

Petitions and Communications received from November 29, 2011, through December 5, 2011, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on December 13, 2011.

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

\*From concerned citizens, submitting support for restoring Sharp Park wetlands and wildlife. File No. 110966, Copy: Each Supervisor, City Operations and Neighborhood Services Committee Clerk, 60 letters (1)

\*From concerned citizens, submitting support for Conditional Use authorization on property located at 2041 Larkin Street. File No. 111183, Copy: Each Supervisor, 41 letters (2)

From Office of the Mayor, submitting notice that Mayor Ed Lee will be out of state from December 3, 2011, until December 4, 2011. Supervisor Mark Farrell will serve as Acting-Mayor. Copy: Each Supervisor, City Attorney (3)

From concerned citizens, submitting opposition to offering tax breaks to businesses that hire former felons. File No. 111102, Copy: Each Supervisor, 2 letters (4)

From Stanley Gross, submitting support for food trucks in San Francisco. Copy: Mayor, Each Supervisor (5)

From Judith Pynn, submitting support for bird safe buildings. File No. 110785 (6)

From Christopher Sims, regarding the importance of the Arts in local communities. Copy: Each Supervisor (7)

From concerned citizens, regarding the renovation of the Beach Chalet Athletic Field. 2 letters (8)

From Alice Polesky, regarding an option for deterring foreclosures. (9)

From Capital Planning Commission, regarding the 2012 Annual Infrastructure Construction Cost Inflation Estimate Report. Copy: Each Supervisor, Budget and Finance Committee Clerk (10)

From Department of Human Resources, submitting request for waiver of Administrative Code Chapter 12B for Holiday Inn Golden Gateway. (11)

From Office of the Clerk of the Board, the following individual has submitted a Form 700 Statement:

Sondra Angulo, Legislative Aide - Assuming (12)

From SSL Law Firm, regarding **the SFMOMA Fire Station No. 1 Relocation and Housing Project located at 151 Third Street, 670-676 Howard Street, and 935 Folsom Street. File No. 111293, Copy: Each Supervisor, City Attorney (13)**

\*From concerned citizens, submitting support for proposed Ordinance that extends the restrictions on checkout bags to all retail establishments and food establishments in the City and County of San Francisco. File No. 101055, 41 letters (14)

From concerned citizens, submitting support for Sharp Park Golf Course. File No. 110966, Copy: Each Supervisor, 4 letters (15)

From the Port, submitting the 2008 Clean and Safe Neighborhood Park Bond Accountability Report for the 3<sup>rd</sup> Bond Sale. (16)

\*From Office of the Controller, submitting the FY2010-2011 Development Impact Fee Report. (17)

From Office of the Controller, submitting the following concession audit reports: San Francisco Soup Company, ILJ San Francisco, and Dollar Thrifty Automotive Group, Inc. (18)

From Office of the Controller, submitting the Checkout Bag Charge Economic Impact Report. File No. 101055 (19)

\*From Office of the Controller, submitting the FY2010-2011 Performance Measures Report. (20)

\*From Office of the Controller, submitting the FY2010-2011 Comprehensive Financial Report. Copy: Each Supervisor (21)

From Kristin Anundsen, submitting opposition to proposed Ordinance that extends the restrictions on checkout bags to all retail establishments and food establishments in the City and County of San Francisco. File No. 101055 (22)

From Leon Ramsey, submitting opposition to Conditional Use authorization on property located at 2041 Larkin Street. File No. 111183 (23)

From Ardani Machin, submitting support for adequate working class housing. (24)

From concerned citizens, submitting support for Conditional Use authorization on property located at 3901 Mission Street. File No. 111125, 2 letters (25)

\*(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.)

# 110966

C Pages  
BOS-11-Done ✓  
CONS



**Fw: Please Support Legislation Restoring Sharp Park!**

John Avalos, David Campos, David  
Board of Supervisors to: Chiu, Carmen Chu, Malia Cohen, Sean  
Elsbernd, Mark Farrell, Jane Kim, Eric L

11/30/2011 03:25 PM

Sent by: Renee Craig

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

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

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

----- Forwarded by Renee Craig/BOS/SFGOV on 11/30/2011 03:27 PM -----

**Please Support Legislation Restoring Sharp Park!**

Stan Kaufman to: Clerk Of

11/30/2011 01:51 PM

Sent by: [webmaster@wildequity.org](mailto:webmaster@wildequity.org)  
Please respond to sekfmn

Dear Clerk Of:

Dear Supervisor:

I support restoring Sharp Park, and I hope you will as well. Sharp Park is beset by numerous problems: it loses money, it harms endangered species, and it is threatened by sea level rise and climate change. Everyone recognizes that at some point the golf course will need to go: but some still think it's worth it to throw good money after bad to keep an unsustainable golf course in play for a few more years.

But I know you know better, and that's why I'm asking you to support the new legislation to restore Sharp Park. The legislation gives us the opportunity to partner with Sharp Park's adjacent land owner, the National Park Service, to build a new public park that everyone can enjoy, while allowing San Francisco to redirect it's scarce recreation dollars back home, where the money really belongs. It also increases access to affordable golf by giving Pacifica residents access to San Francisco's other municipal courses at San Francisco resident rates. It's a sensible idea that is better for the environment, better for City coffers, and better for the game of golf. I hope you will support this important legislation.

①

C Pages  
BOS-11-Done ✓  
File # 111183



To: John Avalos/BOS/SFGOV@SFGOV, David Campos/BOS/SFGOV@SFGOV, Carmen  
Chu/BOS/SFGOV@SFGOV, David Chiu/BOS/SFGOV@SFGOV, Malia  
Cohen/BOS/SFGOV@SFGOV, Sean Elsbernd/BOS/SFGOV@SFGOV, Mark  
Cc:  
Bcc:  
Subject: Wireless Connectivity

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

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 Renee Craig/BOS/SFGOV on 12/01/2011 08:08 AM —

I expect wireless to work in SF, so please support new cell sites

gz94131 to: Board.of.Supervisors@sfgov.org

11/30/2011 03:37 PM

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November 30, 2011  
Clerk of the Board Angela Calvillo  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear Angela Calvillo,

As San Francisco prides itself on being a technological hub, San Franciscans have come to love and rely on wireless devices. Whether using a smartphone, laptop or tablet, high-speed, real-time interaction has quickly become the standard. Wireless service in the city, however, is too often hindered by signal drop offs and slowdowns that hinder the potential of today's devices. I think anything that can improve my current mobile experience is common sense, and in that spirit, I hope you will support the site at 2041 Larkin Street.

Sincerely,

George Zemitis  
145 Gardenside Dr.  
Apt 10

(2)



OFFICE OF THE MAYOR  
SAN FRANCISCO



Orig: C page  
C: BOS-11, COB, Leg Dep  
EDWIN M. LEE Op-Dep  
MAYOR  
C: City Attny, File

December 2, 2011

Ms. Angela Calvillo  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102

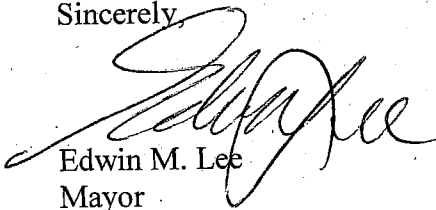
RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 DEC -2 PM 2:45  
BY PA

Dear Ms. Calvillo,

Pursuant to Charter Section 3.100, I hereby designate Supervisor Mark Farrell as Acting-Mayor from the time I leave the State of California on Saturday, December 3, 2011 at 8:30 a.m., until I return on Sunday, December 4, 2011 at 8:37 p.m.

In the event I am delayed, I designate Supervisor Farrell to continue to be the Acting-Mayor until my return to California.

Sincerely,

  
Edwin M. Lee  
Mayor

cc: Mr. Dennis Herrera, City Attorney

C. Kages  
BOS-11-Done ✓



Fw: tax break for hiring felons

John Avalos, David Campos, David  
Board of Supervisors to: Chiu, Carmen Chu, Malia Cohen, Sean  
Elsbernd, Mark Farrell, Jane Kim, Eric L

11/30/2011 03:24 PM

Sent by: Renee Craig

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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 Renee Craig/BOS/SFGOV on 11/30/2011 03:26 PM -----

tax break for hiring felons

bridgeT riverO to: Board.of.Supervisors@sfgov.org

11/30/2011 03:00 PM

Please respond to bridgeT riverO

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Please abandon this ridiculous idea. As a 3rd generation native San Franciscan, I have quite a stake in the future of this city. Once again the Board of Supervisors has shown itself to be out of touch with average middle-class residents.

Please consider legislation which will advance the interests of the general population of our city, not just your interest group de jour.

It seems that many members of the Board care only for whatever fringe group they're championing, to the detriment of the majority of San Francisco's citizens. I wish the majority of the Board would try their wacko ideas in there own home towns, not mine!

Bridget Rivero  
Sunset District Native

(4)

To: BOS Constituent Mail Distribution, Victor Young/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 111102: Opposition to proposed legislation offering tax credit for hiring ex-cons

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From: stephanie greenburg <stephgreenburg@gmail.com>  
To: mayoredwinlee@sfgov.org, Board.of.Supervisors@sfgov.org  
Date: 12/04/2011 10:14 PM  
Subject: Opposition to proposed legislation offering tax credit for hiring ex-cons

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Dear Mayor Lee and Board of Supervisors,

I am writing to voice my opposition to the proposed legislation that would offer tax breaks to San Francisco businesses which hire ex-cons. Not only is there deficient evidence showing such legislation is successful at reducing recidivism across the entire population of ex-cons, taking into account such things as race, ethnicity, and socio-economic background, but this legislation also fails to refer to the type of crime committed by these ex-cons. Remember Kathleen Horan, killed by an *employed* ex-con who used his earnings to buy drugs? Sure, this happened to be an ex-con with a violent background, but clearly too many ex-cons re-commit, regardless of employment status.

San Francisco already has a budget crisis, how can we possibly afford tax breaks to companies offering employment to ex-cons as part of an arguably dangerous experiment? We all know there are many unemployed or underemployed citizens of San Francisco who desperately need work. Why should ex-cons be rewarded at the expense of law-abiding citizens? What message does this send? What happens when droves of ex-cons come to San Francisco for the rumored jobs created by this legislation, and don't get said jobs? Do they simply stay in San Francisco swelling the homeless population and/or living a life of crime? It is enough that San Francisco must deal with the long-term economic, social and safety consequences of criminals becoming city residents after committing a crime here. This legislation ultimately says "come to San Francisco, commit a crime, get a job". It is far too likely that this legislation will increase unemployment for law-abiding citizens, while also leading to a substantial increase in crime, forcing even more families out of the city and keeping tourists away. Funny, I thought San Francisco was trying to curtail the flight of families from the city. I dare say, this is not the right approach. This legislation places a unfair burden on the residents of San Francisco. At present, the negatives far outweigh any positives. Our city and it's citizens cannot afford the serious and unintended consequences of such radical legislation. Law-abiding citizens who call San Francisco home not only deserve to feel safe, but also deserve priority in employment.

Thank you,  
Stephanie Greenburg

--

Steph

94402 STANLEY A. GROSS  
546 EDINBURGH STREET  
SAN MATEO, CA 94402

November 27, 2011

Honorable Mayor and Board of Supervisors  
City of San Francisco  
#1 Dr Carlton B. Goodlett Place  
San Francisco, CA 94102

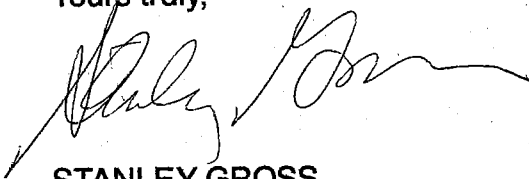
Dear Mayor and Board Members:

I see in the media that there is some push-back from brick and mortar restaurants against food trucks in the Bay Area. I'm writing to support the food trucks.

Whereas I understand and sympathize with restaurant owners, I believe the food trucks are a welcome addition to food delivery systems. I visited one for dinner the other day, and was delighted to discover the Filipino food much to my liking. I intend on visiting the other food trucks in the group to find what other delights await me.

Please do not severely restrict or close down the food trucks!

Yours truly,



STANLEY GROSS

BOS-11  
Mayor Lee  
Cpage

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 DEC - 1 PM 4:03



**Support Bird-Safe Building Standards**

Judith Pynn to: Board of Supervisors

Defenders of Wildlife

Sent by: <ecommunications@defenders.org>

Please respond to Judith Pynn

11/29/2011 10:21 AM

1 clog  
File 110785

History: This message has been forwarded.

Nov 29, 2011

Clerk of the Board of Supervisors

Dear Board of Supervisors,

As a San Francisco resident and a supporter of Defenders of Wildlife, I am writing today to urge you to support the Standards for Bird-Safe Buildings.

Tens of millions of birds are killed each year when they collide with buildings and windows. Many are night-migrating species that migrate from Central and South America to breeding grounds in the U.S. and Canada. These include federally listed species and birds of conservation concern.

Millions of birds depend on the San Francisco Bay estuary system, not only during migration but throughout the winter. San Francisco's Standards for Bird-Safe Buildings direct the most serious efforts to those areas that are most at risk.

The Standards for Bird-Safe Buildings are based on sound scientific research, are well founded and are strongly supported by many architects and other members of the construction industry.

These standards provide guidance to help make smart choices when it comes to designing buildings. They also offer guidance on other remedies such as window treatments, lighting design, and lighting operation.

Please support the Standards for Bird-Safe Buildings to prevent the deaths of thousands of migratory birds each year in the Bay Area.

Sincerely,

Ms. Judith Pynn  
1458 30th Ave  
San Francisco, CA 94122-3204  
(415) 498-7355

6

U Pages  
BOS-11-Done



**Fw: Letter of Support**

Board of Supervisors to: John Avalos, David Campos, David  
Chiu, Carmen Chu, Malia Cohen, Sean  
Elsbernd, Mark Farrell, Jane Kim, Eric L  
Sent by: Renee Craig

11/30/2011 01:04 PM

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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----- Forwarded by Renee Craig/BOS/SFGOV on 11/30/2011 01:06 PM -----

**Letter of Support**

Christopher Donshale Sims to: board.of.supervisors

11/30/2011 12:51 PM

Cc: Andrew Wood

Dear Board of Supervisors:

My name is Christopher D. Sims. I am an international writer, poet, and performance artist. I want to share with you the importance and effectiveness of the Arts in local communities, especially.

As a local artist and community organizer with deep roots in my hometown, I have helped shape, mold, and address the needs of the Arts, showing why they are so important. In cities where education for students might not be effective, or where unemployment is high, the Arts from my perspective are having a drastic effect on depressed or devastated people.

Artists like myself are using words, images, sounds, and discussions to effect or help what is going on, or maybe we are providing outlets and venues for people to "escape" the drastic situations they're living in. Whatever we are providing, it is working creating community and conversations on how we can work more together, and better where we live.

Arts groups all across America are revitalizing our districts, downtown areas, schools, and neighborhoods. In our ever-changing world, the Arts will remain pathways for success, encouragement, and business.

We should embrace this and help all of the dedicated individuals and organizations are there providing their own Art and platforms, especially the San Francisco International Arts Festival. Who deserve to be recognized and considered for the upcoming America's Cup event taking place in San Francisco.

Sincerely,  
Christopher D. Sims

Christopher D. Sims  
Minister of poetry, culture, and social marketing

7

<http://www.lafango/epk/ChristopherDSims>  
<http://www.mixcloud.com/UniverSouLove>

To:  
Cc:  
Bcc:  
Subject: Beach Chalet Athletic Fields renovation

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From: "David" <droma4@yahoo.com>  
To: "Carmen Chu" <Carmen.Chu@sfgov.org>  
Date: 11/27/2011 08:04 PM  
Subject: Beach Chalet Athletic Fields renovation

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Dear Supervisor Chu,

Golden Gate Park belongs to all the people of San Francisco as a place away from the noise and traffic of city streets. It is a refuge from the stress of urban life. The Recreation and Parks Department is proposing to turn the western edge of the Park into a sports complex with artificial turf playing fields and 60 foot tall stadium lighting in operation until 10 pm every night of the year.

I am very much concerned with the installation of artificial turf and night lighting in Golden Gate Park, as proposed by the Recreation and Parks Department. I subscribe to your monthly newsletter and I know you strongly support Sunday street closures; think of the impact this plan to operate 4 soccer fields from dawn to 10 pm every of the year will have on our community. Please consider the following points and I urge you to consider the merits of natural grass and natural lighting for the Beach Chalet Athletic Fields.

#### Toxic Fumes

What fumes will the artificial turf give off? Will these fumes be toxic to plants, animals and people? Will the fumes add to air pollution in the Park and surrounding neighborhoods? How quickly will the artificial turf degrade? What danger does the degradation and resulting detritus pose to the plants, animals, and ground water of the Park? Won't this detritus be toxic if inhaled by people using the fields and those in proximity to the fields? What about families with infants and young children who will be playing on, and dining in proximity to the fields? Won't the bits and pieces of artificial turf that are kicked up come in contact with the skin of, and be inhaled by, infants and young children?

#### Traffic and Pedestrian Safety – "It'll be a very dangerous situation"

The Beach Chalet Athletic fields can not support more than the current set-up of 4 playing fields, with one of the 4 fields laying fallow at any one time. On a summer's day there is already a heavy load of traffic from people going to Ocean Beach, the Beach Chalet and Park Chalet, The Queen Wilhelmina Tulip Garden and Wind Mill, Golden Gate Park Golf Course, and just visiting the western end of the Park. The increase in traffic that will occur if the all four fields are in use will result in degrading the





environment of the western end of the Park.

As aptly put by one Oakland resident, commenting on the new soccer fields planned for Piedmont's Blair Park, "The safety and traffic issues have not been adequately addressed. It'll be a very dangerous situation" (San Francisco Chronicle, March 18, 2011.) This will certainly be the case at the Beach Chalet Athletic Fields if this ill-conceived plan goes forward.

#### Alternative sites

Alternative sites for additional playing fields need to be found outside of the current Beach Chalet Athletic Fields. The area immediately south of the Beach Chalet Athletic Fields could be renovated and an additional field installed there. Golden Gate Park must maintain its character as a park first and foremost and not be made to serve as a sports complex to generate revenue for the benefit of the Recreation and Parks Dept. The Beach Chalet Athletic Fields can't sustain 4 full time playing fields concentrated in one place where there is already high density use of the Park.

#### Night lighting to 10 pm every night

Stadium lighting every night until 10 pm is a very bad idea. Night lighting will have an unnatural, and inevitably adverse, impact on the flora and fauna of the Park and will increase air pollution due to the additional traffic using the fields after dark. Again, "The safety and traffic issues have not been adequately addressed. It'll be a very dangerous situation."

Please consider the above points in evaluating your support for the proposed renovations to Beach Chalet Athletic Fields. Please help preserve Golden Gate Park.

Yours sincerely,

David Romano and Judy Pell

759 La Playa St., #1, San Francisco CA 94121

Tim Colen  
225 Edgehill Way  
SF, CA 94127

November 18, 2011

President Christina Olague and Members  
San Francisco Planning Commission  
1650 Mission Street, 4<sup>th</sup> Floor  
San Francisco, CA 94103

**Ref: SUPPORT City Fields DEIR**

Dear President Olague and Commission Members,

I am writing as a long-time San Franciscan, parent and former athlete to request that you support adoption of the Draft Environmental Impact Report (DEIR) for the City Field's initiative to renovate the Beach Chalet playing fields. The DEIR is thorough, adequate and accurately addresses the project's environmental impacts.

Decades ago, I played in the City's soccer leagues at Beach Chalet and clearly remember the gopher holes and the poor condition of the fields. Because of the extremely heavy demands placed on them, this is still sadly the case.

Because of my 14-year-old son's deep involvement with baseball over the last six years, my family is all too familiar with the condition of the Department of Recreation and Park's (DRP's) baseball fields. We also have gotten to know a large number of youth baseball families. I regret to say that the boys universally despise San Francisco's public fields because their poor condition means that both fielding and footing are treacherous. This is not a trivial matter when playing with a hard ball. Many of these boys have played baseball on turf fields outside of the City and without exception they prefer them to our own fields.

I recognize that our economic crisis has decimated DRP's budget - this makes proper maintenance of our playing fields difficult. In addition, the heavy demands made by all our sports programs on our limited playing fields make this task almost impossible. The only way to improve the grass fields is to shut them down for extended periods. Then what?

The City Fields proposal is a terrific solution for our City's families. It will ensure that many more San Franciscans have access to good playing fields than would be the case without it.

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BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 NOV 28 PM 4:13


Page Two

I am stunned that a small minority of folks has been able to stymie an initiative that offers so many benefits to so many families. Access to good quality playing fields is an area where San Francisco is at a big disadvantage compared to the suburbs. Increased access to playing fields would become a factor in helping attract and retain families with children. The City Fields opponents simply have no solution for all those that would be denied the opportunity to play outdoor sports. It is the few shutting out the many.

An independent recreation assessment in 2004 found that San Francisco needs 33 more soccer fields and 27 more baseball and softball fields just to meet current demand. We could help meet this demand if City Fields were allowed to renovate the fields at Beach Chalet.

It would be an enormous loss to the City to not take advantage of this opportunity. It is long past time that we renovate Beach Chalet. Please approve the DEIR.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Tim Colen', followed by a horizontal line extending to the right.

Tim Colen

Cc:

Mayor Ed Lee

San Francisco Board of Supervisors

John Rahaim, Planning Director

Phil Ginsburg, DRP Director

**Fwd: An Interesting Option for Deterring Foreclosure**  
Carmen Chu to: Peggy Nevin

11/28/2011 07:24 AM

Begin forwarded message:

**From:** "Alice Polesky" <[askalice@pacbell.net](mailto:askalice@pacbell.net)>  
**Date:** November 26, 2011 9:54:46 AM GMT-08:00  
**To:** [Eric.L.Mar@sfgov.org](mailto:Eric.L.Mar@sfgov.org), [Mark.Farrell@sfgov.org](mailto:Mark.Farrell@sfgov.org), [David.Chiu@sfgov.org](mailto:David.Chiu@sfgov.org),  
[Ross.Mirkarimi@sfgov.org](mailto:Ross.Mirkarimi@sfgov.org), [Jane.Kim@sfgov.org](mailto:Jane.Kim@sfgov.org), [Sean.Elsbernd@sfgov.org](mailto:Sean.Elsbernd@sfgov.org),  
[Carmen.Chu@sfgov.org](mailto:Carmen.Chu@sfgov.org), [Scott.Wiener@sfgov.org](mailto:Scott.Wiener@sfgov.org), [David.Campos@sfgov.org](mailto:David.Campos@sfgov.org),  
[Malia.Cohen@sfgov.org](mailto:Malia.Cohen@sfgov.org), [John.Avalos@sfgov.org](mailto:John.Avalos@sfgov.org)  
**Subject:** An Interesting Option for Deterring Foreclosure

I saw this piece and thought it might be applicable to SF. I don't know if it has been raised or discussed at the Board, or even if it would be feasible for our city, but felt it was valuable enough to pass along.

<http://benicia.patch.com/announcements/the-foreclosure-deterrent-project-f6967043>

Thanks,  
Alice Polesky  
San Francisco

9



# Capital Planning Committee

005-11 Done  
B+F clerk  
Cpage

Amy L. Brown, Acting City Administrator, Chair

## MEMORANDUM

November 28, 2011

**To:** Supervisor David Chiu, Board President  
**From:** Amy L. Brown, Acting City Administrator and Capital Planning Committee Chair  
**Copy:** Members of the Board of Supervisors  
Angela Calvillo, Clerk of the Board  
Capital Planning Committee

**Regarding:** Recommendations of the Capital Planning Committee on the Annual Infrastructure Construction Cost Inflation Estimate (AICCIE)

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 NOV 30 AM 9:02  
PMS

In accordance with Building Code Section 107A.13.3.1 and Planning Code Section 409 the Capital Planning Committee (CPC) established the Annual Infrastructure Cost Inflation Estimate (AICCIE) for calendar year 2012 at 3.25 percent. The CPC's recommendations are set forth below as well as a record of the members present.

### 1. Action Item 1:

#### Adoption of the 2012 AICCIE

#### Recommendation:

Recommend approval of the Capital Planning Program's proposed 2012 AICCIE of 3.25 percent, which was determined using a combination of cost inflation data, market trends, a variety of national, state and local commercial and institutional construction cost inflation indices, and local construction experts. A copy of the analysis can be provided upon request or by selecting the November 28<sup>th</sup> CPC meeting date at <http://onesanfrancisco.org/>.

#### Comments:

The CPC recommends approval of this item by a vote of 11-0.

Committee members or representatives in favor include: Ed Reiskin, Director of the MTA; Ed Harrington, General Manager of the SFPUC; Ben Rosenfield, Controller; Phil Ginsburg, General Manager of RPD; Mohammed Nuru, Acting Director of DPW; Amy Brown, Acting City Administrator; Rick Wilson, Mayor's Budget Director; Catherine Rauschuber, Board President David Chiu's Office; Alicia John Baptist, Planning Department; Elaine Forbes, Port of San Francisco; and Cindy Nichol, San Francisco International Airport.

10



FOR HRC USE ONLY
Request Number:

Department Head Signature: [Signature]  
Name of Department: Dept. of Human Resources  
Department Address: 1 South Van Ness Avenue, San Francisco, CA 94103  
Contact Person: Jill Obrochta, Senior Personnel Analyst  
Phone Number: (415) 557-4882 Fax Number: (415) 551-8945

Contractor Name: Holiday Inn Golden Gateway Contact Person: Derrick Guzman  
Contractor Address: 1500 Van Ness Avenue, San Francisco, CA 94109  
Vendor Number (if known): 09340 Contact Phone No.:(415) 447-3046

Date Waiver Request Submitted: 11/30/2011      Type of Contract: Purchase Order

Contract Start Date: 01/09/2012      End Date: 01/15/2012      Dollar Amount of Contract:  
\$10,428.59

☒ Chapter 12B

☐ Chapter 14B *Note:* Employment and LBE subcontracting requirements may still be in force even when a 14B waiver (type A or B) is granted.

☐ A. Sole Source

☐ B. Emergency (pursuant to Administrative Code §6.60 or 21.15)

☐ C. Public Entity

☒ D. No Potential Contractors Comply – Copy of waiver request sent to Board of Supervisors on: 11/30/2012

☐ E. Government Bulk Purchasing Arrangement – Copy of waiver request sent to Board of Supervisors on:

☐ F. Sham/Shell Entity – Copy of waiver request sent to Board of Supervisors on:

☐ G. Local Business Enterprise (LBE) (for contracts in excess of \$5 million; see Admin. Code §14B.7.1.3)

☐ H. Subcontracting Goals

<input type="checkbox"/> F. Subcontracting Goals	
<b>HRC ACTION</b>	
12B Waiver Granted: <u>X</u>	14B Waiver Granted: _____
12B Waiver Denied: _____	14B Waiver Denied: _____
Reason for Action: _____	
HRC Staff: _____	Date: _____
HRC Staff: _____	Date: _____
HRC Director: <u>[Signature]</u>	Date: <u>12/1/11</u>
<b>DEPARTMENT ACTION</b> – This section must be completed and returned to HRC for waiver types D, E & F.	
Date Waiver Granted: _____	Contract Dollar Amount: _____

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:	December 5, 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 individual has submitted a Form 700  
Statement:

Sondra Angulo, Assuming- Legislative Aide

12

SSL  
LAW  
FIRM  
LLP

575 MARKET STREET, SUITE 2700  
SAN FRANCISCO, CA 94105  
TELEPHONE: 415.814.6400  
FACSIMILE: 415.814.6401  
chris@sslfirm.com

November 30, 2011

**VIA EMAIL AND U.S. MAIL**

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

**Re: *Hearing on Matters Related to the San Francisco Museum of Modern Art  
Expansion (Case No. 2010.0275E) and Fire Station Relocation and Housing  
Project (Case No. 2009.0291E)***

Dear Ms. Cavillo:

Earlier today, we submitted an appeal of the San Francisco Planning Commission's certification of the Final Environmental Impact Report ("FEIR") for the above-listed Project on behalf of KSSF Enterprises Ltd., owner of the W Hotel San Francisco ("the W"). We have been informed by City staff that the full Board of Supervisors is scheduled to hear three items that are part of the SFMOMA Expansion Project on Tuesday, December 6, 2011.<sup>1</sup> These items rely upon the FEIR and are integral parts of the SFMOMA Expansion Project, and as a result the Board may not hear these items on December 6.

Administrative Code section 31.16 provides that "[w]hile the appeal is pending, and until the EIR is affirmed or re-certified as may be required by the Board, the City shall not carry out or consider the approval of a project that is the subject of the EIR on appeal." That section also provides that the City shall provide notice of the EIR appeal hearing "[n]ot less than ten (10) days prior to the date of the hearing."

Since it is currently less than ten days prior to the Board's December 6, 2011 meeting, the EIR appeal may not be heard on that date. Furthermore, the Board may not consider or act on any of the items that are part of the SFMOMA Expansion Project, including those listed above, prior to the EIR appeal hearing—they also may not be heard by the Board on December 6, 2011.

Please notify us of the schedule for hearing the appeal of the EIR and the other aspects of this Project.

File 111293

BOS-11 cpage  
Joy-orig, COB, Leg  
City Attny Dep


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BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 DEC -1 PM 4:02



Thank you for your consideration of this correspondence. Please notify me of any hearing, formal or informal, any proposed and/or final action, and any other action whatsoever regarding this matter. Please contact me at (415) 814-6400 with any questions.

Sincerely,



Christine W. Griffith

Enclosures

cc: Bill Wycko, Environmental Review Officer, San Francisco Planning Department  
Michael Jacinto, San Francisco Planning Department  
Peter Wong, KSSF Enterprises Ltd.  
Ivan Lee, KSSF Enterprises Ltd.  
Derek Sasano, KSSF Enterprises Ltd.  
Michael Pace, W San Francisco

---

<sup>1</sup> The items include the three items heard by the Land Use Committee of the Board this past Monday, November 28, 2011: (1) an Ordinance amending the San Francisco Planning Code Sectional Map ZN01 of the Zoning Maps to change the use classification of 676 Howard Street (Block No. 3722, Lot No. 28) from Public (P) to Downtown-Support District (C-3-S) and a portion of 935 Folsom Street (Block No. 3753, Lot No. 140) from Mixed Use-Residential (MUR) to Public (P) as part of the San Francisco Museum of Modern Art (SFMOMA) Expansion/Fire Station Relocation and Housing Project; adopting findings, including environmental findings, Section 302 findings, and findings of consistency with the General Plan and the priority policies of Planning Code Section 101.1; (2) An Ordinance ordering the summary vacation of Hunt Street as part of the San Francisco Museum of Modern Art Expansion/Fire Station No. 1 Relocation and Housing Project; adopting findings pursuant to the California Streets and Highways Code Sections 8330 et seq.; adopting findings pursuant to the California Environmental Quality Act; adopting findings that the vacation and sale are in conformity with the City's General Plan and Eight Priority Policies of City Planning Code Section 101.1; and authorizing official acts in furtherance of this Ordinance; and, (3) An Ordinance amending the San Francisco General Plan Map 2 of the Community Facilities Element as part of the San Francisco Museum of Modern Art Expansion / Fire Station Relocation and Housing Project; and adopting findings, including environmental findings and findings of consistency with the General Plan and Planning Code Section 101.1.

Mayor Lee and the San Francisco Board of Supervisors  
1 Carlton B. Goodlett Place.  
San Francisco, CA 94102

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

December 2<sup>nd</sup>, 2011

**RE: SUPPORT – Expansion of San Francisco Plastic Bag Reduction  
Ordinance by amending section 1702 of the San Francisco Environment  
Code and adding section 1703.5**

Dear Mayor Lee and the San Francisco Board of Supervisors:

The undersigned groups are in strong support of the expansion of San Francisco's existing ban on single-use plastic bags at large supermarkets and pharmacies. The proposed expansion of the current ordinance would ban single-use plastic bags at all retailers and restaurants in San Francisco, and place a 10-cent charge on recycled paper bags distributed at checkout. Similar legislation implemented a year ago in Washington, DC resulted in a swift decline of 80% fewer plastic and paper bags being distributed. San Francisco's ground-breaking plastic bag ban implemented in 2007 should be expanded to further encourage the use of reusable bags by San Francisco residents.

Local and national organizations and businesses are extremely concerned with the environmental and economic impacts of single-use plastic bag pollution throughout San Francisco and the world's oceans. Californians use an estimated 12 billion single-use plastic bags every year and we can no longer recycle our way out of this problem. Despite efforts to expand recycling programs, less than 5% of single-use plastic bags are currently being recycled. The rest of these bags end up in landfills or as litter, clogging storm drain systems, contaminating San Francisco's recycling and composting programs, and making their way into San Francisco Bay and the ocean. As a result, it poses a persistent threat to wildlife. Over 267 species worldwide have been impacted by plastic litter, including plastic bags.

On January 1<sup>st</sup>, 2012, our neighbors in San Jose and Marin and Santa Clara Counties will implement ordinances that will ban plastic bags and place a charge on recycled paper bags at all retailers. San Francisco should join our sister cities in leading the Bay Area and nation with cutting-edge policies to reduce waste. Other Bay Area Cities and Counties are expected to do the same in the coming year—there are currently more than 50 cities and counties across the state considering similar legislation.

The City of San Francisco has a critical role by demonstrating our leadership in eliminating single-use plastic and paper bag waste and preventing the proliferation of plastic pollution in our communities. Thus we strongly support amending section 1702 of the SF Environment Code and adding section 1703.5, and urge your committee, as well as the entire Board of Supervisors and Mayor to move forward to expand the existing legislation expeditiously.

Sincerely,

14

File 110966

BOS-11 cpage

Dear Committee Members:

I have been playing Sharp Park Golf Course for 16 years and it is a key reason I like living in the area. I request that the Civic Operations and Neighborhood Services Committee keep Sharp Park Golf Course open and kill the Avalos Ordinance.

The Sharp Park Golf Course a beautiful asset to our community offering recreation and enjoyment to our families and friends and we want it continue to be available to our children and grandchildren. Being a public course it's reasonable and accessible to all common people and is part of our architectural and cultural history - like the cable cars. Keeping it open would also help retain our real estate values. It's one of the reasons we like living here.

Please keep Sharp Park Golf Course Open - Kill the Avalos Ordinance.

Sincerely,

John Dombkowski  
31 Driftwood Circle  
Pacifica, Ca 94044

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 DEC -5 AM 9:31

*Handwritten signature/initials*

Dear Committee Members:

I have been playing Sharp Park Golf Course for 12 years and it is a key reason I like living in the area. I request that the Civic Operations and Neighborhood Services Committee keep Sharp Park Golf Course open and kill the Avalos Ordinance.

The Sharp Park Golf Course a beautiful asset to our community offering recreation and enjoyment to our families and friends and we want it continue to be available to our children and grandchildren. Being a public course it's reasonable and accessible to all common people and is part of our architectural and cultural history - like the cable cars. Keeping it open would also help retain our real estate values. It's one of the reasons we like living here.

Please keep Sharp Park Golf Course Open - Kill the Avalos Ordinance.

Sincerely,

Rick Peloquin  
3924 Pacheco  
San Francisco, CA 94116  
415 665-2390

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 DEC -5 AM 9:31

*ABC*

Dear Committee Members:

I have been playing Sharp Park Golf Course for 20 years and it is a key reason I like living in the area. I request that the Civic Operations and Neighborhood Services Committee keep Sharp Park Golf Course open and kill the Avalos Ordinance.

The Sharp Park Golf Course a beautiful asset to our community offering recreation and enjoyment to our families and friends and we want it continue to be available to our children and grandchildren. Being a public course it's reasonable and accessible to all common people and is part of our architectural and cultural history - like the cable cars. Keeping it open would also help retain our real estate values. It's one of the reasons we like living here.

Please keep Sharp Park Golf Course Open - Kill the Avalos Ordinance.

Sincerely,

Lam Siao  
1848 24<sup>th</sup> Ave  
San Francisco, CA 94122  
415 509-4415

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 DEC -5 AM 9:31  
BY *[Signature]*

Dear Committee Members:

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Please keep Sharp Park Golf Course Open - Kill the Avalos Ordinance.

Sincerely,

Rick Yano  
2 Hibbert Court  
Pacifica, Ca 94044  
650 350-1777

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2011 DEC -5 AM 9:31  
BY *[Signature]*

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



C-Page  
Article VIII  
(Adm. Sec 2.71)

To: Angela Calvillo, Clerk of the Board of Supervisors  
Ben Rosenfield, City Controller  
José Cisneros, City Treasurer  
Nadia Sesay, Director of the Controller's Office of Public Finance  
Harvey Rose, Budget Analyst

From: Monique Moyer, Port of San Francisco Executive Director

Date: November 28, 2011

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 NOV 29 PM 3:22

The Port of San Francisco would like authorization to precede with the sale of \$10,460,000 in General Obligation Bonds. This represents a portion of the \$185,000,000 in general obligation bonds that the voters approved on February 5, 2008 for the improvement and construction of parks and open space (Proposition A). This will be the 3<sup>rd</sup> sale and will fund the planning and design of the Crane Cove Waterfront Park, and complete the funding for detailed design and construction of seven other Waterfront park projects. The 3<sup>rd</sup> Bond sale will reserve \$54,565 for bond issuance expenses and \$10,460 for payment into the Citizens' General Obligation Bond Oversight Committee Audit Fund.

Attached, please find a copy of the 2008 Clean and Safe Neighborhood Park Bond Accountability Report for the 3<sup>rd</sup> Bond Sale, dated November 2011.

Should you have any questions, please contact Elaine Forbes, Port of San Francisco's Deputy Director of Finance and Administration at (415) 274-0445.

cc: Citizens General Obligation Bond Oversight Committee

16

**Controller's Office Report: FY 2010-11 Development Impact Fee Report**

Controller Reports to: Angela Calvillo, Peggy Nevin, BOS-Supervisors,  
BOS-Legislative Aides, Steve Kawa, Rick Wilson,  
Drexler, Naomi, Christine Falvey, Jason Elliott,

12/01/2011 02:34 PM

Sent by: Debbie Toy  
Cc: Swetha Venkat

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The Controller's Office has issued the Fiscal Year 2010-11 Development Impact Fee Report as required under San Francisco Planning Code Article 4, Section 409. The report contains revenue and expenditure details for each of the City's 24 development impact fees, as well as the number of projects that satisfied development impact requirements through in-kind improvements. To date, approximately \$331 million in fee revenue has been collected and \$301 million has been spent. In Fiscal Year 2010-11, \$14.7 million in fee payments were deferred by developers under the City's Fee Deferral Program.

The report includes current fee rates and rates that will be effective January 1, 2012, which are calculated by applying the Annual Infrastructure Construction Cost Inflation Estimate published by the Office of the City Administrator's Capital Planning Group.

To view the report, please visit: <http://sfcontroller.org/modules/showdocument.aspx?documentid=2723>

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



Issued: Airport Commission Concession Audits of San Francisco Soup Company, Inc.,  
ILJ San Francisco, LLC, and Dollar Thrifty Automotive Group, Inc.

Controller Reports to: Angela Calvillo, Peggy Nevin, BOS-Supervisors,  
BOS-Legislative Aides, Steve Kawa, Rick Wilson,  
Christine Falvey, Jason Elliott, Severin Campbell,

11/30/2011 11:39 AM

Sent by: Kristen McGuire

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The City and County of San Francisco's Airport Commission (Airport) coordinates with the Office of the Controller, City Services Auditor Division (CSA), to conduct periodic concession audits of the Airport's tenants. CSA has engaged Moss Adams LLP (Moss Adams) to audit tenants to determine whether they complied with the reporting, payment, and other provisions of their leases with the Airport.

CSA now presents the reports prepared by Moss Adams for its recent audits of San Francisco Soup Company, Inc. (the Company), ILJ San Francisco, LLC (ILJ), and DTG Operations, Inc. (DTG).

To view the full reports, please visit our website via the links below:

The Company -- <http://co.sfgov.org/webreports/details.aspx?id=1365>

Audit Period: January 1, 2009, through December 31, 2010

The Company correctly reported gross revenues of \$6,621,712 and correctly paid rent of \$598,172 to the Airport.

ILJ -- <http://co.sfgov.org/webreports/details.aspx?id=1366>

Audit Period: August 1, 2008, through July 31, 2010

ILJ correctly reported gross revenues of \$5,238,113 and correctly paid rent of \$908,248 to the Airport. However, ILJ made some payments late, and the Airport did not charge ILJ late payment fees that are specified in the lease.

DTG -- <http://co.sfgov.org/webreports/details.aspx?id=1367>

Audit Period: January 1, 2009, through December 31, 2010

DTG correctly reported gross revenues of \$80,405,694 and correctly paid rent of \$8,694,399 to the Airport.

This is a send-only email address.

For questions regarding any of these reports, please contact Tonia Lediju at [tonia.lediju@sfgov.org](mailto:tonia.lediju@sfgov.org) or 415-554-5393, or the Controller's Office, Audits unit, at 415-554-7469.

Thank you.

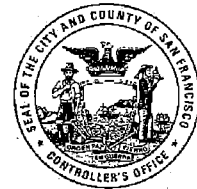
18

# City and County of San Francisco

Office of the Controller – City Services Auditor

## AIRPORT COMMISSION:

Concession Audit of San  
Francisco Soup Company, Inc.



November 30, 2011

**OFFICE OF THE CONTROLLER  
CITY SERVICES AUDITOR**

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the Charter of the City and County of San Francisco (City) that was approved by voters in November 2003. Under Appendix F of the Charter, CSA has broad authority to:

- Report on the level and effectiveness of San Francisco's public services and benchmark the City to other public agencies and jurisdictions.
- Conduct financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operate a whistleblower hotline and website and investigate reports of waste, fraud, and abuse of city resources.
- Ensure the financial integrity and improve the overall performance and efficiency of city government.

CSA may conduct financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

CSA conducts its audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

CSA Audit Team: Ben Carlick, Audit Manager  
Kate Kaczmarek, Associate Auditor

Audit Consultants: Moss Adams LLP



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**

**Monique Zmuda**  
**Deputy Controller**

November 30, 2011

San Francisco Airport Commission  
San Francisco International Airport  
P.O. Box 8097  
San Francisco, CA 94128-8097

John L. Martin, Director  
San Francisco International Airport  
P.O. Box 8097  
San Francisco, CA 94128-8097

President Mazzola, Members, and Mr. Martin:

The City and County of San Francisco's Airport Commission (Airport) coordinates with the Office of the Controller, City Services Auditor Division (CSA), to conduct periodic concession audits of the Airport's tenants. CSA has engaged Moss Adams LLP (Moss Adams) to audit the Airport's tenants to determine whether they complied with the reporting, payment, and other provisions of their leases.

CSA presents the report for the concession audit of San Francisco Soup Company, Inc., (the Company) prepared by Moss Adams.

**Reporting Period:** January 1, 2009, through December 31, 2010

**Rent Paid:** \$598,172

**Results:**

The Company correctly reported gross revenues of \$6,621,712 and correctly paid rent to the Airport.

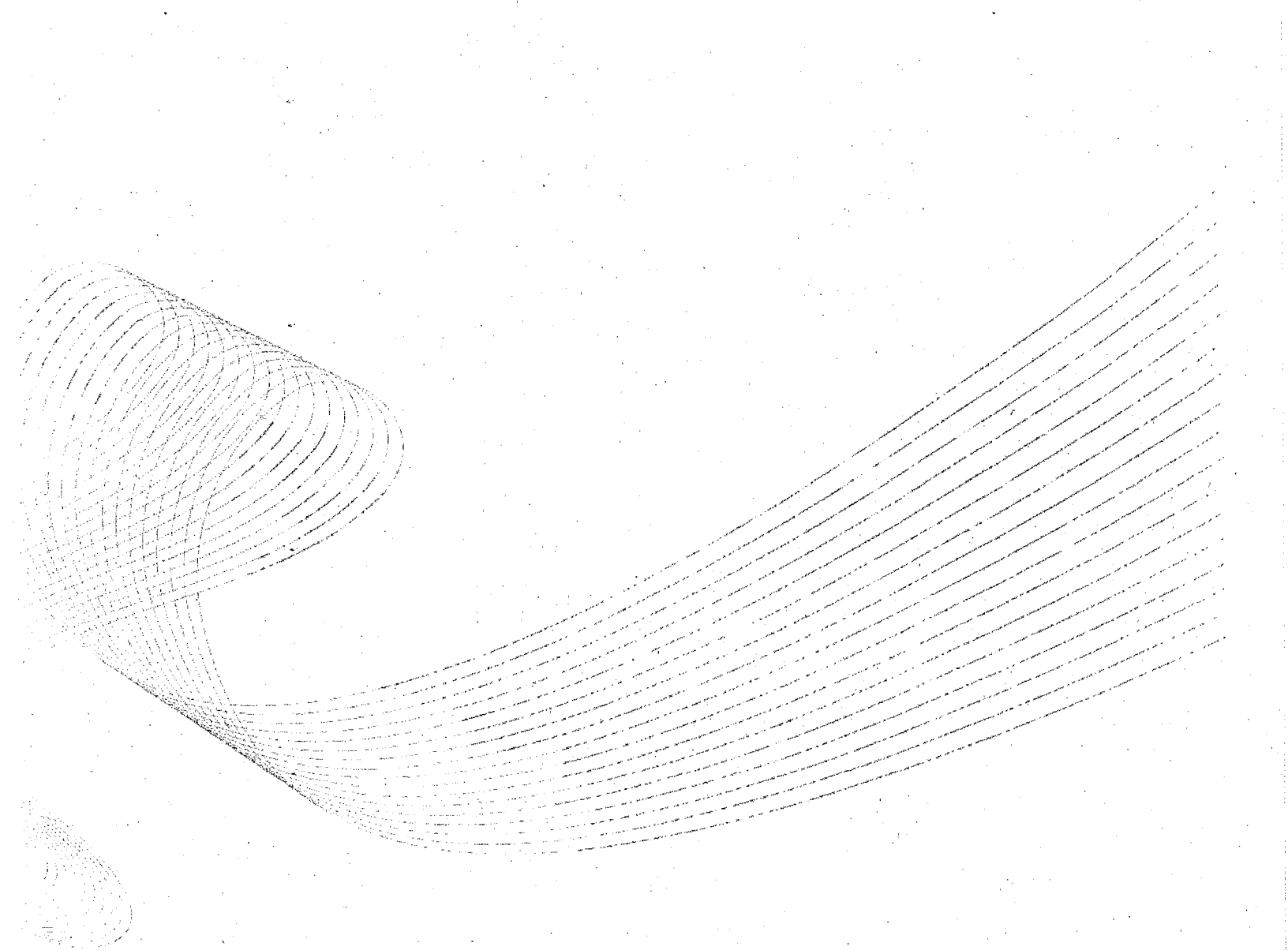
The responses from the Airport and the Company are attached to this report.

Respectfully,

Tonia Lediju  
Director of Audits

cc: Mayor  
Board of Supervisors  
Civil Grand Jury  
Budget Analyst  
Public Library

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Performance Audit Report

San Francisco Soup Company, Inc.

**MOSS-ADAMS** LLP

Certified Public Accountants | Business Consultants

*Acumen. Agility. Answers.*

## PERFORMANCE AUDIT REPORT

Moss Adams LLP presents its report concerning the performance audit of San Francisco Soup Company, Inc. as follows:

### *Background*

San Francisco Soup Company, Inc. (the "Company") operates under a lease and operating agreement ("lease") with the Airport Commission ("Commission") of the City and County of San Francisco to operate a food and beverage facility at the San Francisco International Airport ("SFO"). The Company entered into this agreement on September 29, 2003. The agreement expires on May 22, 2015. The agreement requires the Company to submit to the Airport Department ("Airport") a monthly report showing its sales revenue and rent due.

For the period of our performance audit, January 1, 2009 through December 31, 2010, the lease required payment of the greater of monthly minimum rent or percentage rent. Minimum monthly rent is specified in the lease agreement and has step increases stipulated by the lease. For the period of our performance audit, the minimum monthly rent was \$1,291 from January 1, 2009 to December 31, 2009, and \$1,346 from January 1, 2010 to December 31, 2010. The percentage rent is calculated as a percent of gross revenues. Percentage rent as specified in the lease agreement is the sum of 6% of gross cumulative revenues achieved up to \$600,000; plus 8% of gross cumulative revenues achieved from \$600,001 up to \$1,000,000; plus 10% of gross cumulative revenues achieved over \$1,000,000. The percentage rent owed each month in excess of the monthly minimum is due as additional rent to the Airport.

Reporting period(s): January 1, 2009 through December 31, 2010  
 Lease: L03-0190

### *Objective and scope*

The purpose of this performance audit was to obtain reasonable assurance that the Company complied with the reporting, payment and other rent related provisions of its lease with the Airport. Based upon the provisions of the City and County of San Francisco contract number PSC# 4073-05/06 dated February 11, 2011, between Moss Adams LLP and the City and County of San Francisco, and per Appendix A therein, the objectives of our performance audit were to: verify that revenues for the audit period were reported to the Airport in accordance with the lease provisions, and that such amounts agree with the underlying accounting records; identify and report the amount and cause of any significant error (over or under) in reporting together with the impact on rent payable to the Airport; and identify and report any recommendations to improve record keeping and reporting processes of the Company relative to its ability to comply with lease provisions; and identify and report any recommendations to improve the Airport's compliance with significant lease terms and lease management activities.

# MOSS ADAMS<sub>LLP</sub>

## Methodology

To meet the objectives of our performance audit, we performed the following procedures: reviewed the applicable terms of the lease and the adequacy of the Company's procedures for collecting, recording, summarizing and reporting its sales revenue to the Airport; selected and tested samples of daily and monthly sales revenue; recalculated monthly rent due; and verified the timeliness of reporting revenues and rent and submitting rent payments to the Airport.

## Audit results

Based on the results of our performance audit for the period from January 1, 2009 through December 31, 2010, the Company correctly reported sales revenue from food and beverage facility operations of \$6,621,712 and paid rent in the amount of \$598,172 to the Airport in accordance with its lease provisions. Those amounts agreed to the underlying records. We did not identify significant errors in reporting which would impact the rental fees payable to the Airport.

The table below shows the Company's reported total sales revenue and rental fees paid to the Airport.

**Sales Revenue and Rent Paid  
January 1, 2009 through December 31, 2010**

Lease Period	Total Revenue Reported by Tenant	Calculated Percentage Rent Stipulated by Lease	Minimum Rent Stipulated by Lease	Additional Rent Due	Rent Paid Per Airport Payment Records	Difference
	A	B	C	D (B-C)	F	G (B-F)
January 1, 2009 through December 31, 2009	\$ 3,236,356	\$ 291,636	\$ 15,487	\$ 276,149	\$ 291,636	\$ -
January 1, 2010 through December 31, 2010	3,385,356	306,536	16,153	290,383	306,536	-
Total	<u>\$ 6,621,712</u>	<u>\$ 598,172</u>	<u>\$ 31,640</u>	<u>\$ 566,532</u>	<u>\$ 598,172</u>	<u>\$ -</u>

## Recommendations

We did not identify any recommendations for the Company to improve its record keeping and reporting processes relative to its ability to comply with lease provisions.

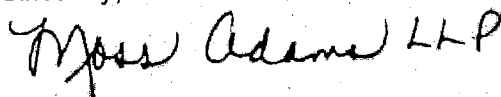
\*\*\*\*



MOSS ADAMS<sub>LLP</sub>

We conducted this performance audit in accordance with the provisions of our contract, as outlined in the objective and scope section above, and in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Our performance audit report is limited to those areas specified in the scope and objectives section of this report.

Sincerely,

A handwritten signature in cursive script that reads "Moss Adams LLP".

San Francisco, California  
November 11, 2011

November 14, 2011

Ms. Tonia Lediju  
Director of Audits  
Office of the Controller  
City Services Auditor Division  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 477  
San Francisco, CA 94102

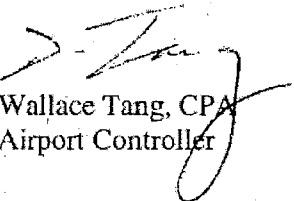
Subject: Performance Audit – San Francisco Soup Company


Dear Ms. Lediju:

We have received and reviewed the final draft audit report prepared and sent by Moss Adams via e-mail on October 18, 2011. This letter is to confirm that, based upon the details provided, we agree with the audit results.

If you have any questions, please feel free to call Wallace Tang at (650) 821-2850 or Cheryl Nashir at (650) 821-4501.

Very truly yours,

  
Wallace Tang, CPA  
Airport Controller

  
Cheryl Nashir  
Associate Deputy Airport Director  
Revenue Development and Management

cc: John L. Martin  
Leo Fermin  
Cindy Nichol  
Fristah Afifi  
Ben Carlick – CSA  
Mary Case – Moss Adams  
Ali Chalak – Moss Adams

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE  
MAYOR

LARRY MAZZOLA  
PRESIDENT

LINDA S. CRAYTON  
VICE PRESIDENT

ELEANOR JOHNS

RICHARD J. GUGGENHIME

PETER A. STERN

JOHN L. MARTIN  
AIRPORT DIRECTOR



November 8, 2011

Tonia Lediju  
Audit Director of the Office of the Controller  
City Services Auditor Division

Ms. Lediju:

I have reviewed the draft report and I agree with the findings.

Sincerely,

Steven Sarver  
Treasurer

# City and County of San Francisco

Office of the Controller – City Services Auditor

## **AIRPORT COMMISSION:**

**Concession Audit of ILJ San  
Francisco, LLC**



November 30 , 2011

**OFFICE OF THE CONTROLLER  
CITY SERVICES AUDITOR**

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- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

CSA Audit Team: Ben Carlick, Audit Manager  
Kate Kaczmarek, Associate Auditor

Audit Consultants: Moss Adams LLP



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**

**Monique Zmuda**  
**Deputy Controller**

November 30, 2011

San Francisco Airport Commission  
San Francisco International Airport  
P.O. Box 8097  
San Francisco, CA 94128-8097

John L. Martin, Director  
San Francisco International Airport  
P.O. Box 8097  
San Francisco, CA 94128-8097

President Mazzola, Members, and Mr. Martin:

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**Reporting Period:** August 1, 2008, through July 31, 2010

**Rent Paid:** \$908,248

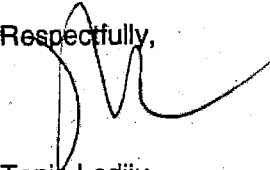
**Results:**

ILJ correctly reported gross revenues of \$5,238,113 and correctly paid rent to the Airport, but ILJ made some payments late. When this occurred, the Airport did not charge ILJ late payment fees that are specified in the lease.

The audit report includes one recommendation for the Airport to comply with its lease provisions and assess late payment fees when they are due.

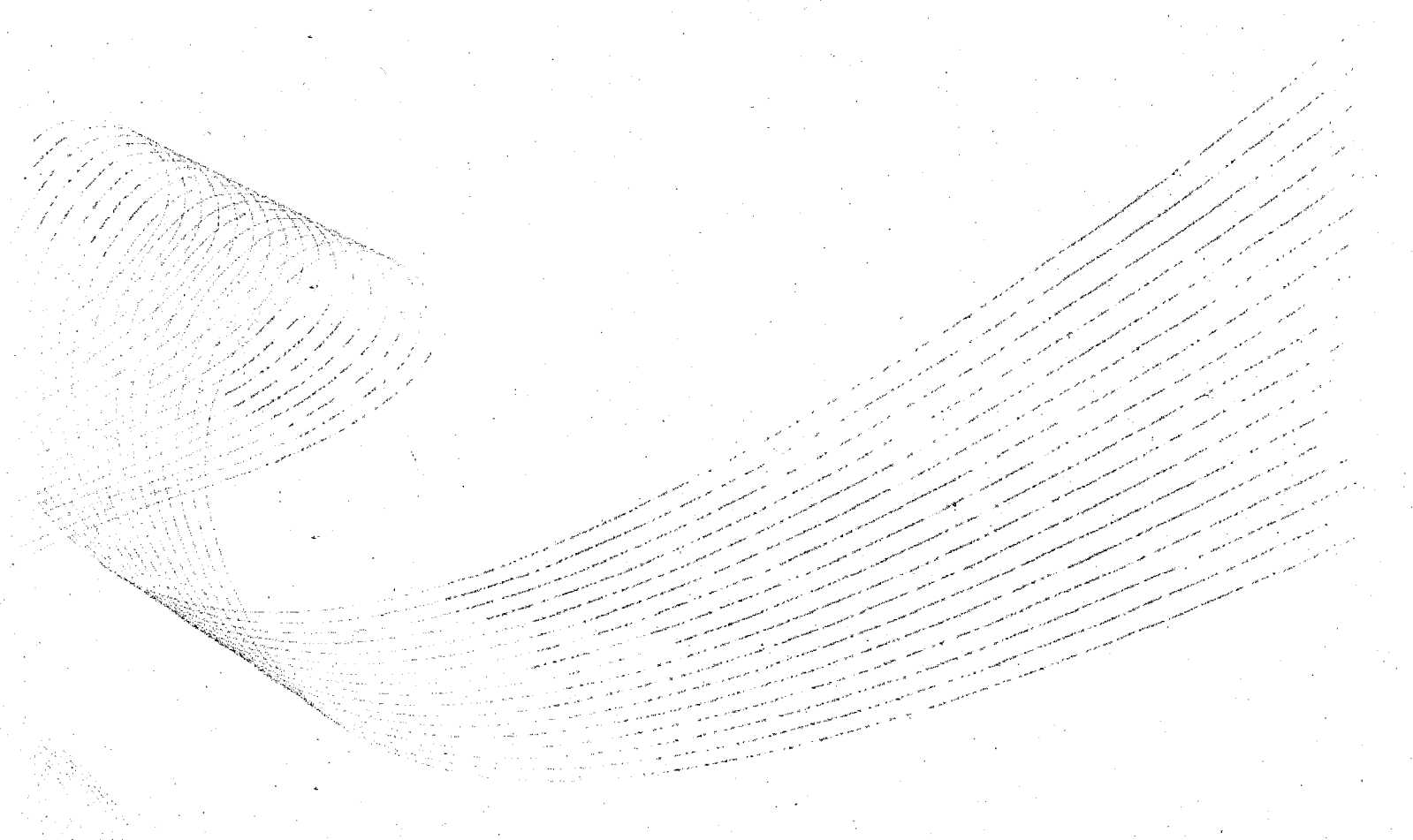
The responses from the Airport and ILJ are attached to this report.

Respectfully,

  
Tonia Lediju  
Director of Audits

cc: Mayor  
Board of Supervisors  
Civil Grand Jury

Budget Analyst  
Public Library

An abstract graphic consisting of numerous thin, curved lines that sweep across the upper half of the page, creating a sense of motion and depth.

Performance Audit Report

ILJ San Francisco, LLC

**MOSS ADAMS** LLP

Certified Public Accountants | Business Consultants

*Acumen. Agility. Answers.*



## PERFORMANCE AUDIT REPORT

Moss Adams LLP presents its report concerning the performance audit of ILJ San Francisco, LLC as follows:

### *Background*

ILJ San Francisco, LLC ("ILJ") operates under a lease and operating agreement ("lease") with the Airport Commission ("Commission") of the City and County of San Francisco to operate electronic stores at the San Francisco International Airport ("SFO"). ILJ entered into this agreement on October 3, 2007. The agreement expires on July 31, 2013. The agreement requires ILJ to submit to the Airport Department ("Airport") a monthly report showing its sales revenue and rent due.

For the period of our performance audit, August 1, 2008 through July 31, 2010, the lease required payment of the greater of monthly minimum rent or percentage rent. Minimum monthly rent is specified in the lease agreement and has step increases stipulated by the lease. For the period of our performance audit, the minimum monthly rent was as follows:

Period	Minimum Monthly Rent
8/1/2008 – 7/31/2009	\$37,338
8/1/2009 – 4/30/2010	\$37,517
5/1/2010 – 5/31/2010	\$40,828
6/1/2010 – 7/31/2010	\$41,667

The percentage rent is calculated as a percent of gross revenues from all products sold. Percentage rent as specified in the lease agreement is the sum of:

- (a) 8% of Gross Revenues achieved from licensed electronic products such as Palm handhelds; plus,
- (b) 12% of Gross Revenues achieved from all retail products except for licensed electronic products achieved up to \$5,000,000; plus,
- (c) 14% of Gross Revenues achieved from all retail products except for licensed electronic products achieved from \$5,000,000.01 up to and including \$6,000,000;
- (d) 16% of Gross Revenues achieved from all retail products except for licensed electronic products over \$6,000,000

## MOSS ADAMS<sub>LLP</sub>

The percentage rent owed each month in excess of the monthly minimum is due as additional rent to the Airport.

Reporting period(s):

August 1, 2008 through July 31, 2010

Lease:

L07-0108

### *Objective and scope*

The purpose of this performance audit was to obtain reasonable assurance that ILJ complied with the reporting, payment and other rent related provisions of its lease with the Airport. Based upon the provisions of the City and County of San Francisco contract number PSC# 4073-05/06 dated February 11, 2011, between Moss Adams LLP and the City and County of San Francisco, and per Appendix A therein, the objectives of our performance audit were to: verify that revenues for the audit period were reported to the Airport in accordance with the lease provisions, and that such amounts agree with the underlying accounting records; identify and report the amount and cause of any significant error (over or under) in reporting together with the impact on rent payable to the Airport; and identify and report any recommendations to improve record keeping and reporting processes of ILJ relative to its ability to comply with lease provisions; and identify and report any recommendations to improve the Airport's compliance with significant lease terms and lease management activities.

### *Methodology*

To meet the objectives of our performance audit, we performed the following procedures: reviewed the applicable terms of the lease and the adequacy of ILJ's procedures for collecting, recording, summarizing and reporting its sales revenue to the Airport; selected and tested samples of daily and monthly sales revenue; recalculated monthly rent due; and verified the timeliness of reporting revenues and rent and submitting rent payments to the Airport.

### *Audit results*

Based on the results of our performance audit for the period from August 1, 2008 through July 31, 2010, ILJ correctly reported sales revenue from electronic products of \$5,238,113 and paid rent in the amount of \$908,248 to the Airport in accordance with its lease provisions. Those amounts agreed to the underlying records.

## MOSS ADAMS<sub>LLP</sub>

We noted ILJ did not adhere to the lease payment provisions prescribed in its lease with the Airport. During the period from January 1, 2009 to June 1, 2009, ILJ was unable to make the required payments to the Airport. Therefore SFO and ILJ signed an Arrears Payment Plan (the "agreement") dated June 23, 2009 which executed a payment plan with SFO to resolve the amounts due in arrears under the lease. The agreement commenced on July 1, 2009 and expired on December 1, 2010 upon receipt by SFO of the final payment. The agreement required ILJ to make 18 separate monthly payments of \$14,029 to SFO. In August 2010, an outstanding amount of \$1,624 was paid by ILJ to SFO.

The Arrears Payment Plan did not consider late payment fees as provided for in the lease agreement and SFO did not enforce those provisions. Per the lease agreement any rent not paid when due shall be subject to a service charge equal to the lesser of the rate of one and one-half percent per month, and the maximum rate permitted by law.

The table below shows ILJ's reported total sales revenue and rental fees paid to the Airport.

### Sales Revenue and Rent Paid August 1, 2008 through July 31, 2010

Lease Period	Total Revenue Reported by Tenant	Calculated Percentage Rent Stipulated by Lease	Minimum Rent Stipulated by Lease	Rent Paid Per Airport Payment Records	Difference
	A	B	C	D	E (D-C)
August 1, 2008 through July 31, 2009	\$ 2,369,158	\$ 279,780	\$ 448,056	\$ 217,047	\$ (231,009)
August 1, 2009 through July 31, 2010	2,868,955	338,693	461,816	691,201	229,385
Total	<u>\$ 5,238,113</u>	<u>\$ 618,473</u>	<u>\$ 909,872</u>	<u>\$ 908,248</u>	<u>\$ (1,624) {a}</u>

{a} Amount was paid by ILJ to SFO in August 2010

### Recommendations


We did not identify any recommendations for ILJ to improve its record keeping and reporting processes relative to its ability to comply with lease provisions.

We recommend SFO comply with its lease provisions and assess late payment fees when they are due.

MOSS ADAMS<sub>LLP</sub>

We conducted this performance audit in accordance with the provisions of our contract, as outlined in the objective and scope section above, and in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Our performance audit report is limited to those areas specified in the scope and objectives section of this report.

Sincerely,

A handwritten signature in cursive script that reads "Moss Adams LLP".

San Francisco, California  
September 11, 2011

San Francisco International Airport

November 14, 2011

Ms. Tonia Lediju  
Director of Audits  
Office of the Controller  
City Services Auditor Division  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 477  
San Francisco, CA 94102

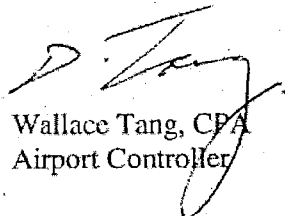
Subject: Performance Audit – ILJ San Francisco, LLC

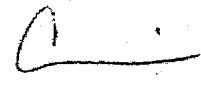
Dear Ms. Lediju:

We have received and reviewed the final draft audit report prepared and sent by Moss Adams via e-mail on November 10, 2011. This letter is to confirm that, based upon the details provided, we agree with the audit results.

If you have any questions, please feel free to call Wallace Tang at (650) 821-2850 or Cheryl Nashir at (650) 821-4501.

Very truly yours,

  
Wallace Tang, CPA  
Airport Controller

  
Cheryl Nashir  
Associate Deputy Airport Director  
Revenue Development and Management

cc: John L. Martin  
Leo Fermin  
Cindy Nichol  
Sam ElGord  
Ben Carlick – CSA  
Mary Case – Moss Adams  
Ali Chalak – Moss Adams

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE  
MAYOR

LARRY MAZZOLA  
PRESIDENT

LINDA S. CRAYTON  
VICE PRESIDENT

ELEANOR JOHNS

RICHARD J. GUGGENHIME

PETER A. STERN

JOHN L. MARTIN  
AIRPORT DIRECTOR

ILJ San Francisco, LLC  
3260 Fairlane Farms Road  
Wellington, FL 33414

Tonia Lediju  
Audit Director of the Office of the Controller  
City Services Auditor Division

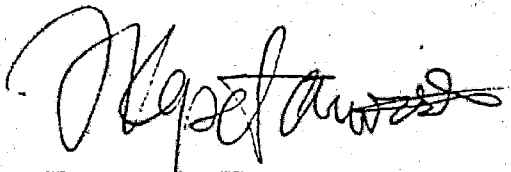
Dear Ms. Lediju,

I am in receipt of Performance Audit Report for ILJ San Francisco, LLC prepared by Moss Adams LLP.

I have reviewed the report and agree with all the findings in the report.

Should you have any questions, please do not hesitate to contact me.

Thank you.

A handwritten signature in black ink, appearing to read "Irvana Kapetanovic", with a stylized flourish at the end.

Irvana Kapetanovic, CPA  
Director of Finance

# City and County of San Francisco

Office of the Controller – City Services Auditor

## **AIRPORT COMMISSION:**

**Concession Audit of DTG  
Operations, Inc.**



*November 30 , 2011*

**OFFICE OF THE CONTROLLER  
CITY SERVICES AUDITOR**

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the Charter of the City and County of San Francisco (City) that was approved by voters in November 2003. Under Appendix F of the Charter, CSA has broad authority to:

- Report on the level and effectiveness of San Francisco's public services and benchmark the City to other public agencies and jurisdictions.
- Conduct financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operate a whistleblower hotline and website and investigate reports of waste, fraud, and abuse of city resources.
- Ensure the financial integrity and improve the overall performance and efficiency of city government.

CSA may conduct financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

CSA conducts its audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

CSA Audit Team: Ben Carlick, Audit Manager  
Kate Kaczmarek, Associate Auditor

Audit Consultants: Moss Adams LLP





**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**

**Monique Zmuda**  
Deputy Controller

November 30, 2011

San Francisco Airport Commission  
San Francisco International Airport  
P.O. Box 8097  
San Francisco, CA 94128-8097

John L. Martin, Director  
San Francisco International Airport  
P.O. Box 8097  
San Francisco, CA 94128-8097

President Mazzola, Members, and Mr. Martin:

The City and County of San Francisco's Airport Commission (Airport) coordinates with the Office of the Controller, City Services Auditor Division (CSA), to conduct periodic concession audits of the Airport's tenants. CSA has engaged Moss Adams LLP (Moss Adams) to audit the Airport's tenants to determine whether they complied with the reporting, payment, and other provisions of their leases.

CSA presents the report for the concession audit of DTG Operations, Inc., (DTG) prepared by Moss Adams.

**Reporting Period:** January 1, 2009, through December 31, 2010

**Rent Paid:** \$8,694,399

**Results:**

DTG correctly reported gross revenues of \$80,405,694 and correctly paid rent to the Airport.

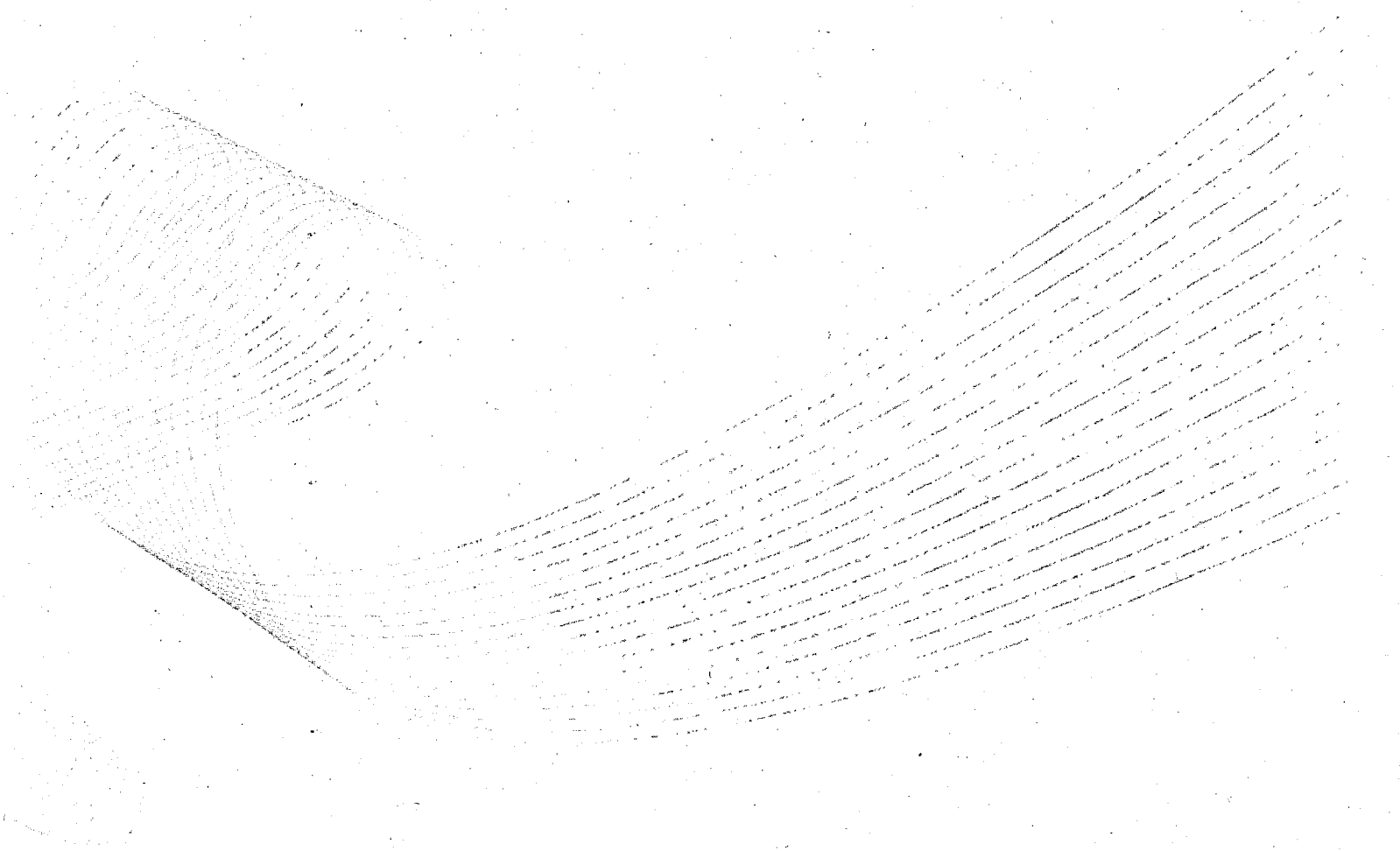
The responses from the Airport and DTG are attached to this report.

Respectfully,

Tonia Lediju  
Director of Audits

cc: Mayor  
Board of Supervisors  
Civil Grand Jury  
Budget Analyst  
Public Library

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An abstract graphic consisting of numerous thin, curved lines that sweep across the upper half of the page, creating a sense of motion and depth.

Performance Audit Report

DTG Operations, Inc.

**MOSS-ADAMS** LLP

Chartered Public Accounting Firm, Certified Public Accountants

*Account. Agility. Answers.*

## PERFORMANCE AUDIT REPORT

Moss Adams LLP presents its report concerning the performance audit of DTG Operations, Inc. as follows:

### *Background*

DTG Operations, Inc. ("DTG") operates under a lease and operating agreement ("lease") with the Airport Commission ("Commission") of the City and County of San Francisco to operate a rental car business at the San Francisco International Airport ("SFO"). DTG entered into this agreement on January 8, 2009. The agreement expires on December 31, 2013. The agreement requires DTG to submit to the Airport Department ("Airport") a monthly report showing its sales revenue and rent due.

For the period of our performance audit, January 1, 2009 through December 31, 2010, the lease required payment of the greater of monthly minimum rent or 10% of Gross Revenues. Minimum monthly rent is specified in the lease agreement and has step increases stipulated by the lease. For the period of our performance audit, the minimum annual guarantee was \$3,576,350 for the lease years ended December 31, 2010 and 2009. The percentage rent owed each month in excess of the monthly minimum is due as additional rent to the Airport.

Reporting period(s): January 1, 2009 through December 31, 2010  
 Lease: L08-0156

### *Objective and scope*

The purpose of this performance audit was to obtain reasonable assurance that DTG complied with the reporting, payment and other rent related provisions of its lease with the Airport. Based upon the provisions of the City and County of San Francisco contract number PSC# 4073-05/06 dated February 11, 2011, between Moss Adams LLP and the City and County of San Francisco, and per Appendix A therein, the objectives of our performance audit were to: verify that revenues for the audit period were reported to the Airport in accordance with the lease provisions, and that such amounts agree with the underlying accounting records; identify and report the amount and cause of any significant error (over or under) in reporting together with the impact on rent payable to the Airport; and identify and report any recommendations to improve record keeping and reporting processes of DTG relative to its ability to comply with lease provisions; and identify and report any recommendations to improve the Airport's compliance with significant lease terms and lease management activities.

# MOSS ADAMS LLP

## Methodology

To meet the objectives of our performance audit, we performed the following procedures: reviewed the applicable terms of the lease and the adequacy of DTG's procedures for collecting, recording, summarizing and reporting its sales revenue to the Airport; we reviewed the work performed by DTG's independent auditor in support of its opinion on the schedule of gross revenue for the lease years ended December 31, 2010 and 2009 and assessed whether the work performed by the CPA was sufficient for the purpose of our audit; recalculated monthly rent due; and verified the timeliness of reporting revenues and rent and submitting rent payments to the Airport.

## Audit results

Based on the results of our performance audit for the period from January 1, 2009 through December 31, 2010, DTG correctly reported gross revenues of \$80,405,694 and paid percentage rent of \$8,694,399 to the Airport in accordance with its lease provisions. Those amounts agreed to the underlying records. We did not identify significant errors in reporting which would impact the concession fees payable to the Airport. For the lease years ended December 31, 2010 and 2009, the Airport issued credit memos of \$279,722 and \$374,108, respectively, to DTG due to overpayment. DTG has used these credit memos in their entirety to pay other outstanding obligations.

Gross revenues and percentage rent are defined in the Agreement for Rental Car Operations at the San Francisco International Airport between the City and County of San Francisco.

The table below shows DTG's reported total gross revenue and percentage rent paid to the Airport.

**Sales Revenue and Percentage Rent Paid  
January 1, 2009 through December 31, 2010**

Lease Period	Total Revenue Reported by Tenant	Calculated Percentage Rent Stipulated by Lease	Minimum Rent Stipulated by Lease	Additional Rent Due	Rent Paid Per Airport Payment Records	(Over) Payment
	A	B (A * 10%)	C	D (B-C)	E	F (C+D-E)
January 1, 2009 through December 31, 2009	\$42,693,903	\$ 4,269,390	\$ 3,576,350	\$ 693,040	\$ 4,549,112	\$ (279,722)
January 1, 2010 through December 31, 2010	37,711,791	3,771,179	3,576,350	194,829	4,145,287	(374,108)
Total	<u>\$80,405,694</u>	<u>\$ 8,040,569</u>	<u>\$ 7,152,700</u>	<u>\$ 887,869</u>	<u>\$ 8,694,399</u>	<u>\$ (653,830)</u>

## MOSS ADAMS LLP

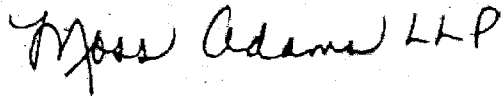
### *Recommendations*

We did not identify any recommendations for DTG to improve its record keeping and reporting processes relative to its ability to comply with lease provisions.

\*\*\*\*

We conducted this performance audit in accordance with the provisions of our contract, as outlined in the objective and scope section above, and in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Our performance audit report is limited to those areas specified in the scope and objectives section of this report.

Sincerely,

A handwritten signature in cursive script that reads "Moss Adams LLP".

San Francisco, California  
November 11, 2011

San Francisco International Airport

November 14, 2011

Ms. Tonia Lediju  
Director of Audits  
Office of the Controller  
City Services Auditor Division  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 477  
San Francisco, CA 94102

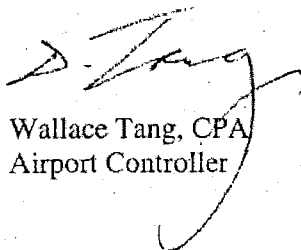
Subject: Performance Audit – Dollar Thrifty Automotive Group, Inc.

Dear Ms. Lediju:


We have received and reviewed the final draft audit report prepared and sent by Moss Adams via e-mail on November 10, 2011. This letter is to confirm that, based upon the details provided, we agree with the audit results.

If you have any questions, please feel free to call Wallace Tang at (650) 821-2850 or Cheryl Nashir at (650) 821-4501.

Very truly yours,



Wallace Tang, CPA  
Airport Controller



Cheryl Nashir  
Associate Deputy Airport Director  
Revenue Development and Management

cc: John L. Martin  
Leo Fermin  
Cindy Nichol  
Sam ElGord  
Ben Carlick – CSA  
Mary Case – Moss Adams  
Ali Chalak – Moss Adams

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE  
MAYOR

LARRY MAZZOLA  
PRESIDENT

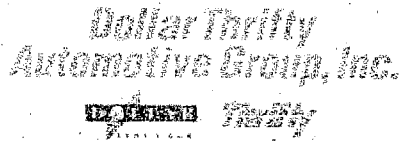
LINDA S. CRAYTON  
VICE PRESIDENT

ELEANOR JOHNS

RICHARD J. GUGGENHIME

PETER A. STERN

JOHN L. MARTIN  
AIRPORT DIRECTOR



SENT VIA E-MAIL [ali.chalak@mossadams.com](mailto:ali.chalak@mossadams.com)

November 22, 2011

Mr. Ali Chalak  
Manager  
Moss Adams LLP  
1 California, 4<sup>th</sup> Floor  
San Francisco, CA 94111

RE: Performance Audit Report – DTG Operations, Inc.

Dear Mr. Chalak:

We have reviewed the Draft Performance Audit Report and agree with the findings.

Please contact me at 918-669-2471, should you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Tammy Branham".

Tammy Branham  
Executive Director, Properties and Concessions



**Controller's Office Report: Checkout Bag Charge: Economic Impact Report**

Angela Calvillo, BOS-Supervisors, BOS-Legislative

**Controller Reports** to: Aides, Steve Kawa, Rick Wilson, Christine Falvey,  
Jason Elliott, ggiubbini, Severin Campbell, Debra

11/30/2011 04:43 PM

**Sent by: Debbie Toy**

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History: This message has been forwarded.

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The Controller's Office is releasing a report entitled "Checkout Bag Charge: Economic Impact Report".

The report may be downloaded here:

<http://co.sfgov.org/webreports/details.aspx?id=1368>

**Main Conclusions:**

The proposed legislation extends the City's 2007 plastic checkout bag ban to all retailers in San Francisco, including food service establishments. It also requires retailers to charge customers for each paper, compostable plastic, or reusable bag they require. The charge is set to \$0.10 in 2012, and will rise to \$0.25 in 2014. The Office of Economic Analysis (OEA) has issued this report because, when the legislation was introduced, the OEA believed the legislation might have a material economic impact on San Francisco.

After conducting an economic impact analysis, the OEA estimates that the legislation will have a very slight positive impact on the economy, with job creation of less than 25 jobs per year on average, under a wide range of assumptions.

The OEA expects the legislation to substantially reduce the use of checkout bags in San Francisco. Similar charges or fees in other cities and countries have had powerful impacts on consumer behavior. Nevertheless, some consumers will continue to request single-use bags. The OEA estimates that these San Francisco consumers will be spending \$20 million annually in checkout bag charges by 2014, although retail prices will also fall, benefitting consumers. In addition, consumers will be spending more on reusable bags, and on home garbage can liners.

The legislation will have the environmental benefits of reducing litter, and reducing waste and recycling costs. The benefits from the plastics ban cannot be fully quantified, because the number of plastic bags that currently pollute the environment is unknown, and the economic value of future environmental benefits cannot be estimated with certainty. Most of the benefits from the bag charge are easier to quantify. It is likely that the costs to consumers of the bag charge will exceed the City's savings in litter and waste disposal costs.

Retailers will be the prime financial beneficiary of the legislation. They will retain the bag charge as higher profits. In addition, the reduction in plastic and paper bag use will reduce retailers' overhead costs, directly increasing their profits. However, the OEA's modeling suggests that competition will force down retail prices, and roughly half of this higher profit will be returned to consumers in the form of lower prices. When this reduction in prices is taken into effect, the net cost to consumers is projected to lie in the \$10-12 million range annually by 2014.

The City may wish to defer the increase from \$0.10 to \$0.25. Annual charge revenue at a \$0.10 charge is estimated to total \$11 million. Again about half of that would be returned to consumers through lower prices, and thus the net cost to consumers would total \$5-6 million annually, with a \$0.10 charge.

19



**CITY AND COUNTY OF SAN FRANCISCO**

**OFFICE OF THE CONTROLLER**

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

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*el*

**Ben Rosenfield**  
**Controller**

**Monique Zmuda**  
**Deputy Controller**

November 30, 2011

The Honorable Board of Supervisors  
City and County of San Francisco  
Room 244, City Hall

Angela Calvillo  
Clerk of the Board of Supervisors  
Room 244, City Hall

**Re: Office of Economic Analysis Impact Report for File Number 101055**

Dear Madam Clerk and Members of the Board:

The Office of Economic Analysis is pleased to present you with its economic impact report on file number 101055 "Bag Checkout Fee: Economic Impact Report." If you have any questions about this report, please contact me at (415) 554-5268.

Best Regards,

Ted Egan  
Chief Economist

# Checkout Bag Charge: Economic Impact Report

Office of Economic Analysis  
November 30, 2011  
Item #101055



## Main Conclusions

- The proposed legislation extends the City's 2007 plastic checkout bag ban to all retailers in San Francisco, including food service establishments. It also requires retailers to charge customers for each paper, compostable plastic, or reusable bag they require. The charge is set to \$0.10 in 2012, and will rise to \$0.25 in 2014. The Office of Economic Analysis (OEA) has issued this report because, when the legislation was introduced, the OEA believed the legislation might have a material economic impact on San Francisco.
- After conducting an economic impact analysis, the OEA estimates that the legislation will have a very slight positive impact on the economy, with job creation of less than 25 jobs per year on average, under a wide range of assumptions.
- The OEA expects the legislation to substantially reduce the use of checkout bags in San Francisco. Similar charges or fees in other cities and countries have had powerful impacts on consumer behavior. Nevertheless, some consumers will continue to request single-use bags. The OEA estimates that these San Francisco consumers will be spending \$20 million annually in checkout bag charges by 2014, although retail prices will also fall, benefitting consumers. In addition, consumers will be spending more on reusable bags, and on home garbage can liners.
- The legislation will have the environmental benefits of reducing litter, and reducing waste and recycling costs. The benefits from the plastics ban cannot be fully quantified, because the economic value of future environmental benefits cannot be estimated with certainty. Most of the benefits from the bag charge are easier to quantify. It is likely that the costs to consumers of the bag charge will exceed the City's savings in litter and waste disposal costs.
- Retailers will be the prime financial beneficiary of the legislation. They will retain the bag charge as higher profits. In addition, the reduction in plastic and paper bag use will reduce retailers' overhead costs, also directly increasing their profits. However, the OEA's modeling suggests that competition will force down retail prices, and roughly half of this higher profit will be returned to consumers in the form of lower prices. When this reduction in prices is taken into effect, the net cost to consumers is projected to lie in the \$10-12 million range annually by 2014.
- The City may wish to defer the increase from \$0.10 to \$0.25. Annual charge revenue at a \$0.10 charge is estimated to total \$11 million. Again about half of that would be returned to consumers through lower prices, and thus the net cost to consumers would total \$5-6 million annually, with a \$0.10 charge.

### Introduction

- The proposed legislation modifies how checkout bags may be used in San Francisco, in two ways:
  - It extends the City's 2007 ban on plastic bags to all retailers as of July 1, 2012. Restaurants will be included in the ban as of July 1, 2013. Currently, the ban only applies to supermarkets and chain pharmacies.
  - It imposes a \$0.10 charge on all other checkout bags, including recyclable paper bags, compostable bags, and reusable checkout bags. The charge will rise to \$0.25 on July 1, 2014.
- Some other bags, such as plastic bags used within stores, laundry bags, and newspaper bags, are not affected by the current ban or the proposed legislation.

## Background

- Because single-use checkout bags are included in the price of retail goods, consumers do not have an economic incentive to limit their use, and may waste them.
- The Department of the Environment's fact sheet on the proposed legislation states that single-use plastic bags harm marine life, contaminate recycling streams, and interfere with the City's zero-waste goals.
- The Department further states that single-use recyclable and compostable bags generate pollution, use dwindling resources, and create litter.
- The charge also applies to reusable bags, although these are normally purchased separately by consumers, and the re-use of these bags is intended to replace the use of single-use bags. The Department believes the falling price of reusable bags is leading to their misuse as single-use bags. Applying the charge to these bags should encourage consumers to re-use them.

## Current Checkout Bag Use in San Francisco

- The proposed legislation affects three kinds of retailers differently:
  1. Supermarkets and chain pharmacies, which are already affected by the 2007 plastic bag ban. The only change affecting these retailers will be the bag charge, starting in July 2012.
    - The OEA projects these establishments now distribute 0 plastic and 134 million paper/compostable bags per year.
  2. Food service establishments, which are not affected by the 2007 ban. They would be affected by the plastic bag ban, and the checkout charge, in July 2013.
    - The OEA projects these establishments now distribute 61 million plastic and 15 million paper bags per year.
  3. All other retailers, which are not affected by the 2007 ban. They would be affected by the plastic bag ban, and the checkout charge, in July 2012.
    - The OEA projects these establishments now distribute 106 million plastic bags, and 59 million paper bags per year.
- Details on the estimates can be found in the Appendix.

# Consumer Responses to Bag Charges

- Bag charges or fees have led to significant reductions in bag use in other jurisdictions. Rather than paying the charge, most consumers have switched to a free alternative.
- Because the proposed legislation bans single-use plastic bags, as well as imposes a mandatory charge on paper and compostable plastic bags, the *overall* reduction in single-use bags should exceed the experience of other places.
- However, because the charge effects every all new permitted checkout bags, the reduction in paper and compostable bags will likely not match the experience of other charges.

Location	Date	Bags Affected	Retailers Affected	Charge	Reduction in Affected Bags	Notes/ Source
Ireland	2002	Plastic	All	€0.15 (\$0.21)	90%	Sources: Herrera Environmental Consultants, ICF International, Hyder Consulting. Increased from 15 euro cents to 21 in 2007.
Washington DC	2010	Plastic & Paper	All stores selling food	\$0.05	60%	Safeway stores reported a 60% decline in both paper and plastic bags distributed at its DC stores. This is the most accurate available pre-and post-estimate.
Denmark	1994	Plastic & Paper	All	\$0.03/\$0.12	66%	The fee is included in the price of bags to the retailer. Sources: Herrera Environmental Consultants, San Jose and Seattle Bag Studies, Nolan-ITU, AECOM.
Taiwan	2007	Plastic	All	\$0.10	68%	Reduction in plastic bags is 68%; reduction in all bags is 57% due to some consumers switching to paper bags. Sources: Herrera Environmental Consultants, Nolan-ITU, GHK.
Victoria, Australia	2008	Plastic	Grocery	\$0.10	79%	Based on actual results from trial \$0.10 charge for carryout bags in 3 cities over a 4 week period in 2008. KPMG, "Trial of a Government and Industry Charge for Plastic Bags," Australia.
IKEA (retailer)	2007	Plastic	NA	\$0.05	92%	During trial period of IKEA's 'bag the plastic bag' program, consumers were offered IKEA's reusable bags for \$0.59, or they could purchase a plastic bag for \$0.05. Source: IKEA



# City and County of San Francisco

## Office of the Controller — Office of Economic Analysis

### Economic Impact Factors

- The checkout charge will affect the economy in two primary ways:
  1. A decline in consumer spending on items unrelated to checkout bags:
    - Some consumers—likely relatively few—will pay the bag charge.
    - Consumer spending on re-usable bags will increase.
    - Since some single-use bags are re-used as bag liners in the home, consumer spending on bag liners will increase.
    - Consequently, consumer spending on other items will decline by an equal amount.
  2. An increase in retailer profits:
    - Retailers will receive the bag charge revenue.
    - Retailers will experience reduced overhead costs, as consumers switch away from single-use bags to re-usable bags that they (consumers) pay for.
    - In time, competition among retailers will return some of these profits back to consumers in the form of lower prices. All consumers will benefit from this.
- The extended plastic bag ban will lead consumers to switch to other alternatives, as it did in 2007. This will marginally raise retailer costs. However, the benefits from the bag charge will weigh against these higher costs.



## Estimation of Charge Revenue

	Now	Jul-12	Jul-13	Jul-14
<b>Supermarkets and Chain Pharmacies</b>				
Plastic bags used (M)	0	0	0	0
Paper/Compostable bags used (M)	134	47	47	34
New Reusable bags needed (M)	0	1.4	1.4	1.6
Total Bags Consumed (M)	134	48	48	35
Charge per bag	\$0.00	\$0.10	\$0.10	\$0.25
Charge Revenue (\$M)	\$0.0	\$4.7	\$4.7	\$8.4
<b>Restaurants and Food Services</b>				
Plastic bags used (M)	61	61	0	0
Paper/Compostable bags used (M)	15	15	20	14
New Reusable bags needed (M)	0	0.0	0.6	0.7
Total Bags Consumed (M)	76	76	20	15
Charge per bag	\$0.00	\$0.00	\$0.10	\$0.25
Charge Revenue (\$M)	\$0.0	\$0.0	\$2.0	\$3.5
<b>All Other Retailers</b>				
Plastic bags used (M)	106	0	0	0
Paper/Compostable bags used (M)	59	45	45	32
New Reusable bags needed (M)	0	1.3	1.3	1.6
Total Bags Consumed (M)	165	47	47	34
Charge per bag	\$0.00	\$0.10	\$0.10	\$0.25
Charge Revenue (\$M)	\$0.00	\$4.53	\$4.53	\$8.10
<b>Total Charge Revenue (\$M)</b>	<b>\$0.0</b>	<b>\$9.2</b>	<b>\$11.2</b>	<b>\$20.0</b>

The OEA modeled how the proposed legislation might affect bag use, based on a number of assumptions discussed in the Appendix.

Under the OEA's most likely scenario, total charge revenue paid by the minority of consumers who continue to use single-use bags will total \$20 million per year by 2014. All consumers will also benefit from lower retail prices, and these savings are not quantified here.

The plastic bag ban at restaurants and other retailers will force a shift to paper and other alternatives, even as the charge discourages the use of these alternatives. Thus, the initial decline in paper bag use will not be as great at those stores as it will at supermarkets and chain pharmacies.

# Additional Retailer Savings and Consumer Costs

<b>Savings from Bag Reductions: All Retailers</b>				
	Jul-12	Jul-13	Jul-14	
Change in plastic bags used (M)	-106	-61	0	
Average cost	\$0.03	\$0.03	\$0.03	
Change in paper/compostable bags used (M)	-101	4	-39	
Average cost	\$0.08	\$0.08	\$0.08	
Total Retailer Savings (\$M)	\$11.01	\$1.36	\$3.12	
<b>Consumer Costs from Single-Use Bag Substitutes</b>				
	Jul-12	Jul-13	Jul-14	
New reusable bags (M)	2.7	3.3	3.9	
Average cost	\$1.15	\$1.15	\$1.15	
New bin liners (M)	21	26	30	
Average cost	\$0.05	\$0.05	\$0.05	
Total Consumer Costs (\$M)	\$4.18	\$5.14	\$6.05	

Retailers are also projected to save an additional \$3 million because they will need to spend less on single-use bags to serve their customers. Again, some of these savings will be returned to consumers in the form of lower prices.

In addition to the charge revenue, consumers are projected to spend \$6 million annually, by 2014, on reusable bags and bag liners to replace the single-use bags they no longer use. These estimates are highly uncertain, however, as no rigorous studies of reusable bag and bin liner consumption have been found.

The bulk of the burden will fall on the relatively few consumers that continue to use single-use bags.

## Economic Impact Assessment

- The OEA's REMI model was used to estimate the net economic impact of the bag charge, higher consumer spending on alternatives, and retailer overhead savings.
- Using the estimates detailed on the previous pages, the total impact on private non-farm employment in San Francisco was positive but very small—less than 10 jobs per year.
- Under sensitivity testing (as described in the Appendix), the jobs impact remained positive in every case, but always totaled less than 25 jobs per year on average.
- Together, the checkout charge revenue and the additional consumer costs are approximately equivalent to a 0.2% sales tax increase on consumers as a whole. Consumer prices are projected to fall by approximately 0.1% on average.
- This indicates that roughly half of consumers costs will be returned to consumers in the form of lower prices.
- The net cost to consumers will range between \$10-12 million.

## Benefits of the Legislation: Expanded Plastic Bag Ban

- As the proposed legislation both broadens the City's ban on plastic checkout bags, and imposes a charge on permitted checkout bags, it is helpful to consider the benefits of the legislation in two parts.
- The extension of the ban on plastic bags will have the following benefits:
  - Reducing the amount of plastic waste material that is sent to landfill, where it may not degrade for many years, and reducing the City's cost of waste disposal.
  - Reducing litter that is collected and disposed of by the City, and the City's cost of litter collection.
  - Reducing litter that is not collected by the City, and therefore pollutes the environment until it degrades.
- The potential reduction in City costs from waste disposal and litter collection of single-use plastic bags may be quantified, based on projected bag reductions. The OEA estimates affected plastic bags represent 0.6% of the city's litter, and 0.4% of its waste and recycled materials. The savings are estimated at \$0.1 million annually for litter, and \$0.6 million for waste.
- However, the other benefits are harder to value and quantify because the number of littered bags that remain in the environment as pollution is unknown, and their future remediation costs are unknown.

## Benefits of the Legislation: Bag Charge

- Unlike single-use plastic bags, the paper and compostable bags that are subject to the charge do not remain in the environment for long periods of time without degrading. Thus, they create much less of a long-term environmental problem than single-use plastic bags.
- The primary benefits of the checkout bag charge are:
  - Reduction in litter, and the City's litter collection costs.
  - Reduction in the City's costs of recycling these bags.
- The OEA estimates that bag reduction caused by the charge will eliminate up to 1.5% of the City's waste/recycling needs, and 0.5% of its litter. The City stands to save up to an estimated \$2.4 million in reduced recycling costs, and \$0.1 million in litter collection costs.
- By 2014, given the expected consumer costs, the expected reduction in retail prices that will benefit consumers, and these savings in City costs, the net cost to consumers will be over three times the City's savings in waste and litter costs.

## Conclusions and Recommendations

- Because the full amount of checkout charge revenue will be received by local retailers that have essentially the same multiplier effects as consumer spending, the net impact of the legislation, for the San Francisco economy as a whole, will be very small, though positive.
- The proposed Checkout Bag Charge will be equivalent to a 0.1% sales tax increase to consumers, after projected retail price declines occur. Most consumers are expected to use reusable bags for most of their shopping. The bulk of the checkout charge will be paid by relatively few consumers that do not change their behavior. All consumers, however, stand to benefit from reduced retail prices.
- Under the most likely scenario, the cost of the charge to consumers, as a whole, significantly exceeds the benefits of lower City recycling and litter abatement costs.
- Evidence from other places suggests that an initial charge creates a greater change in behavior than a subsequent increase. This implies consumers will be paying more in charge revenue when the charge increases to \$0.25, than they will when the charge is first instituted.
- The City may wish to defer the increase from \$0.10 to \$0.25 a bag until the impact of the initial charge is fully understood. Annual charge revenue at a \$0.10 charge is estimated to total \$11 million (see page 8 for 2013 impacts). Again about half of that would be returned to consumers through lower prices, and thus the net cost to consumers would total \$5-6 million at a \$0.10 charge.
- In order to conduct a meaningful study of the initial impact of the legislation, the City should consider requiring retailers to report annual Checkout Bag Charge revenue to the Department of the Environment.

## Appendix: Key Assumptions

- The OEA developed a "most likely" model of consumer response to the checkout bag charge, as well as high- and low-impact alternative assumptions for sensitivity testing.
- The assumptions used in all three models are listed below. Details are provided in the pages that follow.

Assumption	Most Likely Scenario	Low Impact Scenario	High Impact Scenario
Average wholesale price - plastic bag	\$0.03	\$0.03	\$0.03
Average wholesale price - paper/compostable	\$0.08	\$0.08	\$0.08
Average retail price - reusable	\$1.15	\$1.15	\$1.15
Average retail price - bin liner	\$0.05	\$0.05	\$0.05
Bin liners needed per single-use bag saved	0.10	0.025	0.25
Reusable bags: average times re-used	50	200	25
Bag reduction caused by initial \$0.10 charge	65%	95%	50%
Further bag reduction from increasing charge to \$0.25	30%	30%	30%
Number of bags used today (as % of most likely case)	100%	90%	110%



## Appendix: Assumption Details

- Wholesale and retail bag prices:
  - See detail on next 2 pages.
- Bin liner and reusable bag substitution:
  - Very little solid evidence exists on how consumers re-use single-use bags as bin liners, and how many single-use bags a reusable bag can replace. Wide estimates for these assumptions were therefore used in the sensitivity testing.
- Bag reduction due to charge:
  - Initial bag reduction is difficult to assess because pre-charge bag use can only be estimated. 65% is near the mid-range of the experience of other places. Ireland and Victoria, Australia provide evidence on what happens when an existing fee is increased; the secondary reduction is lower than the initial reduction. The figure used here is based on an average of the Ireland and Victoria experiences.
- Number of Bags:
  - Before the 2007 plastic bag ban went into effect, the Department of the Environment estimated that 150 million plastic checkout bags were being used annually at affected stores. Sales tax data was used to estimate bag use for all grocery and pharmacy stores. Based on estimates of the distribution of bag use across different types of retailers from Australian data, overall estimates of bag use in San Francisco were estimated. See Nolan-ITU, 2002 "Plastic Shopping Bags-Analysis of Levies" and Hyder Consulting, 2006 "Plastic Retail Carry Bag Use," both for Environment Australia.

# Appendix: Bag Types and Prices

Bag Type/ Source	Bag Size	Per Bag Cost Range			Year
		Average	Low	High	
<u>Regular Plastic "T-Shirt" Bag</u>					
<b>OEA, ULINE, Stewarts Packaging, other online outlets.</b>	12x7x22 to 10x6x21	\$ 0.028	\$ 0.017	\$ 0.037	2011
Herrera Environmental Consultants, "San Jose Single-Use Carryout Bag Fee Fiscal Analysis," 7/12/2010, Table F-1		\$ 0.024	\$ 0.012	\$ 0.037	2010
AECOM, "Economic Impact Analysis - Proposed Ban on Plastic Carryout Bags in Los Angeles County," 11/3/2010, Table 3.		\$ 0.020	\$ 0.015	\$ 0.025	2010
Overview of Carryout Bags in LA, 2007 Pg 36 (in R3 Santa Monica report)		\$ 0.030	\$ 0.020	\$ 0.050	2007
<b>AVERAGE of Range</b>		\$ 0.026	\$ 0.016	\$ 0.037	
<u>Compostable Plastic Bag</u>					
<b>OEA, ULINE, Stewarts Packaging</b>	12x7x22 to 10x6x21	\$ 0.053	\$ 0.046	\$ 0.060	2011
<b>AVERAGE of Range</b>		\$ 0.053	\$ 0.046	\$ 0.060	
<u>Regular Paper Handled Grocery Bags - &lt; 40% Recycled Content</u>					
<b>OEA, ULINE, Stewarts Packaging, other online outlets.</b>	12x7x17	\$ 0.088	\$ 0.078	\$ 0.097	2011
Herrera Environmental Consultants, "San Jose Single-Use Carryout Bag Fee Fiscal Analysis," 7/12/2010, Table F-1		\$ 0.129	\$ 0.090	\$ 0.180	2010
AECOM, "Economic Impact Analysis - Proposed Ban on Plastic Carryout Bags in Los Angeles County," 11/3/2010, Table 3		\$ 0.100	\$ 0.050	\$ 0.150	2010
Overview of Carryout Bags in LA, 2007 Pg 36 (in R3 Santa Monica report)		\$ 0.100	\$ 0.050	\$ 0.230	2007
<b>AVERAGE of Range</b>		\$ 0.104	\$ 0.067	\$ 0.164	
<u>Recycled Paper Handled Grocery Bags - 100% Recycled Content, minimum 40% Post Consumer</u>					
<b>OEA, ULINE, Stewarts Packaging, other online outlets, grocers</b>	12x7x17, 12x7x14	\$ 0.110	\$ 0.076	\$ 0.163	2011
City of Santa Monica Nexus Study, January 2010, by R3 Consulting Group. Based on store interviews, pg 15		\$ 0.148	\$ 0.080	\$ 0.250	2010
Herrera Environmental Consultants, "San Jose Single-Use Carryout Bag Fee Fiscal Analysis," 7/12/2010, Table F-1		\$ 0.161	\$ 0.140	\$ 0.220	2010
<b>AVERAGE of Range</b>		\$ 0.155	\$ 0.099	\$ 0.211	
<u>Regular Paper White Prescription Drug (small, dispensed at pharmacy)</u>					
Source: OEA, various online outlets	5x2x10	\$ -			2011
<b>AVERAGE</b>		\$0.026	\$ 0.025	\$ 0.027	

# Appendix: Bag Types and Prices

Bag Type/ Source	Bag Size	Per Bag Cost Range			Year
		Average	Low	High	
<u>Regular Paper Grocery/Food Service Bags - &lt; 40% Recycled Content (smaller size)</u>					
Source: OEA, various online outlets	4.5x2.5x8.25 to 7x16	\$ -			2011
<b>AVERAGE</b>		<b>\$0.030</b>	<b>\$ 0.009</b>	<b>\$ 0.048</b>	
<u>Recycled Paper Grocery/Food Service Bags - 100% Recycled (smaller size)</u>					
Source: OEA, various online outlets	4.5x2.5x8.25 to 7x16				2011
<b>AVERAGE</b>		<b>\$0.040</b>	<b>\$ 0.022</b>	<b>\$ 0.064</b>	
<u>Regular Paper Merchandise Bags - Regular Unbleached, &lt; 40% Recycled Content (smaller size)</u>					
Source: OEA, various online outlets	6.25x9.25 to 16x4x24				2011
<b>AVERAGE</b>		<b>\$0.048</b>	<b>\$ 0.019</b>	<b>\$ 0.127</b>	
<u>Recycled Paper Merchandise Bags - 100% Recycled (smaller size)</u>					
Source: OEA, various online outlets	6.25x9.25 to 16x4x24				2011
<b>AVERAGE</b>		<b>\$0.055</b>	<b>\$ 0.023</b>	<b>\$ 0.135</b>	
<u>Regular Paper Merchandise Bags - Specialty Retailer - Boutique Handled Bags (non recycled)</u>					
Source: OEA, various online outlets	6.5x3.5x6.5 to 18x7x19				2011
<b>AVERAGE</b>		<b>\$0.704</b>	<b>\$ 0.316</b>	<b>\$ 1.120</b>	
<u>Regular Specialty Retailer Paper Merchandise Bags - Boutique Handled Bags (non recycled)</u>					
Source: OEA, various online outlets	5x3.5x8 to 16x6x19				2011
<b>AVERAGE</b>		<b>\$0.300</b>	<b>\$ 0.252</b>	<b>\$ 0.385</b>	
<u>Recycled Specialty Retailer Paper Merchandise Bags - Boutique Handled Bags</u>					
Source: OEA, various online outlets	5x3.5x8 to 16x6x19				2011
<b>AVERAGE</b>		<b>\$0.334</b>	<b>\$ 0.260</b>	<b>\$ 0.435</b>	
<u>Reusable Bag - Non-Woven Polypropylene, or Cotton</u>					
<b>Source: OEA field survey, Whole Foods, Safeway, REI; ULINE wholesale cost</b>		<b>\$ 1.152</b>	<b>\$ 0.590</b>	<b>\$ 1.990</b>	<b>2011</b>
Herrera Environmental Consultants, "San Jose Single-Use Carryout Bag Fee Fiscal Analysis," 7/12/2010, Table F-1		\$ 1.000	\$ 1.000	\$ 1.000	2010
AECOM, "Economic Impact Analysis - Proposed Ban on Plastic Carryout Bags in Los Angeles County," 11/3/2010, Table 3,		\$ 0.870	\$ 0.750	\$ 0.990	2010
Overview of Carryout Bags in LA, 2007 Pg 36 (in R3 Santa Monica report)		\$ 2.990	\$ 2.990	\$ 2.990	2007
<b>AVERAGE</b>		<b>\$1.503</b>	<b>\$ 1.333</b>	<b>\$ 1.743</b>	

## Staff Contacts

Ted Egan, Chief Economist, (415) 554-5268, [ted.egan@sfgov.org](mailto:ted.egan@sfgov.org)

Kurt Fuchs, Senior Economist, (415) 554-5368, [kurt.fuchs@sfgov.org](mailto:kurt.fuchs@sfgov.org)

**Issued: Annual Year-End Performance Measure Report Fiscal Year 2010-11**

Angela Calvillo, Peggy Nevin, BOS-Supervisors,  
Controller Reports to: BOS-Legislative Aides, Steve Kawa, Rick Wilson,  
Christine Falvey, Jason Elliott, Severin Campbell,  
Sent by: Kristen McGuire

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11/29/2011 10:45 AM

The Office of the Controller, City Services Auditor (CSA) has issued the Annual Year-End Performance Measure Report for FY 2010-11. The report has data for all measures currently in the Citywide Performance Measurement System—over 1,000 measures covering all City departments. The report also summarizes the Citywide Performance Measurement Program's ongoing work—efforts to train city staff in performance measurement, validate data in the Citywide system, and improve the data with new benchmarking, effectiveness and efficiency measures.

To view the full report, please visit our website at:  
<http://co.sfgov.org/webreports/details.aspx?id=1364>

You can also access the report on the Controller's website (<http://www.sfcontroller.org>) under the News & Events section and on the Citywide Performance Measurement Program website ([www.sfgov.org/controller/performance](http://www.sfgov.org/controller/performance)) under the Performance Reports section.

For more information, please contact:

Office of the Controller  
City Services Auditor Division  
Phone: 415-554-7463  
Email: [CSA.ProjectManager@sfgov.org](mailto:CSA.ProjectManager@sfgov.org)

To learn more about the Citywide Performance Measurement Program, visit our website at [www.sfgov.org/controller/performance](http://www.sfgov.org/controller/performance).

This is a send-only email address.

Thank you.

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

20

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

BOS-111  
COR  
CPAGE

City and County of San Francisco

# COMPREHENSIVE ANNUAL FINANCIAL REPORT



FOR THE YEAR ENDED JUNE 30, 2011



To: BOS Constituent Mail Distribution, Gail Johnson/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 101055: bags

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From: Anundsen@aol.com  
To: board.of.supervisors@sfgov.org  
Date: 12/02/2011 12:25 PM  
Subject: bags

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Dear B of S:

What's the problem with paper bags? They are reusable, recyclable, and way easier to use than cloth bags. I'll pay the extra 10 cents for them (how would I dispose of my garbage otherwise?), but I'll be so annoyed that I will do some of my shopping outside the city. And 25 cents! Totally regressive and stupid! Please ditch this idea asap.

Kristin Anundsen  
San Francisco

22

To: BOS Constituent Mail Distribution, Joy Lamug/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 111183: 2041 Larkin Street-Appeal Hearing December 6, 2011

---

From: Leon Ramsey <foodbevssf@gmail.com>  
To: Board.of.Supervisors@sfgov.org  
Date: 12/02/2011 03:24 PM  
Subject: 2041 Larkin Street-Appeal Hearing December 6, 2011

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

Re: File # 111183 Planning Case #: 2010.1083C-2041 Larkin Street-  
Appeal Hearing December 6, 2011

Dear President Chiu and Board Supervisors Mar, Farrell, Chu, Mirkarimi, Kim Elsbernd,  
Wiener, Campos, Cohen, and Avalos:

I am writing to ask you to Deny AT&T's request to install wireless telecommunication  
equipment in the steeple and second floor of the church at 2041 Larkin.

As a thirty year resident of Russian Hill and a homeowner at 2033 Larkin Street, I am strongly  
opposed to the installation of an AT&T cell tower 50 feet from where my eight year old daughter  
sleeps at night.

This equipment is not necessary, desirable or compatible with our neighborhood. I am a cell  
phone subscriber of AT&T. The cell service and reception in the area have always been reliable.  
This is a commercial installation in a totally residential community. It doesn't belong here.  
The church structure at 2041 Larkin is over one hundred years old and in very poor repair;  
whether the structure can safely hold the equipment is questionable. We thought they were  
tearing the tower down to rebuild recently but they merely covered a host of severe cracks and  
fissures. The tower appears to lean a little more every year and has been a concern of ours for  
some time.

Except for a few hours each Sunday there is no one on site to monitor possible emergencies.  
There's been no independent verification that there is a need. AT&T has used its own in-house  
staff or suppliers who only work for AT&T to build their case.

Please, we are being bullied by a multi-national corporation and we need your help. I again ask  
that you deny AT&T's request to install this equipment at 2041 Larkin.

Best regards,

23



John Lamkin  
Jeanette Lynn Ramsey  
2033 Larkin  
San Francisco, CA 94109



Stop the demolition of a national eligible masterplanned community.

Aridani Machín

to:

board.of.supervisors

12/03/2011 07:00 PM

Sent by:

aridani1984@hotmail.com@change.org

Hide Details

From: Aridani Machín <aridani1984@hotmail.com>

To: board.of.supervisors@sfgov.org

Sent by: aridani1984@hotmail.com@change.org

Please respond to Aridani Machín <aridani1984@hotmail.com>

Security:

To ensure privacy, images from remote sites were prevented from downloading. Show Images

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.


24

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

Sincerely

Aaron Goodman

Aridani Machín  
Firgas, Spain

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, Joy Lamug/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 111125: I expect the Board to support better service in San Francisco

---

From: duckles1@netzero.com  
To: "Board.of.Supervisors@sfgov.org" <Board.of.Supervisors@sfgov.org>  
Date: 12/06/2011 01:26 PM  
Subject: I expect the Board to support better service in San Francisco

---

December 6, 2011  
Clerk of the Board Angela Calvillo  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear Angela Calvillo,

I live along the Mission/San Jose corridor and need better mobile coverage in several areas along this route. This site will enable calls that now drop and other data support that is needed.

People who live and work in San Francisco enthusiastically embrace new mobile technologies and expect their devices to work all over the city. A proposed cell site at 3901 Mission St will help San Francisco's wireless network keep pace with innovation and benefit both commuters and residents in the neighborhoods around Mission Street and San Jose Avenue. I hope you will recognize the need for network improvements in San Francisco and approve the new site.

Sincerely,

Douglas Frantz  
43 Santa Ynez Avenue  
San Francisco, CA 94112-2515

25

To: BOS Constituent Mail Distribution, Joy Lamug/BOS/SFGOV,  
Cc:  
Bcc:  
Subject: File 111125: Improving coverage: 3901 Mission Street

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From: jballou@gmail.com  
To: "Board.of.Supervisors@sfgov.org" <Board.of.Supervisors@sfgov.org>  
Date: 12/06/2011 12:16 PM  
Subject: Improving coverage: 3901 Mission Street

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December 6, 2011  
Clerk of the Board Angela Calvillo  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear Angela Calvillo,

I am writing in support of the proposed cell site at 3901 Mission Street. The location of this site is ideal for better coverage along I-280 and around Mission Street and San Jose Avenue that serves thousands of commuters every day. Improving coverage in the area would benefit both commuters and local residents.

Sincerely,

Jarrold Ballou  
770 Oak St. Apt 8  
San Francisco, CA 94117-2546