants are used by the Department of Public Works for street cleaning and other tasks.	Some SWAP participants attend school to fulfill their sentences, reducing the number of workers available.

Objective	How Achieved	External Factors
Expand community anti-violence program services to reduce recidivism.	Local and State funding provided to work with prisoners while in custody and assure transition to community services including housing, employment, and counseling. Clients also enroll from the community. All services are voluntary.	Lack of sufficient jobs and housing in the community impedes progress. Short-term funding cannot adequately address long-term needs.

**Goal 4:** Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco.

Objective	How Achieved	External Factors
Prevent harm to court staff or public.	Work with courts to achieve adequate staffing and communication.	Number of bailiffs limited by State funding constraints.
Prevent inmate escapes from court custody	Proper training with proper security equipment, along with timely repairs of courtroom security items.	Department has no internal funding mechanism for repairs.

**Goal 5:** Execute criminal and civil warrants and court orders.

Objective	How Achieved	External Factors
Minimize founded complaints regarding service of civil process.	Faster response through changed work hours which allow more evening service.	Some people consciously avoid service.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Complete evictions in a timely and courteous fashion.	Teamwork on concentrated day of evictions. Department's Eviction Assistance Program addresses needs of families, elderly and disabled.	Deputies encounter many mental health issues.

**Goal 6:** Hire, train and retain sworn staff.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Hire, train and retain sworn staff reflective of the City's population.	Aggressive outreach into all San Francisco communities, Bay Area and beyond.	Department's budget for recruitment is not sufficient for a truly competitive recruitment effort.

## **Resources Used by the Department**

The Department's most valuable resource is its over 1,000 employees. Each employee is important in the overall operation and daily functions of the Department.

The Sheriff's Department is funded by a combination of revenues including federal and state reimbursements for housing prisoners, trial court funding, fees from the service of civil process, work orders from other City departments, and the General Fund. The Department also aggressively pursues federal, state and private grant funding to expand and enhance its services to prisoners.

The Department's budget for fiscal year 2010-11 is \$161 million. General Fund support represents 90 percent of the budget, 9 percent is work orders with other City departments, and the remainder is fees for service and grant funds.

Department personnel costs are the largest portion of the budget, approximately \$135 million. Other significant drivers are services of other departments (\$8.6 million, of which \$3 million is workers compensation as well as information technology \$2.3M), debt services associated with the construction of the new jail at San Bruno (\$7 million,) contractual services including jail and community program grants, facilities rent and maintenance services (\$15 million) and materials and supplies, which is almost entirely food and items for prisoners (\$6.3 million).

The Custody Division is the largest in the Department, with 568 positions and a budget of \$85 million. Expenditures for jail and community programs are budgeted at \$15 million with 49 positions. Security and field services, including the courts and emergency preparedness, total 257 positions and \$32 million.

## Three-Year Strategic Outlook

The Sheriff's strategic objectives are as follows:

**In conjunction with the operation of the Jail Management System, collaborate with other City agencies and policymakers to determine and implement jail population strategies that will address appropriate outcomes for prisoners in the county jails.**

The Sheriff's Department continues to maintain sufficient housing by opening housing units at CJ#6 to avoid overcrowding in other facilities. During the 2009-2010 budget process, the Sheriff's Department received resources to open two housing units at CJ#6 as well as resources, to expand electronic monitoring and to increase community program services as alternatives to minimizing the number of housing units opened at CJ#6. Due to local drug enforcement actions, the prisoner population has increased to levels requiring the opening of up to five housing units since August 2009. This has required the Sheriff's Department to staff on overtime for the additional housing units.

As part of the 2010-2011 budget process, the Sheriff is working with representatives from the Mayor's Office, the Board of Supervisors, and the Controller, along with other criminal justice agencies, to identify operational efficiencies which could result in expenditure reductions.

This effort will be greatly aided by the Sheriff's new Jail Management System (JMS), which will replace the City's existing Court Management System (CMS) and significantly improve data collection and management opportunities. JMS went live in December 2009. Once the system is fully implemented, the Sheriff will have considerably more information on both the jail population and community program participants.

**Move towards staffing all the county jails with minimum reliance on the use of overtime.**

In 2010-2011, the Sheriff has been able to staff the jails with a minimum reliance on overtime. The Department has reduced its overtime budget from 9.4M in FY 09-10 to 4.3M in FY10-11. This is a result of achieving full staff and reduced inmate population. The Department does not plan to hire additional staff in 2011-2012.

**Continue funding for No Violence Alliance (NoVA) Project and expand this and other re-entry services to more neighborhoods and other populations. Continue funding for the Women's Resource Center for re-entry services for female ex-offenders. Obtain funding for COVER**

The No Violence Alliance (NoVA) Project is one of several initiatives funded by Board of Supervisors' supplemental and add backs in prior fiscal years. The program is voluntary, and assists violent ex-offenders in the communities of Bayview Hunters Point (33%) and the Western Addition (14%), the Mission (10%) and other City neighborhoods (48%). The program began accepting clients in October 2006. The NoVA Project continues to be a cost effective program in reducing recidivism. In addition, the Department has initiated a new program, COVER, which addresses the needs of veterans. Utilizing the principles of Restorative Justice the program serves incarcerated and post released veterans affected by war, military service and its aftermath. The Department has not evaluated outcomes as to date as the program started in June 2010.

**Increase in-custody services for prisoners to reduce recidivism and provide meaningful alternatives to a life of crime.**

As part of the 2010-2011 budget, the Sheriff's Department received funding to programs for prisoners in the jails. Additional programming is not only essential for prisoner management, but it improves outcomes for program participants. These programs are also linked with the NoVA Project, to provide a seamless transition from jail to community.

Expansion of other in-custody and jail community programs can also reduce recidivism rates by engaging prisoners and ex-offenders in suitable and productive alternatives. Additionally, the Sheriff's Department is working closely with Adult Probation, particularly in coordination with other re-entry efforts, to expand Five Keys Charter High School educational services both in- and out-of-custody. In January 2010, Five Keys Charter High Services awarded 40 diplomas to in custody prisoners and 30 diplomas to ex-offenders.

**Acquire adequate staffing to monitor prisoner telephone conversations in developing intelligence regarding potential criminal behavior.**

Under certain circumstances the Sheriff can record conversations conducted by prisoners using the prisoner telephone system. In the past, Sheriff's staff has monitored certain conversations at the request of the San Francisco Police Department. This labor-intensive program has developed credible information leading to successful criminal prosecutions. However, the Sheriff does not currently have sufficient dedicated staff to provide the level of monitoring which would be of most help in these prosecutions. Without such staff, the Department can only spot check conversations.

## Customer Service

**Customer Service Definitions:** The Sheriff's Department provides three very different functions, custody, security, and civil processes. Each function has a different set of customers and corresponding procedures. In the first section, regarding customers of the Department's custody- and court-related services, most of the external customers are part of the criminal justice system. In the second and third sections, regarding building security services and civil processes, the Department's external customers are much more broadly arrayed.

### I. CUSTODY AND COURT SERVICES

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
PUBLIC				
General Public	Served to the extent that the jails keep dangerous people from harming innocent citizens.	The Sheriff, as an elected official, meets frequently with members of the general public. All staff is instructed to appropriately direct inquiries as needed.	No formal process – the Controller's Office surveys the public for sense of safety.	The Sheriff through an Internal Affairs investigations unit addresses any complaints from a member of the public promptly.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Media	Print, radio, television.	All media inquiries are directed to the Sheriff's Chief of Staff for prompt response.	Determined by outcome of media activity.	The effectiveness of the Department's response is seen in the quality of media coverage.
SUPPORT				
Grantors and Funding Agencies	Foundations, federal and state agencies.	All grantor requests, audits, and other inquiries are addressed promptly.	Determined by continued funding.	Continued training in grant writing and maintaining good relationships with funding agencies.
Board of Supervisors and Mayor	The chief policy makers and funders for the Department budget.	Addressed immediately and thoroughly to the extent possible.	Determined by continued support for Sheriff's initiatives.	Proactive compliance with directives, policies and initiatives of the offices.
REGULATORY				
Corrections Standards Authority	Audit compliance with jail regulations.	Addressed immediately and thoroughly to the extent possible.	Written reports from CSA.	Continued compliance with regulations.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Fire and Health Departments	Audit safety and health compliance.	Addressed immediately and thoroughly to the extent possible.	Written reports from inspectors.	Continued compliance with regulations.
<b>CRIMINAL JUSTICE SYSTEM</b>				
Judges	Judges and commissioners in civil and criminal courts.	Each criminal court and most civil courts have a bailiff in the chambers whenever the judge is present to respond to requests.	No formal survey process.	Continue to meet the needs of the courts.
Prosecuting and Defense Attorneys	Public and private attorneys in the courtrooms and visiting prisoners in the jails.	There are specific guidelines for jail visitors, as well as specific complaint processes.	No formal survey process.	Continue to provide appropriate access to prisoners.
Police Agencies	Police officers bring arrestees to Sheriff's Intake and Release Center for booking.	Department provides 24-hour service. Any complaints are handled through the chain of command.	No formal survey process.	The Department attempts to promptly process all prisoners.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Families	Family members of prisoners in custody.	The Department has a formal grievance process.	No formal survey process.	The Department attempts to address all inquiries as quickly as possible.
Clients	Persons in the custody of the Sheriff.	The Department has a formal grievance process for all prisoners.	No formal survey process. However, since incarceration is supposed to be a deterrent, satisfaction is not a goal for these customers.	The Department has a number of performance measures related to custody.

<b>INTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Staff	Employees of the Sheriff's Department.	Each collective bargaining agreement includes formal processes.	No formal survey process.	The Sheriff conducts exit interviews with employees leaving the Department.

## II. SECURITY SERVICES

The Sheriff provides building security for City Hall, the Department of Human Resources, the Department of Human Services, the Emergency Communications Center and the Community Assessment and Referral Center. The Charter also tasks the Sheriff with providing security for City elections. In 2002-03, the Sheriff assumed responsibility for the Institutional Patrol function at San Francisco General Hospital, Laguna Honda Hospital, and Department of Public Health buildings. The customer base for these services differs somewhat from those served in the jails and courts. There is significantly more public contact in these buildings. The following table presents the customers of the Sheriff's security function.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
PUBLIC				
General Public	Visitors to City buildings.	Security staff is all trained in customer service techniques. Complaints are directed to the Sheriff for prompt investigation.	No formal survey process.	Function is continuously reviewed for improvement.
Special Interest Groups	Groups addressing the Board of Supervisors or other public body.	Security staff endeavors to proactively engage these groups to maintain order.	No formal survey process.	Function is continuously reviewed for improvement; after incident reports filed when appropriate.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Media	Print, radio, television.	All media inquiries are directed to the Sheriff's Chief of Staff for prompt response.	Determined by outcome of media activity.	The effectiveness of the Department's response is seen in the quality of media coverage.
Clients	Members of the public seeking services within the buildings under the Sheriff's control.	Department has formal grievance procedure with time frames.	No formal survey process.	Function is continuously reviewed for improvement; after incident reports filed when appropriate.

<b>INTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Staff	Employees of the Sheriff's Department.	Each collective bargaining agreement includes formal processes.	No formal survey process.	The Sheriff conducts exit interviews with deputies leaving the Department.
Other City Departments	Staff of other City departments in buildings secured by Sheriff.	Security staff is all trained in customer service techniques. Complaints are directed to the Sheriff for prompt investigation.	No formal survey process.	Function is continuously reviewed for improvement.

### III. CIVIL PROCESSES

The Civil Section of the Sheriff's Department enforces all civil judgments of the courts, including evictions, wage garnishments and attachments of assets, and temporary restraining orders. The Sheriff's eviction assistance program works each week to prevent families, seniors, and disabled individuals from becoming homeless as a result of an eviction. Following are the processes associated with the Civil Section's customers.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Civil Litigants	Civil litigants bring court documents, including summons, complaints and judgments to Civil Division for service.	Civil Division is open to customers from 8:00 am to 5:00 pm, Monday through Friday except legal holidays. Any complaints are handled through the Department's chain of command.	No formal process.	Service of process achieved in a timely manner.
Superior Courts of San Francisco	Civil Division is the agent of the courts in performing all judgments of the Civil Courts.	Litigants convey court orders to the Civil Division. Any complaints are handled through the chain of command.	No formal process.	Successful litigants are restored in a timely manner.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Civil Evictees	Civil Division's Eviction Assistance Program provides referrals and direct assistance to people facing eviction.	Property owners seeking eviction enforcement must complete a form informing the Civil Division of any evictees who may face homelessness. Any complaints are handled through the chain of command.	No formal process.	Evictions performed in a timely manner with no evictee left homeless.
Persons seeking domestic violence restraining orders.	Civil Division serves domestic violence restraining orders at no charge.	Persons seeking such orders bring them to the Civil Division. Any complaints are handled through the chain of command.	No formal process.	Service of domestic violence restraining orders completed in a timely manner.

## **Performance Evaluation**

The following three pages list and describe the Sheriff's performance measures, presenting actual statistics for 2007-2008 and 2008-2009, and projected measures for 2009-2010 with target measures for 2009-2010 and 2010-2011. The measures are organized by program and goals, and present details for each measure.

**SHERIFF - Summary MidYear/Budget Report****Performance Measures**

	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2010-2011 Target
<b>COURT SECURITY AND PROCESS</b>					
Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco					
• Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	n/a	0	0	0	0
<b>CUSTODY</b>					
Provide for the secure and safe detention of persons arrested or under court order					
• Cost per jail day calculated according to State guidelines for Daily Jail Rate	n/a	\$143	\$145	\$143	\$146
• Average daily population (ADP)	n/a	1,861	2,039	1,700	1,900
• ADP as a percentage of rated capacity of jails	n/a	85%	90%	90%	90%
• Number of successful escapes	n/a	1	0	0	0
• Number of inmate vs. inmate altercations	n/a	366	0	355	0
• Number of inmate vs. staff altercations	n/a	87	0	86	0
• Number of deaths	n/a	4	0	1	0
• Number of suicide attempts prevented	n/a	30	25	43	33
<b>DEPARTMENT-WIDE/OTHER</b>					
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	n/a	1,071	1,043	571	977
• # of employees for whom scheduled performance appraisals were completed	n/a	811	1,043	571	977

## SHERIFF - Summary MidYear/Budget Report

### Performance Measures

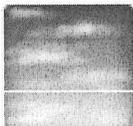
	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2010-2011 Target
<b>SHERIFF ADMINISTRATION</b>					
Maintain full employment capacity					
• Attrition rate	n/a	1%	5%	5%	5%
Execute criminal and civil warrants and court orders					
• Number of attempts to serve/execute civil process	n/a	11,503	12,000	10,662	11,100
• Founded complaints received regarding service of civil process	n/a	3	0	2	0
• Number of pre-eviction home visits	n/a	453	500	493	510
• Number of eviction day crisis interventions	n/a	134	130	106	105
• Number of evictions executed	n/a	1,011	1,100	940	1,000
<b>SHERIFF FIELD SERVICES</b>					
Safely transport prisoners					
• Number of prisoners transported	n/a	37,657	47,383	38,524	42,000
• Number of major transport incidents	n/a	0	0	1	0

## SHERIFF - Summary MidYear/Budget Report

### Performance Measures

	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2010-2011 Target
<b>SHERIFF PROGRAMS</b>					
Provide education, skill development, and counseling programs in jail					
• Average daily number of prisoners in substance abuse treatment and violence prevention programs.	n/a	264	360	350	360
• Re-arrest rate for prisoners in jail programs	n/a	n/a	n/a	n/a	n/a
• Average daily attendance of participants enrolled in charter school	n/a	282	260	330	245
• Percentage of students that pass the California High School Exit Exam.	n/a	19%	30%	20%	30%
Provide alternative sentencing options and crime prevention programs.					
• Average daily number of participants in community programs	n/a	282	290	253	260
• Hours of work performed in the community	n/a	75,504	80,000	61,164	61,000
• Value of work performed by participants	n/a	\$721,668	\$750,000	\$598,796	\$597,190
• Re-arrest rate for participants in alternative programs (compared to 55% for non-participants)	n/a	n/a	n/a	n/a	n/a
• Number of clients enrolled in community antiviolence programs	n/a	492	320	600	300
• Re-arrest rate for antiviolence program clients	n/a	26%	25%	30%	30%
<b>SHE-RECRUITMENT &amp; TRAINING</b>					
Hire, train and retain sworn staff					
• Number of new sworn staff hired	n/a	72	60	30	40
• Percentage of hired sworn staff who successfully complete probation after 18 months	n/a	96%	94%	94%	94%

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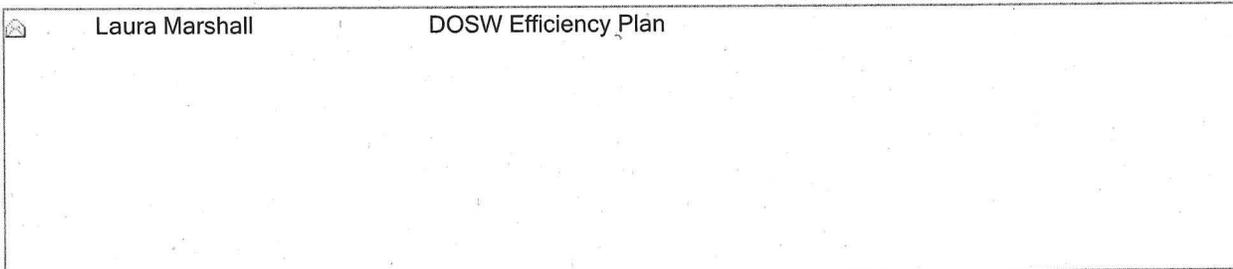


DOSW Efficiency Plan

Laura Marshall to: budget.office, board.of.supervisors,  
Performance Con

01/27/2011 11:19 AM

Cc: Rebekah Krell, Emily Murase



Attached, please find the Efficiency Plan for the Department on the Status of Women. Please contact me with any questions about this document. Thank you,



dosw\_efficiencyplan\_FY11-12\_01.19.11.doc

Laura

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City and County of San Francisco

# Department on the Status of Women

Mayor Edwin M. Lee

Executive Director Emily M. Murase, PhD

## Efficiency Plan Fiscal Year 2011-2012

### I. Mission

The mission of the Department on the Status of Women ("Department") is to ensure the equitable treatment and advancement of women and girls in San Francisco through policies, legislation, and programs focusing primarily on populations in need.

### II. Major Program Areas

A strategic plan, updated annually by the Commission on the Status of Women ("Commission"), guides the work of the Department. The strategic plan is organized into 3 primary categories: 1) *Women's Human Rights*, 2) *Women's Health and Safety*, and 3) *Department Administration*.

#### A. Women's Human Rights

**In 1998, San Francisco became the first city in the world to adopt a local ordinance reflecting the principles of the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), also known as "the Women's Human Rights Treaty."** While over 185 UN member states, including Afghanistan, Iraq, and North Korea, have adopted this treaty, the US has not, making it the only industrialized country outside of this international consensus in support of women's human rights. A pioneer in local implementation of this UN treaty, San Francisco is the focus of a spread in the January 2009 issue of *Ms. Magazine*. **Given President Barack Obama's commitment to the adoption of the Women's Human Rights Treaty, San Francisco is likely to gain increased attention nationally and internationally.** Already, Department staff members have testified before the New York City Council that was considering legislation similar to the San Francisco ordinance, lectured in Sweden on gender analysis, and delivered workshops on gender and local government for government officials from South and Central America at the UN Training Center in Atlanta each year since 2007. In November 2010, Dr. Emily M. Murase, Executive Director of the Department, accepted the CIFAL Americas Award for the Department's work to make City administration gender equitable from U.S. Commerce Secretary Gary Locke.

Per the CEDAW Ordinance, the Department is charged with evaluating city employment, budgeting, and operations using gender analysis which the Department pioneered in the year 2000. **Gender analysis focuses on workforce and client data that is disaggregated by gender, ethnicity, and other demographic characteristics to identify patterns of discrimination in employment or service delivery.**

- *Are minority women and other underserved populations among the clients for a City program in adequate numbers?*
- *How do City programs account for the specific needs of women and minorities?*
- *Do department budgets reflect an equitable allocation of money between programs that primarily serve men vs. those that primarily serve women? Why or why not?*
- *Are women represented at all levels within a department, or are they segregated into traditional jobs that may be lower paying?*

## 1. Gender Budgeting

**In this time of budgetary crisis it is essential that we understand who the City serves and the impact of budget reductions on the most vulnerable, including women and minority communities.**

During the budget crisis of 2003, then-Supervisor Gavin Newsom authored a resolution requesting that departments conduct gender analyses of budget cuts in what was the first application of gender budgeting in the United States. Based on a commitment from then-Newsom and the Budget Director in spring 2008, we have been working to incorporate gender analysis into the City budget process. San Francisco is breaking new ground as the first in the country to use this tool which has already been adopted by Brazil to address racial inequities, and by Mexico to deal with health disparities and poverty.

In August 2008, we trained the Mayor's budget staff on gender budgeting. In March 2009, the Mayor's Budget Office and the Department partnered to administer a survey of all departments on their demographic data collection practices. In February 2010, the Department released *Gender Responsive Budgeting: A Guide to Accountability and Data-Based Policy-Making* in conjunction with the Mayor's Budget Office. The report recommended that **all** City departments engage in gender budgeting, and in FY10-11, the Department convened City agencies to determine how to proceed in the implementation of Gender Responsive Budgeting Citywide.

## 2. Gender Analysis

To date, 7 departments have undergone a full gender analysis. We plan to monitor these departments, and strategically select a new program for analysis. **In FY10-11, the Department conducted a review of the Fire Department's testing process for new recruits. Given rapidly growing unemployment in our economy, it is critical that non-traditional positions are open to women.**

## 3. Gender Audit of Appointments to Policy Bodies

The Department is now required by the Charter to conduct a gender analysis of appointments to commissions, boards, and task forces every 2 years, the first occurring in 2009. Unavoidably, the budget crisis will have long-term impacts on the City's women and girls. **Ensuring the equitable representation of women on decision-making bodies is one of our charter mandates.** As a result of the Department's 2009 analysis of commission appointments, as well as community-based advocacy, in November 2010, the Board of Supervisors passed an ordinance mandating greater transparency in City appointments, including the creation of a web-based database of appointment opportunities.

## 4. Economic Independence for Women

Working women support themselves, their families, and their communities. Especially in an economic downturn, our local economy depends on the full participation by women in the workplace, yet workplace policies are not always equitable between men and women. Given that the private sector is the largest employer in our economy, we have partnered with the Washington, DC-based investment firm Calvert Asset Management and the Massachusetts-based international human rights monitoring group Verite to launch the **San Francisco Gender Equality Principles Initiative** to examine workplace policies in the private sector. Already, 18 major corporations, including Deloitte, McKesson, Symantec, and Williams-Sonoma, have joined the initiative to help develop a set of indicators to assess gender equality in the workplace. With the Department's leadership, these corporations have agreed to implement measures such as flex-time and family leave that are intended to improve working conditions not just for managers, but hourly workers as well. In the coming year, the Department will work with these businesses to finalize these workplace indicators. The Department has developed a website for accessing tools and tracking performance by Initiative partners, and this will be expanded as the project

moves forward. In FY10-11, the Department formally launched this initiative and its website to the public and began the creation of an Advisory Board to steer its progress moving forward.

#### **5. Expanding Women's Equality and Leadership Opportunities**

The Commission is an international leader in the field of human rights. For more than a decade, the Department has implemented numerous policies and programs aimed at improving the lives of women in San Francisco and we have a critical duty to share the lessons of the past years with local neighbors and global community through speaking engagements, trainings, and more. For example, this spring, as in years past, Department staff will present to an international audience at United Nations Commission on the Status of Women and Global Compact events in New York. Additionally, the Department promotes women locally by hosting annual events such as the Women's History Month awards ceremony, the Women's Policy Summit, Women's Policy Roundtables, hearings, and other training opportunities.

#### **6. Girls in San Francisco**

There are about 53,000 girls under the age of 18 living in San Francisco.<sup>1</sup> Of these, over 1 in 10 live in poverty.<sup>2</sup> To address this and related issues that arose in the Commission's 2003 *Report on Girls: Benchmarks for the Future*, the Commission convened a Girls Committee in 2006 for the first time in its history. A major project of the committee was developing a *Girls Services Directory*, similar to the *Social Services Directory for Women* that the Department produces. However, **due to the loss of the part-time position supporting this work as part of the 2007 mid-year reductions, the Girls Committee has been suspended.** The *Girls Services Directory* was published in 2009 and distributed this spring with the help of Assemblywoman Fiona Ma, but no further work can be pursued unless new staffing becomes available. Select issues related to the needs of children and youth may be addressed through the work of the Family Violence Council (see below).

#### **B. Women's Health and Safety**

The majority of the Department's funds are dedicated to anti-violence programs which we define as a health and safety issue. Under the same heading, the Department has initiated policy work that has resulted in reforms to save women's lives.

##### **1. Violence Against Women Prevention & Intervention (VAW) Grants Program**

**Historically, the vast majority of the Department's funds have been earmarked to underwrite community programs specifically designed to address violence against women.** In FY10-11, \$2.9 million (80%) of our overall budget of \$3.7 million is dedicated to the VAW Grants Program, not including staffing. The Department contracts with 25 community-based service providers to provide direct services in the following categories: 1) *crisis lines*, 2) *intervention/advocacy*, 3) *legal assistance*, 4) *shelter services*, 5) *transitional housing services*, and 6) *prevention education*. The Department maintains detailed performance data that documents number of service hours, shelter bed nights, unduplicated individuals served, turn-aways, etc. In 2008, the Department began a new 3-year grant cycle funding 29 violence prevention and intervention programs, including 5 new programs to address unmet needs among African American, Filipina, and Latina survivors of violence and human trafficking victims, as well as to expand critical transitional housing options for women. The Department will issue a new Request for Proposals in FY10-11, with new 3-year contracts taking affect July 1, 2011.

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<sup>1</sup> America Community Survey, US Census Bureau, 2007. Available at <http://www.census.gov>.

<sup>2</sup> Ibid.

**The FY11-12 budget target including contingencies requires us to reduce the overall VAW Grants Program by a staggering 28%. This will mean fewer shelter bednights, less staffing of crisis lines, fewer case management hours, reduced legal assistance, and fewer prevention education hours for one of the City's most vulnerable populations, women survivors of violence and their children.**

## **2. Justice & Courage Project**

The Justice & Courage Oversight Panel, a committee of the Commission composed of community advocates, oversees the implementation of the recommendations of the 2002 *Justice & Courage Report: A Blueprint for San Francisco's Response to Domestic Violence*. The report arose from the tragic domestic violence homicide of Claire Joyce Tempongko and contains dozens of recommendations for policy reform within criminal justice agencies. **The overall goal of the project is to ensure a seamless criminal justice response to domestic violence. The Department has facilitated an unprecedented level of interagency cooperation in advancing these reforms over the past several years.** The committee is now focused on several important activities, described below.

### **a. Domestic Violence Victim Safety & Accountability Audit: Implementation of Recommendations**

In September 2006, San Francisco undertook a cutting edge approach to evaluating the criminal justice system as it relates to domestic violence by employing a Safety and Accountability Audit. This innovative approach requires a systematic, not episodic, evaluation of the institutions and practices that surround the handling of domestic violence cases from beginning to end. The Department conducted the Audit with a team of staff members from criminal justice agencies and community organizations, including the District Attorney's Office, the Police Department, the Sheriff's Department, Adult Probation, Emergency Communications, La Casa de las Madres, Asian Women's Shelter, and others. Over the course of the audit week, team members conducted over 60 interviews and observations, and analyzed thousands of pages of text, including police and probation reports. The Department held meetings with criminal justice agencies to share findings and recommendations, and then-Mayor Gavin Newsom issued an Executive Director in July 2007 mandating the City departments comply with the Oversight Panel in ensuring that system-wide changes occur.

**In 2007, the Oversight Panel created the Audit Implementation Committee, composed of criminal justice representatives and community advocates that have worked tirelessly to guide the implementation of the numerous recommendations resulting from the Audit.** Two specific policy reforms resulting from the Audit include expanded language access to victims of domestic violence with limited English proficiency, made possible with the leadership of the Office of Language Services and support from AT&T and Language Line Services, and the introduction of a stalking code at 911, where previously stalking cases were unidentified and therefore unaddressed systematically. Such reforms will continue to be pursued in the coming year. **The Justice and Courage Oversight Panel has excelled at overseeing implementation of recommendations affecting multiple agencies and systems. No one agency can do that work alone, and the Department's role as a convener has been vital to the process.** Though the Audit Committee sunset this fiscal year with the issuance of a final report, the Oversight Panel continued to implement remaining recommendations and City-wide reforms, particularly through the drafting of a City-wide Memorandum of Understanding on Domestic Violence Response, currently under review by departments.

**b. Housing for Domestic Violence Survivors**

There is a critical need for stable and safe housing options for survivors of domestic violence, particularly low-income survivors. Historically, the policies of the San Francisco Housing Authority have not fully accounted for the safety of these residents. The Oversight Panel has created a new committee to address this issue, chaired by Panel Member Dion Roberts of the Human Services Agency Housing Division.

**c. Batterer Intervention and Accountability**

While California has one of the nation's most stringent requirements for convicted batterers, 52 weeks of a state-sanctioned intervention program, evidence that this approach reduces recidivism is scant. The Oversight Panel will work closely in the coming year with the Adult Probation Department and community providers to improve data collection practices among batterer intervention programs to better track program effectiveness.

**d. Resources and Training**

Resources are scarce among criminal justice and social service agencies alike, and this impacts the ability of these agencies to support survivors and hold batterers accountable. The Oversight Panel will conduct an audit of the City's domestic violence services and the training of criminal justice staff to determine where gaps in the system may create challenges for survivors seeking safety.

**3. Family Violence Council**

The Department has taken the lead on revitalizing the Family Violence Council, a county entity mandated by the State Attorney General. Since the re-authorizing legislation was approved by the Board of Supervisors in August 2007, the Department has continued to coordinate the efforts of the Council itself. **In an innovative collaboration among disparate communities, the revitalized entity brings together advocates working against not only domestic violence, but also child abuse and elder abuse.** The Council meets quarterly and has addressed such cross-cutting topics as language access, mandated reporting laws, and coordination of resources. Products of the Council include a *Family Violence Resource Guide* translated into 3 languages, a *Fact Sheet of Death Review Teams*, and the *Comprehensive Report on Family Violence in San Francisco, 2010*, analyzing family violence trends for FY07-10. The Council has also looked at the county's lack of a year-long intervention program for individuals convicted of child abuse, as mandated by the state penal code, issuing recommendations for the creation of a program to be implemented in the coming fiscal year.

The important collaborations developed since the 2007 re-authorization will continue to coalesce in FY11-12 under the Department's leadership, as the group addresses such issues as accountability and intervention, data tracking, and resource allocation, among others. The Family Violence Council will again issue an annual report to document its findings.

**4. Trafficking**

**Human trafficking is a particularly egregious form of violence against women.** San Francisco is a gateway city for trafficking, as evidenced by the 2005 "Gilded Cage" federal sting operation that resulted in the apprehension of international traffickers who controlled over 100 immigrant victims of trafficking, primarily from Korea. In February 2009, the Department partnered with the Jewish Coalition to End Human Trafficking and the Human Rights Commission to plan a community convening that brought together service providers concerned about this growing problem. Out of that successful event, the Department and the Human Rights Commission became the joint home for the new San Francisco Collaborative Against Human Trafficking, a coalition of over 20 government and community agencies.

Then-Mayor Gavin Newsom launched the Collaborative officially in January 2010 on National Human Trafficking Awareness Day, and announced a series of events to raise public awareness about the issue. The Department created a *Directory of Services for Survivors of Human Trafficking*, distributing 500 copies to community and City agencies. In FY2010-11, the Collaborative, coordinated by the Department, monitored legislation locally and statewide, and planned additional awareness-raising events throughout the year. **The Department has undertaken this policy work without new resources.**

## 5. Healthcare

Since the elimination of the Women's Health Coordinator at the Department of Public Health in 2006, there has been no staffing dedicated to issues related to women's health. In 2006, the Department undertook a limited focus on health policy work through a part-time position. However, **due to the loss of the part-time position supporting this work as part of the 2007 mid-year reductions, health policy work has been suspended.**

## C. Department Administration

The FY08-09 mid-year reduction of 1.0 FTE equaled a loss of 15% of staffing for the Department. Since 2004, Department staffing has been reduced by a total of 25%. **Further staff reductions are not sustainable. The remaining staff members are required to fulfill the charter-mandated work of the Department.**

Administrative objectives for FY09-10 include both internal operations and services to the public.

### 1. Internal Operations

- a. Staffing: Conduct annual performance evaluations for all staff. Coordinate internship program.
- b. Work Environment: Maintain a safe and healthy work environment for all staff, thus maintaining zero worker's compensation claims.
- c. Performance Measures: Track data that reflects the status of women in San Francisco.
- d. Budget: Pursue strategies to increase departmental resources.

### 2. Service to the Public

- a. Information and Referrals: Provide high quality customer service.
- b. Public Outreach: Update and maintain the Commission's website.
- c. Commission: Conduct 12 Commission meetings.
- d. Promotion: Conduct events that promote the work of the Commission.

**III. Fiscal Resources**

The table below summarizes resources currently allocated to the above goals and activities.

<u>Service Name</u>	<u>Description of Service</u>	<u>2010-2011 Investment</u>			
		<u>Non- General Fund</u>	<u>General Fund</u>	<u>%</u>	<u>FTEs</u>
<i>Women's Health and Safety - Grants</i>	VAW Grants Program (including Grants Administrator).	400,000*	2,734,426	85%	1.50
<i>Women's Health and Safety - Policy</i>	Justice & Courage Project, Family Violence Council, anti-human trafficking efforts.		221,254	6%	1.50
<i>Women's Human Rights – Private Sector and Community</i>	Gender analysis, gender budgeting, economic independence, Gender Equality Principles Initiative.		221,254	6%	1.50
<i>Administrative Support</i>	Commission & Department operations (resource referrals, budget, Sunshine Ordinance).		110,627	3%	1.00
	<b>Subtotal</b>	<b>400,000</b>	<b>3,287,560</b>	<b>100%</b>	<b>5.50</b>
	<b>TOTAL</b>		<b>3,687,560</b>	<b>100%</b>	<b>5.50</b>

\*Marriage License Fees, including 1-time appropriation of \$190,000.

The Department has experienced significant budget reductions in the past few years. In order to protect the VAW Grants Program, the Department has absorbed a significant portion of these reductions by cutting training, materials and supplies, and other non-personnel expenses. For example, the budget for non-personnel expenses this year, at \$5,840, is over 40% lower than in FY03-04. The budget for materials and supplies this year, at \$2,960, is 52% lower than the FY03-04 allocation **leaving the Department with just \$12 per day for supplies to support our work which has national and international reach.** The state of our technology is barely functional.

Most significantly, the Department reduced staffing by 0.50 FTE in FY07-08, and by 1.0 FTE in mid-year cuts during FY08-09. These cuts to personnel have significantly impacted the level of life-saving and live-changing policy work the Department is able to undertake. **Given several years of these cuts, the Department cannot absorb the proposed 10% reductions requested by the Mayor for FY11-12, nor the additional 10% contingency. Therefore, a majority of the FY11-12 reduction in general fund support and mandatory cost increases must come from the VAW Grants Program.**

#### IV. Customer Service

##### A. Customers Defined

Given the mission of the Department, to promote gender equity and foster the advancement of women and girls in San Francisco, women and girls are our primary customers. However, our customers also include our Partner Agencies, the 25 community-based agencies we fund, other City employees and departments, the Mayor, the Board of Supervisors, and any individual who contacts the Department for information or assistance.

##### B. Public Input

Input, feedback, and participation by members of the public as well as other stakeholders play a key role in all of the Department's activities. The Commission's strategic planning session is always open to the public and each year several members of the public attend and contribute to the discussion.

##### C. Public Outreach

Given the small size of the Department, we rely on a variety of community partners to support our outreach about such issues as human trafficking, domestic violence, and gender equality in the workplace. All meetings are free and open to the public. The Department updated its *Directory of Social Services for Women in San Francisco*, releasing it in July 2010. This guide is also available on the Department's website.

#### V. Performance Measures

The Department's performance measures reflect measurable outcomes of our multi-year objectives. Current year data and targets for FY11-12 have been included in the online performance measurement system. The following is a summary of the performance measures the Department will track in FY11-12.

Goal 1: Advance the human rights of women and girls in the workforce, services, and budget of city government

- a. Number of City programs and agencies monitored under the Women's Human Rights Ordinance (CEDAW)
- b. Number of sexual harassment claims against the City and County of San Francisco

Goal 2: Promote gender equality in the workplace and community

- a. Number of people educated and trained about gender equality and San Francisco's Women's Human Rights Ordinance (CEDAW)
- b. Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative

Goal 3: Conduct outreach to underserved communities on the right to adequate healthcare

- a. Number of people reached on policies and programs impacting healthcare for women

Goal 4: Promote access to education and social services for girls

- a. Number of people reached on policies and programs that promote access to education and social services for girls

Goal 5: Monitor and promote city-wide programs and policies that address violence against women

- a. Number of domestic violence cases reported to the San Francisco Police Department
- b. Number of domestic violence calls made to 911 annually
- c. Number of people educated and trained about human trafficking through the San Francisco Collaborative Against Human Trafficking

Goal 6: Monitor direct services in domestic violence, sexual assault, and human trafficking prevention and intervention

- a. Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually
- b. Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually
- c. Percent of people accessing services for which English is not a primary language
- d. Number of calls to crisis lines annually
- e. Number of shelter bed-nights annually
- f. Number of individuals turned away from shelters annually
- g. Number of transitional housing bed nights annually

Goal 7: Raise public awareness about issues related to women's human rights and the policies and programs of the Department

- a. Number of people accessing Department publications and materials
- b. Number of community meetings related to the Department's policy initiatives
- c. Number of public contacts made to the Department for information or referrals
- d. Number of people receiving the Department's quarterly newsletter

Goal 8: All city employees have a current performance appraisal.

- a. Number of employees for whom performance appraisals were scheduled
- b. Number of employees for whom scheduled appraisals were completed.

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**The City and County of San Francisco  
Office of the Treasurer & Tax Collector**

**Efficiency Plan**



**Honorable José Cisneros, Treasurer**

## Mission Statement

The mission of the Office of the Treasurer & Tax Collector is:

- ◆ to facilitate voluntary compliance with the tax laws of the City and County of San Francisco by simplifying all processes and procedures and by providing efficient customer service;
- ◆ to collect all taxes and fees due to the City; and
- ◆ to provide safekeeping for all city funds, prudently investing the monies to achieve maximum yield with low risk and high liquidity.

The Office of the Treasurer & Tax Collector serves two basic functions for the citizens of the City and County of San Francisco:

**1. *The collection of taxes and other city revenue***

Through the mail, in person at the City Payment Center, and via the Internet, the Office of the Treasurer & Tax Collector collects taxes and other obligations owed to the City including business taxes, property taxes and fees for various business licenses and permits required by the Municipal Code. Tax Collection units collect over \$2 billion annually in property taxes, business taxes and license fees. Additionally, the Office of the Treasurer & Tax Collector investigates and collects unreported and delinquent tax obligations. The Office of the Treasurer & Tax Collector also contracts to collect current and delinquent obligations owed to other city departments, such as water and hospital bills.

**2. *The oversight of monies before disbursement***

The Office of the Treasurer & Tax Collector manages all city funds in order to gain the maximum return with low risk and high liquidity, including investing the City's portfolio of pooled funds. The Treasurer works with all city departments to ensure that funds are received, deposited and reconciled as quickly and accurately as possible, providing the maximum interest and investment returns for the people of San Francisco. The Treasurer administers and monitors the bank accounts and wire transactions used by all city agencies, contracts with banks for their services, and disburses payments on the City's General Obligation municipal bonds.

## BUDGET OVERVIEW

The Office of the Treasurer & Tax Collector's budget is a significant step towards performance based budgeting.

Over the course of five years, the department has both reduced expenditures (personal and non-personal) that were not central to increasing CCSF revenue. In addition to reductions, the department made significant investments (efficiency projects, COIT projects, one time increases) in areas that would improve revenue collections. These investments were in the area of technology acquisition as well as key hires specifically related to key collection areas. Finally, the department introduced several fees and penalties related delinquent payments of taxes, insufficient payment of taxes or lateness of payment and the associated collection costs.

### Expenditure Reductions

- Salary – Permanent positions (including management classifications and management positions) and temporary salaries
- Fleet – Reduced number of vehicles
- Paper, supplies, forms, mailing

### Fees

- Property Tax: 2<sup>nd</sup> Delinquency Installment on Property Tax and Redemption fee on tax defaulted property
- Delinquent Collections: Increasing collection cost on delinquent accounts from \$35 to \$55
- Business Tax: Substantial Underreporting – Fee on the portion of taxes that was substantially underreported

### Investments

- Harvesting Project: Data consolidation effort to bring all delinquent information into one system to ensure full collections of all taxes and fees due
- Unsecure Personal Property (UPP): Additional staffing to enable the organization to collect on the backlog of UPP taxes
- Staffing for investigations, audits and summary judgements: Increased key staff to more aggressively pursue delinquency and fraud
- Digital mailroom and online filling: Acquisition of equipment and software technology to scan and archive checks as they come and migrate tax filing online
- Treasury Workstation: Manages the 400 plus bank accounts, consolidates cash for immediate investment and availability, automates account management to be both centralized and decentralized
- Business Tax System Replacement: COIT project to replace outmoded tax system with aging hardware, software and based on COBOL
- Cashiering and Remittance: RFP for a new enterprise wide solution for cash management that interfaces with City's general ledger and bank

	FY06-07	FY07-08	FY08-09	FY09-10	FY10-11
GF	\$15,526,512	\$13,503,775	\$12,768,835	\$11,251,533	\$11,215,689
Non- GF	\$11,401,773	\$11,412,974	\$12,587,000	\$16,000,000	\$16,398,879
Total	\$26,928,285	\$24,916,749	\$25,355,835	\$27,251,533	\$27,614,568
FTE	218	221	230	238	231

## DEPARTMENT DESCRIPTION

### Background

The position of San Francisco Treasurer is an elective office created by the City Charter in 1850. In July 1979, a charter amendment added the office and duties of Tax Collector to the Treasurer's responsibilities. The Office of the Treasurer & Tax Collector serves as the banker, collection agent, and investment officer for the government of San Francisco, the only combined city and county in the state of California.

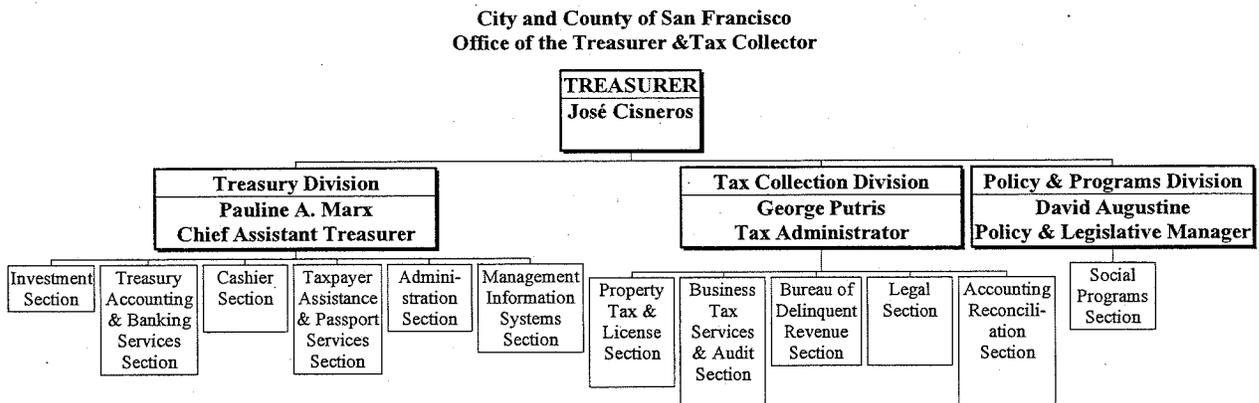
### Programs and Services

The Office of the Treasurer & Tax Collector serves the citizens of San Francisco by providing information and services to the public in the following areas:

- Property Tax
- Business Taxes (Payroll, Hotel/Occupancy, Parking, Roofers, Stadium, Utility)
- Business Registration and Regulatory Licenses
- Dog Licenses
- U.S. Passport Application Acceptance
- Water Department Payments
- Recreation and Parks Services (Golf Resident Card, Swimming Pool Scrip)
- Transit Passes (MUNI, BART, Caltrain, Golden Gate Transit, AC Transit, SamTrans)
- Social Programs – Office of Financial Empowerment, Bank On San Francisco Initiative

### Organizational Structure

The Office of the Treasurer & Tax Collector is organized into three divisions comprised of twelve operational sections:



## **TREASURY DIVISION**

### **INVESTMENT SECTION**

The **Investment Section** is responsible for managing and investing the City and County of San Francisco's funds to ensure sufficient liquidity to meet all anticipated disbursements. During the fiscal year the section managed between \$3.0 and 3.7 billion in short term fixed income securities.

When purchasing investment securities, the department invests City funds in compliance with City Charter Section 6.106, the California State Government Code Section 53600, and the Treasurer's Investment Policy. It is the policy of the department to invest public funds in a manner that will provide:

- Preservation of capital liquidity to meet the daily cash flow demands of the City
- Investment returns while conforming to all state and local statutes governing the investment of public funds
- Social responsibility

The types of permissible investment securities include Negotiable Certificates of Deposit, Commercial Paper rated at least A-1/P-1, Banker's Acceptances, Federal Agency Notes and U.S. Treasury instruments. Common stocks are excluded from permissible investments. The Treasurer's Investment Section has consistently demonstrated prudent portfolio management with excellent results.

### **BANKING SERVICES & TREASURY ACCOUNTING SECTION**

The **Banking Services Unit** is the primary liaison and supplier of services for all City departments – not just the Treasurer & Tax Collector – regarding banking issues, including:

- Administering lock-box processing, remote deposit services, armored car services, and electronic payment and deposit services (wire transfers, ACH, online banking, positive pay, direct deposit, etc.)
- Setting up contracts with various vendors or partnering banks for banking services, treasury systems, and payment services such as payment application through the web or phone
- Authorizing various departments to transact and perform specific banking activities and allow changes in their existing services; opening and closing bank accounts for various City departments and updating account signers
- Analyzing bank charges for discrepancies or any unusual charges

The **Treasury Accounting Unit** is responsible for reconciling and accounting for the receipt, deposit, and recording in the City's financial accounting system (FAMIS) of all revenues collected by the Office of the Treasurer & Tax Collector. Additional functions include:

- Accounting for encoding errors, missing checks, and other debit notes (such as those for insufficient funds) issued by the bank in relation to deposits made by TTX and all city departments
- Accounting for cash received via Electronic Funds Transfer (EFTs) and other electronic payment transactions on behalf of various city departments (not just TTX) and the state
- Processing absent heir claims and forgery claims
- Conducting numerous specialized services for other units and departments, including the recording of investment transactions, custodial safekeeping for various secure documents, stop payments on warrants issued by the Controller, and maintenance of the City's Shortage and Overage Fund

## CASHIER SECTION

The **Cashier Section** is responsible for accepting and processing all types of tax payments, registration and license fees. These items include payments received through the mail, presented in person, paid by credit card or wire, and via the Internet. The Cashier Section also processes payments for the Department of Public Works, the Public Utilities Commission, and the Emergency Communications Department and receives and banks deposits from several city departments.

In addition to processing payments, the Cashier Section provides goods and services to the general public as well as to city employees. The Cashier Section is an authorized vendor for Golfer's Resident Cards and swimming pool scrip tickets on behalf of the Recreation and Parks Department, as well as numerous types of Bay Area public transit passes, and Municipal Transportation Agency (MTA) Parking Meter Debit Cards

The **City Payment Center Cashier Unit** accepts payments from taxpayers, sells transit items, issues taxi driver "A Cards" and Golfer's Resident Cards, receives deposits from other city departments and processes mail payments. The **Mail Room Unit** sorts, opens, verifies, and distributes mail for the Office of the Treasurer & Tax Collector, Water Department and the Port of San Francisco. The **Remittance Processing Unit** processes water bills and other tax payments using high-speed National Cash Register (NCR) remittance machines. This unit also researches water payments received without account numbers or payment stubs. The **Check Control and Research Unit** researches and processes unidentified tax payment stubs for all sections of the Office of the Treasurer & Tax Collector.

## TAXPAYER ASSISTANCE & PASSPORT SERVICES SECTION

The **Taxpayer Assistance (TPA) Unit** offers assistance in San Francisco's business registration, property tax, licenses, city services, collection notices, and other matters of general assistance. Staff members with extensive training provide efficient and courteous service in a variety of capacities – in person at various service counters located within the City Payment Center, over the phone by means of a 45-hour-per-week call center, and through electronic and traditional written communications. Senior staff members also perform outreach to a variety of community, neighborhood and business organizations, educating the public about local

requirements and available city resources. This section embodies the department's philosophy that customers' needs are a priority and that the public should receive quality service and accurate information in a timely manner.

The **Passport Services Unit** was created in 1999 to serve as an acceptance office for U.S. Passport applications. Staff members serve as authorized acceptance agents, verifying the identity of passport applicants, ensuring that all required documentation is submitted, accepting payment for the passport and related fees, and serving as an information resource for the public regarding passport issuance and legislation. The Passport Services unit has earned a reputation as the premier passport acceptance facility in Northern California and is the primary referral by the San Francisco Passport Agency for passport services in the Bay Area. The unit continues to simplify the passport application process each year for thousands of travelers and new citizens.

## **BUDGET & OPERATIONS SECTION**

The former Administration Section went through a reorganization in Fiscal Year 2008-09, initiated by the addition of 12 technology staff members to the department. The 12 staff were formerly employees of the City's Department of Technology who supported the Office of the Treasurer & Tax Collector's property tax, license and business tax systems. Due to their dedication to these applications, the City officially transferred the staff to the Office of the Treasurer & Tax Collector. The growth in technology positions represents the direction of the department's dependency on solutions that automate tax and collection processes.

To best support the integration of the application staff into the organization as well as exploit the power of having both information management and application staff working alongside one and another, the Office created a new **Budget and Operations Section**. The functions within this group are as follows:

The **Budget Unit** staff and senior managers develop the department's annual budget in collaboration with the managers of the twelve separate operating sections. A major component of the budget is work orders with other City and County Department and other government entities. The unit interacts with the Mayor's Office and Controller's Office in regards to budget approval, mid-year reports, hiring and new initiatives. The unit conducts cost analyses for various initiatives throughout the Office.

The **Personnel and Payroll Management Services Unit** is responsible for the recruitment and hiring of department personnel, employee compensation and employee records. The unit also provides management with recommendations relating to personnel decisions, interpretations regarding civil service regulations, and guidance with regard to disciplinary and accountability matters. Personnel staff monitors Workers' Compensation cases and ensures compliance with the American with Disabilities Act, Affirmative Action and the Family Medical Leave Act. The Payroll staff processes daily attendance data and prepares and submits bi-weekly time rolls.

The **Office Operations and Project Management Unit** is a new unit that supports two different functions. The first area is Office Operations, which provides support to all sections by providing office supplies, equipment and other minor furnishings, arranging for maintenance of copiers and other office equipment, and managing a large inventory of forms, envelopes and statements. This unit coordinates the department-wide trainings. The second function is department wide business process re-engineering and project management for IT application development and migrations and application roll out. In addition, this unit handles IT contracts and RFPs.

The **Applications Support Unit** is responsible for the business tax, property tax and license applications. Managing both the maintenance of these city based applications as well as continuous improvements and revisions based on new city legislation, this unit responsible for all the technology related to collecting city revenue – business tax, hotel tax, parking tax, access line tax, business licenses, unsecure personal property and property tax. This unit coordinates with the Controller's Office, and Department of Technology regarding reporting and application requirements.

The **Information Management (MIS) Unit** provides the department with full-time centralized support for all technological equipment, systems, and applications, including specialized mainframe and web-based applications for banking, investment and other business and finance-related functions. The MIS unit is also responsible for the system administration of the department's local area network (LAN) and wide area network (WAN) services at the department's two locations – City Hall and the 875 Stevenson St.

The MIS unit coordinates custom programming issues, service requests, production support maintenance and security issues with the Department of Telecommunication, vendors and consultants. The unit is also responsible for maintaining server resources and web design and contents. MIS group also supports the Cashiering and Remittance and Bureau of Delinquent Revenue's licensed applications. MIS ensures that sufficient documentation is maintained for all existing financial systems, and continues to work with the Office of the Controller as well as with other city departments to refine emergency preparedness plans and procedures.

The unit serves as the critical nerve central for online applications, integration of various tax and collection systems and IT knowledge management.

# TAX COLLECTION DIVISION

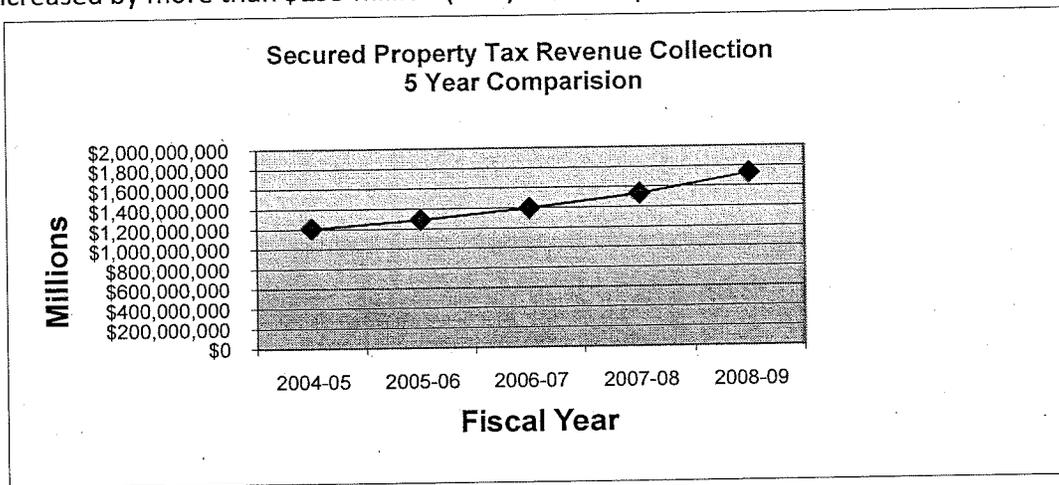
## PROPERTY TAX & LICENSING SECTION

The *Property Tax & Licensing Section* is made up of four primary units:

The *Real Estate Unit* bills, collects and processes payments for the regular, escaped and supplemental tax bills for the secured and unsecured taxes, various special assessments including the Fisherman’s Wharf Community Benefit District, the Rent Board fees, the Alarm Registration Fees, and False Alarm Penalties. It is also responsible for processing approved refund requests for overpayments and duplicate payments of current and prior years’ property taxes as well as refunds for the rent board fees program, alarm registration fees, false alarm penalties, dog license fees and other regulatory license fees.

### *Fiscal Year 2008-09 (Real Estate Unit)*

- ◆ Billed and collected over 450,000 property tax bills and statements. Property tax revenue increased by more than \$195 million (13%) over the previous fiscal year.

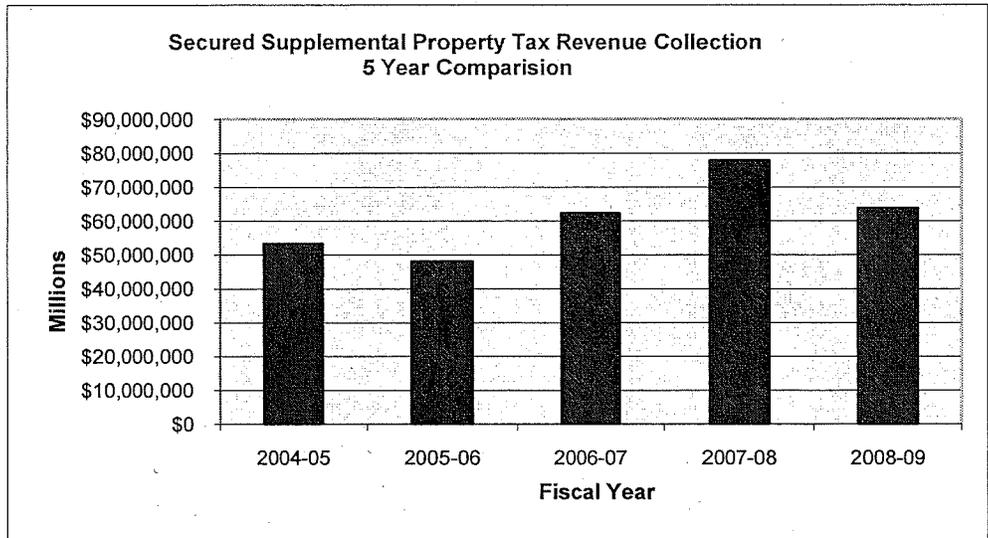


- ◆ The timely collection rate for secured property taxes was 97.70%, third highest among 58 counties in the State of California.

### Secured Property Tax Delinquency Rate 5-Year Comparison

Fiscal Year	Delinquency Rate
2004-05	1.10%
2005-06	1.19%
2006-07	1.42%
2007-08	2.06%
2008-09	2.30%

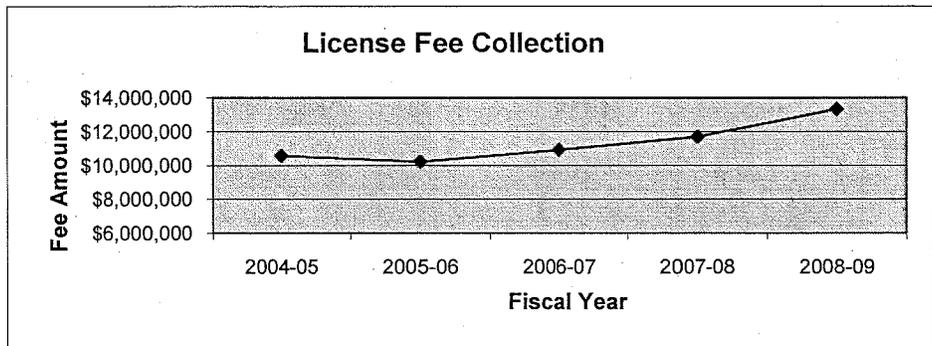
- ◆ Supplemental property tax collection decreased by more than \$14 Million (18%) from previous fiscal year due to a declining economy and much smaller amount of new construction of commercial properties.

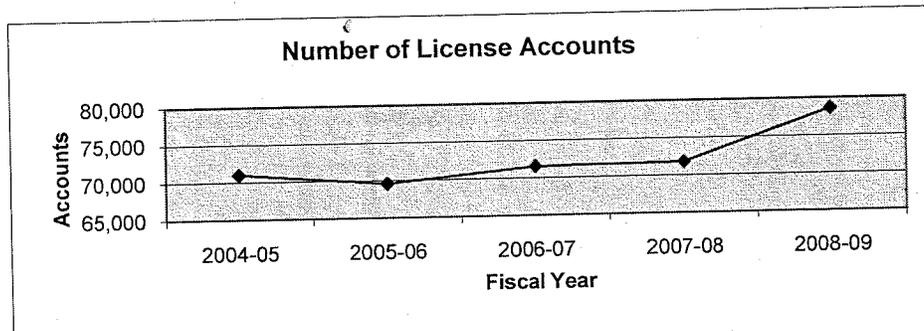


The **Business License Unit** collects, records, and reports regulatory business license fees mandated by the San Francisco Municipal Code, Part III. It is also responsible for the billing and collection of the alarm registration fees and false alarm penalties.

**Fiscal Year 2008-09 (Business License Unit)**

- ◆ Processed 78,647 license accounts for the Police, Fire, Public Health, Entertainment Commission, Taxi Commission, Emergency Medical Services, Emergency Communications, and Animal Care and Control Departments totaling more than \$13.3 million, an increase of \$1,643,854 (14%) from last fiscal year's revenue of \$11.6 million. This monetary increase was due primarily to an increase in all license fees and the addition of some new licenses. License fees that have been delinquent for more than 90 days are promptly reported to the regulatory departments for collection.





## BUSINESS TAX SECTION

The **Business Tax Section** of the Office of the Treasurer & Tax Collector is responsible for the assessment and audit enforcement of the business registration fee, payroll expense tax, roofers' vehicle tag fee and third party taxes for parking, hotel, and stadium operators, utility users, access line, and for emergency response fees and Hotel Tourism Improvement District payments. The Section is comprised of the two distinct units – the Account Services Unit and the Audit Unit.

The **Audit Unit** is comprised of three audit teams dedicated to performing payroll expense tax audits as well as parking and hotel third party tax compliance audits.

### Fiscal Year 2008-09

- ◆ The Audit Unit completed 922 audits (771 payroll, 107 parking, 44 hotel) – a 2% decrease from the previous fiscal year's total of 943. These audits generated \$68,269,222 in audit deficiency billings, an increase of more than 211% over the previous fiscal year.

Audit Impact (5-Year Average)						
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-Year Average
No. of Audits	540	531	556	943	922	698
Audit Hours	19,116	21,195	17,738	25,023	27,094	22,033
Average Hours per Audit	35.4	39.9	31.9	26.5	29.4	31.5
Audit Billings	\$3,713,716	\$5,170,684	\$7,109,403	\$21,939,773	\$68,269,222	\$21,240,560
Average Billing per Audit	\$6,877	\$9,738	\$12,787	\$23,266	\$74,045	\$30,413

Audit Deficiency Billings 5-Year Comparison						
Type of Audits	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	% Inc/Dec
Payroll Expense Tax	\$3,318,035	\$3,666,933	\$6,900,876	\$1,869,969	\$6,977,613	273.1%
Parking Tax	\$373,283	\$417,592	\$1,039	\$9,730,429	\$1,180,567	-87.9%
Parking Tax - Prior Year Adjustment					\$(2,390,977)	
Hotel Tax	\$22,398	\$1,086,159	\$207,489	\$10,339,375	\$62,502,019	504.5%
<b>Total Billings</b>	<b>\$3,713,716</b>	<b>\$5,170,684</b>	<b>\$7,109,404</b>	<b>\$21,939,773</b>	<b>\$68,269,222</b>	<b>211.2%</b>

- ◆ The year's "Top 10" deficiency billings netted a total of over \$65.2 million, as compared to \$17.1 million the previous year.

Business Tax Large Deficiency Audits Top 10 Billings - FY 2008-09			
TAXPAYER	NUMBER	AUDIT TYPE	AMOUNT
Online Travel Company	6	Hotel Tax	62,879,489
CPA Firm	2	Payroll Tax	1,327,801
IT Services Company	1	Payroll Tax	690,419
Internet Services Company	1	Payroll Tax	358,330
<b>Grand Total</b>	<b>10</b>		<b>\$65,256,039</b>

- ◆ The Audit Unit collected \$13,483,809 in audit billings, an increase of more than 206% over the previous fiscal year.

The **Account Services Unit** is responsible for administering, maintaining, and processing accounts for the following:

- Annual Business Registration Renewals
- Quarterly and Semi-Annual Payroll Tax Prepayments
- Annual Payroll Tax Filings
- Business Payroll Tax Determinations
- Requests for adjustments, extensions and refunds
- Quarterly & Monthly Hotel, Parking, Utility Users and Access Line Taxes, and Hotel Tourism Improvement District payments
- Processing of various Tax Credits, Waivers, and Exemptions
- Issuing Hotel and Parking Certificates of Authority to Collect Third Party Taxes

#### **Fiscal Year 2008-09**

- ◆ Despite the ailing business economy, the Account Services Unit billed and collected over \$944 million in Business Taxes, a 1% increase over the previous year total of \$938 million.

- ◆ Worked closely with the City Attorney's Office and with Application Support developed the new Access Line Tax on the BTS system.

Business Tax Account Services FY 2008-09			
Tax Type	# of Statements Mailed	# of Payments Posted	\$ of Payments Posted
Payroll Tax Year 2008	17,970	9,286	\$344,495,703
Business Tax Registration FY 09-10	95,701	74,088	\$6,846,840
Payroll Determination Tax Year 2007	4,698	502	\$9,027,825
Payroll Tax Prepayments 2008	1,100	1,111	\$57,519,705
Payroll Tax Prepayments 2009	10,379	7,816	\$158,578,970
Hotel Tax	2,532	1,354	\$216,940,413
Parking Tax	2,170	2,309	\$58,947,676
Utility Users Tax	* 1424	2,030	\$82,016,746
Access Line Tax	1,340	227	\$10,403,912
<b>Total</b>	135,890	98,723	\$944,777,790

\* Utility Users Tax Statements were mailed beginning April 2009

## BUREAU OF DELINQUENT REVENUE

The **Bureau of Delinquent Revenue (BDR)** is the official collection arm of the City and County of San Francisco. It is authorized to collect all accounts receivable over \$300 and at least 90 days overdue. Current departmental clients include: San Francisco General Hospital, Laguna Honda Hospital, Department of Public Works, Adult Probation, Fire Department, Mayor's Office of Community Development, Department of Parking and Traffic, City Planning, Ethics Commission, Trial Courts, Recreation & Parks and the Water Department, as well as collections for criminal court fines, security alarm registrations, and false alarm fees. The Bureau of Delinquent Revenue is divided into six units, each of which has separate and distinct roles:

The **General Collections Unit** processes delinquent accounts from various departments. A majority of accounts are referred from S.F. General and Laguna Honda hospitals. Additional accounts are referred from Department of Public Works, the Mayor's Office, Recreation & Parks, the Water Department, the Housing Authority, Emergency Services, and the Redevelopment Agency. The collection process of this unit includes small claims filings, judgment renewals, and post-judgment execution. In addition to the filing of creditor's claims in the Probate Court, the unit also recovers funds owed to the county hospitals and paramedics from third party liability by filing medical liens with attorneys and/or the courts.

As part of this larger unit are the Traffic Citations sub-unit and the Comprehensive Collection sub-unit. These units handle the collection of accounts referred by the State of California - San Francisco Superior Court. The Comprehensive Collection Unit operates remotely from the Hall of Justice, located at 850 Bryant Street, combining efforts with the state of California in the collection of current and delinquent criminal fines and fees as well as Adult Probation fees and fines and victim restitution.

The **Escrow/Bankruptcy Unit** researches, compiles data and files claims on any outstanding debts owed to the City and county once escrow or bankruptcy is filed. The unit's extensive database research begins when notices are published or notices are received. All title company demands are referred to this unit. The unit's primary function is to issue a clearance (of all delinquent city and county debts) to sellers.

The **Clearance/Business Tax Unit** works with business owners and with the Business Tax and Property Tax sections to collect or resolve delinquent business-related taxes, such as payroll taxes, registration fees, and unsecured personal property taxes, including the various city licenses. All outcomes are resolved in a manner equitable to both the customer and the City.

The **Investigations Unit** ensures that taxpayers comply with city and state tax regulations. The unit operates in support of all sections in the Tax Collection Division and is responsible for a wide range of enforcement activities including: surveys, surveillance, seizures, summary judgments, complex accounts, notices of violations, and citations. In addition, this unit is responsible for the recent RCE parking tax enforcement of third party taxes. Within this unit is the **Surveillance Group**, in which investigators are assigned to systematically research, inspect and interview unregistered city businesses, in addition to business with potentially unreported high revenue.

The **Accounting and Support Unit**. The **Support staff** performs data entry; tracks check controls, provide counter service, distribute mail, scan documents to the various delinquent account records and perform other clerical functions. The **Accounting Unit** prepares financial reports for the section, department and the Controller's Office, posts payments, adjusts and balances accounts, and performs related accounting duties.

#### **Fiscal Year 2008-09**

- ◆ BDR had a second consecutive record year, collecting \$90.5 million in delinquent revenue, a 11% increase over the previous fiscal year, and far surpassing its previous high of \$67 million (FY 2005-06).

<b>BDR Annual Collection By Unit</b>							
<b>5-Year Comparison</b>							
<b>Fiscal Year</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>Total</b>	<b>Yr. Avg.</b>
<b>Total General Collections</b>	12,537,899	14,905,889	17,792,005	20,275,072	<b>20,455,683</b>	85,966,548	17,193,310
<b>Escrow/ Bankruptcy</b>	8,682,233	8,585,756	10,037,881	11,815,766	<b>14,600,604</b>	53,722,241	10,744,448
<b>Clearance</b>	25,521,445	24,001,773	20,781,035	28,742,110	<b>32,819,372</b>	131,865,735	26,373,147
<b>Investigations</b>	11,725,929	18,985,078	16,454,579	21,618,076	<b>21,768,032</b>	90,551,694	18,110,339
<b>Business Tax Admin. Fee</b>	681,929	413,514	1,785	670,020	<b>803,078</b>	2,570,326	514,065
<b>UPP Admin. Fee</b>	68,654	121,367	3,121		<b>105,229</b>	298,371	59,674
<b>TOTAL BDR COLLECTIONS</b>	59,218,089	67,013,377	65,070,406	83,121,045	<b>90,551,998</b>	364,974,916	72,994,983



## LEGAL SECTION

The **Legal Section** files collection actions in the courts and litigates delinquent accounts within the Treasurer & Tax Collector's jurisdiction when other collection efforts have failed. Legal Section represents the Department in (1) negotiating payment of hospital cost recovery liens with patients' attorneys; (2) filing responses to rejection of BDR creditor claims in probate court and bankruptcy court; and (3) filing responses in state court actions against the department that may jeopardize the payment of real estate taxes, such as partition actions, judicial foreclosures. Legal Section also serves as legal advisor on collection issues.

### *Fiscal Year Year 2008-2009*

Legal Section was instrumental in collecting \$11,501,960 from the following activities:

- ◆ **Third Party Hospital Cost Recovery Liens, \$4,259,647:** Legal Section provided negotiation services, legal advice, appearances at settlement conferences and Worker Compensation Appeals Board hearings on 128 specific lien cases.
- ◆ **Unfiled Actions, \$6,473,031:** This category includes a variety of collection services
  - Negotiation of direct payment from the debtor;
  - Negotiations of installment payment contracts with the debtor (5 cases);
  - Preparation of the Tax Collector Decision on administrative hearings of taxpayer petition for appeal of business tax deficiency determinations (27 cases).
- ◆ **Filed Actions in State Courts, \$63,374:** Legal Section filed 4 collection actions in the state court system, each leading to either payment stipulation or judgment.
- ◆ **Bankruptcy Collections, \$705,906:** Legal Section provided negotiation services and/or filing of legal papers in Bankruptcy Court (6 cases)

## POLICY & PROGRAMS DIVISION

### SOCIAL PROGRAMS SECTION

In September 2006, Mayor Gavin Newsom and Treasurer José Cisneros launched Bank On San Francisco - the first program in the nation to address the needs of unbanked residents by moving the marketplace to offer suitable financial products. Through a unique coalition of sixteen financial institutions, the original goal of banking 10,000 unbanked San Franciscans was met in just one year. At the end of a two-year pilot, almost 25,000 San Franciscans had opened accounts through the program.

Given the success of the program, in 2009, the City of San Francisco became one of only three cities in the country to launch a municipal Office of Financial Empowerment. The San Francisco OFE is housed within the Office of the Treasurer, which serves as the banker, tax collector and investment officer for the City and County of San Francisco and is led by the elected Treasurer, José Cisneros. Treasurer Cisneros believes that his role of safeguarding the city's money should extend to all San Franciscans and, as such, has embarked upon an ambitious financial empowerment agenda since taking office. San Francisco has proven success with three groundbreaking programs: Bank on San Francisco, the Working Families Credit and, most recently,

Payday Plus SF. San Francisco also places a major emphasis on financial education, offering classes through the Bank on San Francisco program and convening a Financial Education Network dedicated to improving the quality of, and access to, a broad range of financial education services city-wide. Future efforts will focus on an employer engagement initiative to increase the take-up of direct deposit citywide, and a children's savings account project to put all public school children on the path to college savings. These two new programs, Kindergarten to College and SafePay San Francisco will launch in December 2010 and Spring 2011, respectively.

#### **BANK ON SAN FRANCISCO**

Bank on San Francisco is a comprehensive partnership between the City, the Federal Reserve Bank of San Francisco, the nonprofit EARN and 14 financial institutions to bank the unbanked by offering accessible entry level checking account products and significantly reducing the barriers to mainstream banking for the estimated 15% of San Franciscans who lack a mainstream banking relationship. It is considered a model by the National League of Cities, the William J. Clinton Foundation, the FDIC, the Federal Reserve Bank and the US Department of the Treasury. Program leaders won the James Irvine Foundation for Innovation in 2008. The program is currently being replicated by more than 70 cities and states nationwide. In 2010, the Obama Administration announced plans to fund a \$50 million Bank On USA initiative to turn the San Francisco model into a national initiative. By building on the foundation created by these programs, San Francisco is developing a continuum of local asset building services, led by city government and supported by our strong network of nonprofit organizations.

#### **JOINBANKON.ORG**

San Francisco joined with New York City to create Cities for Financial Empowerment in 2007 and partnered with the National League of Cities and the William J. Clinton Foundation to launch a national Bank On resource and networking online portal, *joinbankon.org* in 2010. The site is a Web-based portal and toolkit to help Bank On programs across the country launch programs and learn, grow and share resources. [www.joinbankon.org](http://www.joinbankon.org)

#### **PAYDAY PLUS SF**

An alternative short term, small dollar loan of \$50 to \$500 offered through five credit union partners at 18% APR or below, repayable over six to 12 months. Loans are available to borrowers with low or no credit and can help build a positive credit score.

#### **MORATORIUM ON CHECK CASHERS AND PAYDAY LENDERS**

Legislation passed in 2005 to prevent the proliferation of check cashers and payday lenders in low-income neighborhoods by using zoning regulations.

#### **FINANCIAL EDUCATION NETWORK**

A collaborative group of San Francisco's nonprofit service providers, philanthropic funders and local public sector representatives dedicated to streamlining access to financial education services and products, increasing collaboration amongst service providers and sharing industry best practices.

### **WORKING FAMILIES CREDIT**

A local match to the Earned Income Tax Credit for qualified San Francisco residents, which includes incentives for direct deposit and connections to a wide range of other benefits.

### **KINDERGARTEN TO COLLEGE**

The first program in the nation to automatically open a college savings account for all children entering kindergarten in the City's public schools, with savings matches and incentives to boost family savings, putting San Francisco at the forefront of efforts to model how a national children's savings policy could be implemented in the United States.

### **SAFE PAY**

A City led, employer backed initiative to improve the financial security of San Francisco's low-wage workers by working with local businesses to convert employees to 100% direct deposit by providing working San Franciscans with access to financial products which meet their needs, eliminating the reliance on predatory check-cashers and increasing access to the financial mainstream.

### **AUTOSAVE**

AutoSave is a flexible savings program designed to support employees in achieving financial security by automatically diverting a small portion of an employee's take-home pay into an AutoSave Savings Account at San Francisco Federal Credit Union. This program is currently piloting with employees of the Office of the Treasurer.

### **FAMILY ECONOMIC SUCCESS WORKGROUP**

A unique collaboration of public agencies, private funders and city-wide nonprofits committed to improving the economic well-being of low-income families in San Francisco through collaborative, interagency approaches. This group is co-chaired by the Office of Financial Empowerment and the Family Support Network.

### **RESULTS**

- 71,000 checking accounts opened through Bank on San Francisco
- Over 70 Bank On programs launched or in development across the United States
- The creation of Bank on USA by the US Department of the Treasury, launching in 2011
- 51,100 credits amounting to an estimated \$7.4 million dollars in Working Families Credit funds distributed to low-income families
- Over 300 small dollar loans made through Payday Plus SF
- 135 Financial Education Workshops conducted reaching over 2,100 San Franciscans through one of 60 partner organizations
- 600 individual case workers and nonprofit staff receiving training through the Family Economic Success Workgroup Learning Circle program
- 90 financial education practitioners and stakeholders receiving training through the Financial Education Networks quarterly professional development series. All training videos and resources made available online.

- 10 community based organizations with trained financial coaches participating in Wealthcare
- 420 San Franciscans received 1:1 financial counseling with a certified financial planner through San Francisco's Financial Planning Day
- 1200 kindergarten students to receive a college savings account with a \$50 deposit from the City and County of San Francisco, and the opportunity to receive bonus incentives
- Financial education incorporated into the kindergarten curriculum by elementary math teachers in connection to the Kindergarten to College program.

## BEST PRACTICES

- Right sizing staff: Over the course of three years, the Office has gone through a strategic reviewing of its staffing. This review has led changing management structures to decrease multiple people managing a group; consolidating positions to reflect the change in work patterns and skill sets needed for tasks; changing hours of employment from full time to part time and staggering start times in order to better meet peak periods of customer service, decrease down time and save salary costs; and instituting flex time, so that employees are working delinquent collections in the evening hours when there is a greater probability of engagement. The flex time strategy has been particularly effective with traffic citations and other individual based delinquent collections.
- Changing the way we work: Technological innovation is center to changing our daily operations. Within one year of procuring a software application that enables online tax filing and related business process management of the tax submissions, the Office has reduced manual operations of incoming for Payroll, Hotel, Prepayment, Business Registration and Property Tax. In addition to providing online submission and online payment processing, the Office immediately scans and archives incoming checks decreasing the need for archival services and enhancing our research capabilities.
- Innovative collections division - Within the Office's collection section is a **Surveillance Group**, systematically researches, inspects and interviews unregistered city businesses and businesses with potentially unreported high revenue. The surveillance results lead to audits, determination on taxes and, potentially legal action.
- Aggressive tax collection – The Office is the only municipality that uses automatic dialers as part our delinquent collection. The dialer is connected to the delinquent database and automatically calls account holders. This methodology is used in the private sector, since it manages both productivity and revenue -- each staff person is expected to bring in \$ 1 million in revenue.
- The Office as an agent for change - Through the Bank on San Francisco initiative and the creation of an Office of Financial Empowerment, the City and County of San Francisco has emerged as a national leader in the delivery of programs to increase financial inclusion and combat predatory practices. The key focus of this work is connecting low-income San Franciscans to healthy financial products and providing culturally relevant financial education to ensure success in the mainstream. The Office views the role of the city government as essential to this work, and primarily serves as a convener and influencer in the furtherance of financial empowerment goals, bringing together financial institutions, regulators, philanthropic funders and community based organizations.



## TREASURER/TAX COLLECTOR - Summary Year End Report

### Performance Measures

	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Actual	2010-2011 Target
<b>LEGAL SERVICE</b>					
Maintain and increase the Legal Section's annual collection levels					
• Amount of annual collections	n/a	\$11,501,960	\$12,000,000	\$6,632,182	\$17,600,000
<b>DEPARTMENTAL MANAGEMENT</b>					
Provide superior customer service to all customers through the City Payment Center in City Hall					
• Percentage of customers rating Overall Service as excellent or good.	n/a	80%	90%	87%	90%
Expand access to City government by placing information and transactions online					
• Number of web-enabled transactions completed online using the City's SFGOV Online Services portal	n/a	17,702	18,000	19,276	20,000
<b>TTX-BUSINESS TAX</b>					
Promote compliance with the Business Tax Ordinance					
• Number of taxpayer audits completed	n/a	922	750	866	780
<b>TTX-DELINQUENT REVENUE</b>					
Maximize revenue through intensive collection activity					
• Amount of total revenue collected on all delinquent debts, in millions	n/a	\$90.5	\$79.2	\$82.0	\$75.0
• Percentage actual collections to annual collection goals	n/a	141.3%	100.0%	103.5%	100.0%
• Amount of revenue generated through surveys conducted by Investigations Unit to find unregistered businesses	n/a	\$21,768,032	\$11,000,000	\$15,393,584	\$12,000,000

## TREASURER/TAX COLLECTOR - Summary Year End Report

### Performance Measures

	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Actual	2010-2011 Target
<b>TTX-INVESTMENT</b>					
Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield					
• Accuracy rate of forecasting of cash in the bank	n/a	94%	98%	92%	98%
• Average daily collected balances of demand deposit accounts, in millions	n/a	\$92.6	\$1.1	\$156.3	\$1.1
• The maximum number of standard deviations between the 12 month return of the city's investment portfolio and the average of the municipal peer group	n/a	0.82	2.00	0.62	2.00
<b>TTX-PROPERTY TAX/LICENSING</b>					
Maintain low property tax delinquency rates					
• Percentage of delinquency rate of secured property taxes	n/a	2.30%	2.30%	2.29%	2.50%
• San Francisco's rank among California counties in property tax delinquency rate	n/a	2	5	2	5
Effectively collect, process, and post all forms of secured and unsecured property taxes as well as license fees while maintaining high levels of customer satisfaction					
• Number of days to process refund requests for duplicate/overpayments of property taxes and license fees	n/a	25	25	25	25
Improve service to customers while increasing collections by notifying all new property owners of their obligations and sending them a tax bill					
• Percentage of new property owners who are mailed a property tax bill within one week of their information being updated in the Assessor's computer system	n/a	98%	98%	98%	99%

## TREASURER/TAX COLLECTOR - Summary Year End Report

### Performance Measures

	2007-2008 Actual	2008-2009 Actual	2009-2010 Target	2009-2010 Actual	2010-2011 Target
<b>TTX-TREASURY</b>					
Maximize interest earnings for San Francisco by processing payments efficiently					
<ul style="list-style-type: none"> <li>Percentage of all payments received that are processed/deposited during the same business day</li> </ul>	n/a	99%	99%	90%	100%
<b>DEPARTMENT-WIDE/OTHER</b>					
All City employees have a current performance appraisal					
<ul style="list-style-type: none"> <li># of employees for whom performance appraisals were scheduled</li> </ul>	n/a	167	180	174	223
<ul style="list-style-type: none"> <li># of employees for whom scheduled performance appraisals were completed</li> </ul>	n/a	142	160	153	223





**War Memorial Efficiency Plan**

Elizabeth Murray to: Budget Office, Board of Supervisors,  
Performance Con

02/14/2011 03:07 PM

Cc: Manish Goyal



Elizabeth Murray

War Memorial Efficiency Plan

Elizabeth Murray, Managing Director  
War Memorial and Performing Arts Center  
(415) 554-6306



WAR 11-12 Efficiency Plan.doc

**San Francisco War Memorial and Performing Arts Center**

**EFFICIENCY PLAN AND PERFORMANCE MEASURES  
FY 2011 – 2012**

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**Section 1: LONG-TERM STRATEGIC PLANNING**

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**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 one of the largest performing arts centers 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 2011-12:**

- ♦ In accordance with the City's 10-year Capital Plan, the 2-year design/development phase of the Veterans Building Seismic Retrofit and Improvements Project is commencing in the first quarter of calendar year 2011. FY 2011-12 will be a key year for resolving all design issues and questions, and preparing for the closure of the Veterans Building in the first quarter of calendar year 2013 for construction. Key design/development phase issues include:
  - Confirming final post-Retrofit space programming and allocation;
  - Coordination of Project design with tenant improvement plans of major partners, the San Francisco Opera and San Francisco Arts Commission;
  - Confirming cost estimations and funding sources for other necessary building improvements to be implemented as part of the Project;
  - Planning for move-out and relocation of War Memorial department and veterans' activities during the 2-year construction period.
- ♦ Capital projects currently in design/specification phase and targeted for implementation in FY 2011-12:
  - Opera House Electric Power Management Upgrade
  - Opera House Auditorium Handrails (Final Phase)
  - Davies Symphony Hall Carpet Replacement (Phase 1)

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 2011-12:**

- ♦ 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.
- ♦ Complete conversion to automated booking system (*Artifax*).

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 2011-12:**

- ♦ Complete required investments of \$500,000 by War Memorial's Food and Beverage Concession and Catering Operator for improvements to food and beverage service in the Performing Arts Center facilities. Remaining improvements to be implemented include upgrades to Opera House lobby intermission bars on orchestra, dress circle and balcony circle levels; and upgrade of Davies Symphony Hall loge lobby bar station.
- ♦ Complete revision of box office and ticket sales policies and procedures to reflect updated ADA guidelines and conduct ADA training for box office and ticket sales staffs.
- ♦ Coordinate with Opera House resident licensees (San Francisco Ballet and San Francisco Opera) on conducting training for stage employees on new Opera House stage rigging systems.

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 2011-12:***

- ♦ 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 and Davies Symphony Hall will 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 2011-12 will focus on updated ADA regulations and emergency planning.

**D. Allocation of Current and Requested Resources for Department Goals and Priorities**

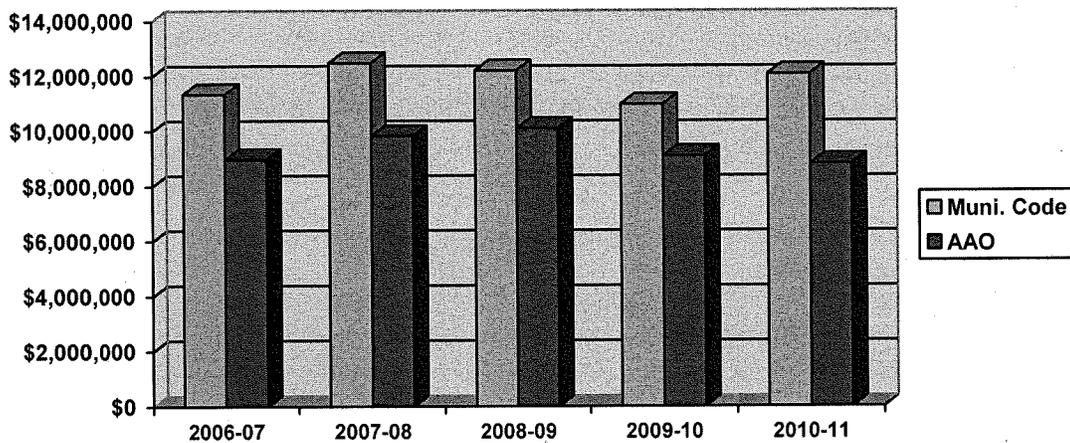
The War Memorial is a special fund department receiving annual revenues from two sources: 1) annual allocation of hotel room tax (Section 515.01, Article 7, Part III of the S.F. Municipal Code); and 2) earned revenue from facilities’ rentals, concessions and services. The War Memorial Special Fund was 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 Hotel Tax Revenue: 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 eight 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.

**War Memorial Hotel Tax Allocations**



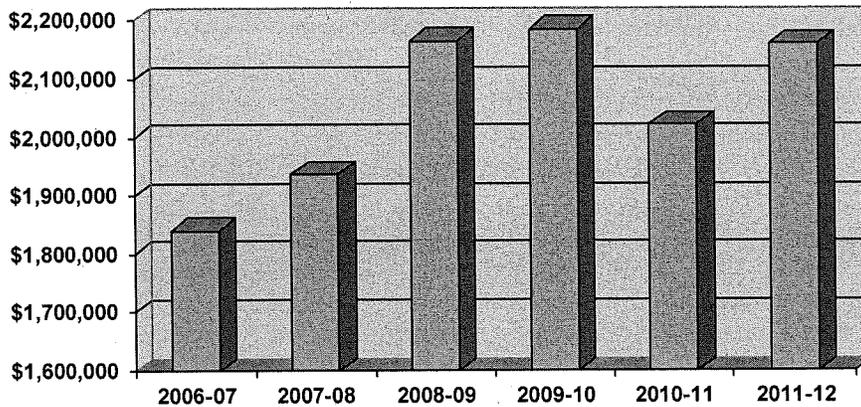
Allocation per:

Municipal Code	\$11,354,000	\$12,489,400	\$12,209,600	\$10,988,640	\$12,087,500
AAO	\$ 8,967,577	\$ 9,831,959	\$10,120,455	\$ 9,101,200	\$ 8,808,200
Variance to General Fund	\$ 2,386,423	\$ 2,657,441	\$ 2,089,145	\$ 1,887,440	\$ 3,279,300

This fundamental change in the basic budget commitments under which the War Memorial has operated for the last 29 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.

- **Annual Earned Revenue:** Since FY 2006-07, the War Memorial has increased facilities' rental rates in four out of six years. All rental rates will again increase effective 7/1/11 by an average increase of 4.0%. War Memorial earned revenue for FY 2011-12 is projected at \$2,159,648, an increase of \$137,764 or 6.81% over FY 2010-11 budgeted revenue.

**War Memorial Earned Revenue**



Earned Revenue \$1,840,687 \$1,947,706 \$2,165,362 \$2,185,702 \$2,021,884 \$2,159,648

- **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 in four buildings 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 infrastructure, systems and equipment (boilers, life-safety, HVAC, electrical, mechanical, plumbing, stage/technical); 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 34 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 18 months of this new arrangement, no cost savings has been achieved and War Memorial's execution of custodial operations has become increasingly inefficient and burdensome. War Memorial has advised Real Estate Division of unsatisfactory effects of this consolidation and will work towards restoring custodial operations under the War Memorial department in the next budget year.

- Veterans Building Seismic and Life Safety Upgrade: After more than a decade of planning, the City's 10-year Capital Plan 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 commencing in the first quarter of calendar year 2011, and a 2+ year construction period targeted to begin in the first quarter of calendar year 2013. The War Memorial has completed a Pre-Design/Planning phase for the Veterans Building Project including planning and designing post-project space utilization and programming; consultation and coordination with War Memorial Trust beneficiaries and other tenant partners on post-Project allocation of space 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. FY 2011-12 will be a key year, with critical and detailed design planning and making preparations for vacating the Veterans Building prior to construction.
- 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 2011-12, 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 three 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 2011-12:       - Design/Development Phase of Veterans Building Seismic Retrofit and Improvements Project to commence in late 2010.
  - Preparation and planning for vacating the Veterans Building in the first quarter of calendar year 2013, including determining and coordinating plans for the move-out and relocation of War Memorial offices and veterans' activities for the 2+ year construction period.
  - FY 2012-13:       - Veterans Building Project bid and award during second quarter of FY 2012-13; Veterans Building vacated for construction during first quarter of calendar year 2013.ing for building
  - FY 2013-14:       - Veterans Building remains closed for FY 2013-14; preparations for building re-commissioning and re-occupancy to commence in late 2014.

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## Section 2: CUSTOMER SERVICE

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### 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 hosts 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 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		FY 2009-10		FY 2010-11			FY 2011-12
No.	Title	Target	Actual	Target	YTD Actual	Projected	Target
01	Opera House performances/events	166	177	170	97	170	175
02	Davies Hall performances/events	223	250	229	103	229	237
03	Herbst Theatre performances/events	258	277	258	130	258	263
04	Green Room performances/events	173	170	180	84	180	179

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.

**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		FY 2009-10		FY 2010-11			FY 2011-12
No.	Title	Target	Actual	Target	YTD Actual	Projected	Target
01	Opera House percentage rented	90%	92%	92%	96%	92%	92%
02	Davies Hall percentage rented	82%	79%	90%	81%	90%	88%
03	Herbst Theatre percentage rented	73%	76%	73%	67%	73%	76%
04	Green Room percentage rented	52%	51%	54%	49%	54%	52%

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.

**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		FY 2009-10		FY 2010-11			FY 2011-12
No.	Title	Target	Actual	Target	YTD Actual	Projected	Target
05	Veterans use of meeting rooms	500	296	400	184	400	400

New measure in FY 2007-08, based on actual uses of veterans' meeting rooms in the Veterans Building allocated for use by the San Francisco Posts of the American Legion, collectively a beneficiary of the War Memorial Trust, having rights to rent-free use and occupancy 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 the AL Posts' schedules. FY 2007-08 actual usage fell significantly below the target, and indicated that only approximately 60% of the meetings listed on AL Posts' schedules actually take place. Since FY 2007-08, annual meeting room usages by the San Francisco American Legion Posts has continued to decline.

**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 2009-10		FY 2010-11			FY 2011-12
		Target	Actual	Target	YTD Actual	Projected	Target
01	Number of employees - performance appraisals were scheduled	95	48 *	61	**	61	61
02	Number of employees - performance appraisals were completed	95	38 *	61	**	61	61

\* FY 2009-10 actuals and FY 2010-11 target reflect 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.

\*\* Appraisal data collected only at the fiscal year end

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