

CITY AND COUNTY OF SAN FRANCISCO
BOARD OF SUPERVISORS
BUDGET AND LEGISLATIVE ANALYST
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Policy Analysis Report

To: Supervisor Matt Dorsey
From: Budget and Legislative Analyst's Office
Re: Use of Community and Ethnic Media Outlets for City Advertising
Date: December 19, 2023



Summary of Requested Action

Your office requested that the Budget and Legislative Analyst inventory and conduct an independent analysis of community and ethnic media outlets in the City and County of San Francisco and options for establishing a program to direct more advertising and outreach expenditures to these outlets. You also requested that we present Citywide expenditures on advertising for the current and past two fiscal years and the amount of print and digital advertising, exclusive of legally required official advertising, directed to locally owned community and ethnic media outlets. Selected departments were to be surveyed on their use of community and ethnic media outlets, including an assessment of the procurement process for these organizations. State of California efforts to make use of community and ethnic media outlets were also to be reported on.

For further information about this report, contact Fred Brousseau, Director of Policy Analysis, at the Budget and Legislative Analyst's Office.

Executive Summary

- Total Citywide expenditures on advertising were reported in the City's financial system to be approximately \$1.5 million in FY 2022-23 on all platforms: print and digital media, broadcast media, outdoor placards, and through advertising agencies.
- We identified 98 media outlets operating in San Francisco whose coverage is either for general circulation or is targeted to certain San Francisco neighborhoods or communities. These outlets include major publications, newer online outlets, and smaller, less well-known outlets. Some publish both hard copy and online versions; some have only an online presence.

Community and ethnic media are publications, in print or digital format, that serve communities that are less likely to receive local news and information from larger news outlets.

- Ownership, circulation/viewership and other characteristics of most of the 98 community and ethnic media outlets in our inventory could not be determined through readily available documentation. Vetting organizations such as these will be a key challenge if the City attempts to expand the number of community and ethnic media outlets encouraged to apply to become City vendors and eligible for City advertising dollars.

Current use of community and ethnic media outlets by City

- Every year, the City places advertisements in a relatively small number of the 98 community and ethnic media outlets we identified in our inventory. There are two mechanisms by which advertising expenditures recorded in the City's financial system are directed to these media outlets:
 - 1) the City Outreach Fund program, in which advertising space is centrally purchased by the Clerk of the Board's office on behalf of City departments and placed in publications approved by the City for this purpose, and
 - 2) by departments independently purchasing advertising from these outlets using their own funding sources.
- For FY 2023-24, seven community and neighborhood periodicals were approved by the Board of Supervisors for Outreach Fund advertising, pursuant to selection criteria prescribed in the Administrative Code. The selected outlets are designated as either community-oriented and/or neighborhood-oriented. The Code describes the purpose of Outreach Fund advertising as meeting the public information needs of those communities and neighborhoods which may not be adequately served by the City's official newspaper, the publication designated by the City to publish its legally required notices.

- For FY 2023-24, the following seven community and neighborhood periodicals are the City’s approved outreach publications:

Community-oriented publications	Neighborhood-oriented publications
Bay Area Reporter	Bay Area Reporter
Wind Newspaper	El Reportero
	El Tecolote
	San Francisco Bay Times
	San Francisco Chronicle
	Sing Tao Daily
	Wind Newspaper

- Outreach Fund publications are selected through a competitive open procurement process with consideration given to each publication’s circulation, advertising prices, periodical cost, whether the outlet is locally or minority-owned, and whether it is published with most of its content in the native language of the outreach community it serves. As part of this procurement process, the Board of Supervisors approves the outlets that it determines will best serve designated communities and ethnic groups and may designate additional periodicals to be included for the year.
- For FY 2023-24, the *San Francisco Examiner* has been designated as the City’s official newspaper in which legally required notices are published. This publication was selected through an open competitive procurement process with selection criteria prescribed in the Administrative Code. Its selection is subject to approval by the Board of Supervisors. Advertising spending in the official newspaper for legally required notices is not part of the scope of this analysis.

Citywide advertising spending reported in the City’s financial system

- Of the \$1.5 million in FY 2022-23 Citywide advertising expenditures recorded in the financial system, approximately \$417,448 was paid to print and digital publications; the rest was for other types of advertising such as broadcast, video production, outdoor placards, and advertising agency services.
- Of the \$417,448 print and digital total expenditures in FY 2022-23, \$126,527 was directed to seven community and ethnic media outlets. The balance was expended on official advertising, or legally required public notices such as agendas for Board of Supervisors meetings, certain requests for proposals, other required noticing, and miscellaneous advertising in mainstream publications. Advertising in

community and ethnic media outlets thus amounted to 67 percent of discretionary advertising spending (excluding legally required advertising). Exhibit A summarizes these amounts.

Exhibit A: Advertising expenditures reported in the City's financial system FY 2022-23

	\$ Amount	% Discretionary Base
Total advertising spending	\$1,533,325	
Print & digital advertising spending	\$417,448	
Less legally required	\$228,067	
Remaining discretionary base	\$189,381	
Community & ethnic media	\$126,527	67%
Mainstream/other	\$62,855	33%

- While community and ethnic media outlets do not appear to be underutilized financially by the City, only seven outlets are designated as outreach periodicals for FY 2023-24 compared to the 98 media outlets identified in our inventory. It should be noted that the qualifications and appropriateness of all 98 outlets in the inventory have not been determined or verified through our inventory. However, if the City adopts a policy goal of enhancing its use of community and ethnic media, an initiative to increase the number of outlets eligible for and receiving City advertising dollars to at least some of those in the inventory would be a good first step.

Advertising spending by the City is not well defined for tracking

- Actual advertising expenditures by the City appear to be higher than what is directly reported in the City's financial system based on a survey of City departments we conducted for this report. Of all 53 departments surveyed, 43 responded and collectively reported spending \$1.6 million on just print and digital advertising in FY 2022-23 or approximately four times as much as the \$417,448 classified as print and digital advertising in the City's financial system. Of this \$1.6 million reported by survey respondents, they reported advertising expenditures of \$585,818 in community and ethnic media outlets, or approximately 4.5 times as much as reported for such advertising expenditures in the financial system.
- Some explanations of the differences in advertising expenditure amounts reported in the City's financial system and through our survey are that departments classify some of their advertising expenses in budget objects and subobjects other than Advertising, such as Other Professional Services and Other Current Expenses. This could be the case for advertising purchases embedded in large department

contracts with public relations or outreach agencies, payment of which are not classified as advertising in the financial system. Other expenditures that survey respondents may classify as advertising but are not classified as such in the financial system are the costs of department-developed outreach materials and website and social media content development.

- Attempts by the City to enhance the use of community and ethnic media outlets for advertising will require establishing a mechanism for consistently recording and tracking all advertising expenditures and vendors so that a clear baseline is in place to compare to expenditures after any initiative for enhanced use of these outlets is established.

Programs to enhance community and ethnic media use in other jurisdictions

- A few cities and other public jurisdictions throughout the country have established initiatives to ensure a certain level of their jurisdictions' advertising spending is directed to community and ethnic media outlets. Each has faced or is currently facing challenges that provide lessons for the City and County of San Francisco if it chooses to establish a program to enhance the use of community and ethnic media outlets for City advertising.
- The former Mayor of New York City issued an executive order, subsequently codified into City law, requiring that at least 50 percent of all City print and digital publication advertising spending, excluding legally required notices, be spent on community and ethnic media outlets.
- A directory of media outlets has been compiled and an office established within the Mayor's office to monitor use of community and ethnic media outlets and ensure compliance with the executive order by New York City departments. In spite of these steps, challenges include: the absence of a baseline level of expenditures from before the program was instituted to compare with expenditures after the program was in place, a lack of vendor information provided in the community and ethnic media outlet directory, limiting its usefulness for departments for selecting vendors, a lack of reporting on amounts paid to community and ethnic media vendors because most expenditures are funneled through one or two third-party vendors, and changes in the definition of what qualified as advertising expenditures after the program was established for measuring the success of the 50 percent mandate over time.
- The City of Chicago attempted to replicate the New York City approach with the Mayor's Office in a previous administration issuing an executive order mandating that 50 percent of all city advertising dollars be directed to community and ethnic

media outlets. A directory of allowable media outlets was to be assembled and maintained by the Mayor's office but this never occurred. Compiling baseline advertising spending took approximately 18 months. The executive order was never codified into City law and a change in administration in 2023 left the prospects for the program uncertain.

- The City of Seattle has a program in place through its Office of Immigrant and Refugee Affairs that serves as a liaison between the city and community and ethnic media outlets. This program appears to play a key role in encouraging more use of community and ethnic media outlets. The city does not have codified mandates or requirements for community and ethnic media expenditure levels, but instead relies on program staff working with departments and the media outlets to educate them about each other in the interest of having more outlets qualified as city vendors and more departments using these outlets for targeted advertising. The office also maintains a directory of community and ethnic media outlets though organizations included are not vetted against standardized criteria by program staff. The city does not have a system for tracking and reporting advertising expenditures directed to ethnic and community media outlets.
- The State of California has a codified requirement that all State departments report their advertising expenditures directed to community and ethnic media outlets on an annual basis. There is no mandate in place that a certain threshold of advertising be spent on such outlets but, as of the most recent report, for FY 2022-23, \$14.6 million out of total advertising spending of \$60.6 million, or 24.1 percent, was directed to community and ethnic media outlets. The State annual report requirement was time-limited and has now lapsed. A Department of General Services representative informed us that the report will likely not be continued.

Policy considerations

- Given current print and digital advertising spending levels in the City and County of San Francisco on community and ethnic media and the experience of other jurisdictions in establishing programs to enhance their advertising in community and ethnic media outlets, we conclude that the following points should be considered if the City chooses to create a program to enhance advertising spending in community and ethnic media outlets:
 - A vetted directory of local community and ethnic media outlets is a critical resource that the City will need to compile for a successful program to enhance the use of such outlets for City advertising. Information needed to vet many of the outlets in our inventory is not readily available but would

need to be collected to help some organizations register as City vendors and thereby become eligible for advertising placements from the City.

- Setting a mandated percentage of advertising spending to be directed to community and ethnic media may not be worthwhile for this program to succeed, particularly given that current spending on community and ethnic media exceeds 50 percent of total print and digital advertising according to both the City financial system and our survey of departments. Another meaningful way of enhancing the use of community and ethnic media outlets could be to set goals for maintaining expenditures of at least 50 percent of total advertising expenditures and increasing the number of qualified outlets eligible as City vendors to receive advertising dollars from the City.
- Information issues that will need to be resolved to ensure a successful program are:
 - clearly defining what qualifies as advertising in general and community and ethnic media outlets in particular,
 - establishing how advertising expenditures and numbers of vendors will be tracked and reported, and
 - determining which community and ethnic media outlets are vetted and qualified to serve as City vendors.
- Facilitating ongoing communications between City departments and community and ethnic media outlets will be a critical part of an enhancement program so that both parties understand each other's advertising and business needs.
- If the City chooses to pursue a program to enhance the number of community and ethnic media outlets registered and receiving increased advertising dollars from the City, staff resources will be necessary to administer and coordinate the processes and actors involved in such an initiative. We conclude that one City position should be assigned responsibility for such an undertaking. The organizational location of the proposed position could be in a number of departments, but we believe that either the Office of Civic Engagement and Immigrant Affairs in the City Administrator's Office or the Office of Workforce and Economic Development are most aligned with the functions and purpose of the program position, depending on the policy priorities of the program. Functions for this position could include:
 - Identifying local community and ethnic media outlets and assisting them in registering as City vendors;

- Assisting the Office of Contract Administration in developing criteria for adding media outlets to a community and ethnic media directory;
 - Assisting City departments in outreach to these communities using community and ethnic media;
 - Regularly reviewing and analyzing total advertising expenditures by vendor and department as reported by the Office of Contract Administration, and
 - Developing overall program awareness throughout the City and its communities.
- An appropriate City classification to oversee and coordinate the community and ethnic media program would be a 9774 Senior Community Development Specialist. This classification independently performs a variety of duties that include program planning, development, implementation, and evaluation, but is not intended to be a management level position. For FY 2023-24, the budgeted salaries and benefits cost of this position is \$179,027 at the highest step.

Policy Options

The Board of Supervisors should consider the following actions:

1. By resolution, declare support for local community and ethnic media.
2. Depending on the policy priorities of the Board, request that either the Office of Economic and Workforce Development or the Office of Civic Engagement and Immigrant Affairs evaluate and develop the role and responsibilities of a community and ethnic media liaison.
3. Consider and collaborate with the office selected to house the community and ethnic media liaison to determine how the program will be structured and measured to determine its effectiveness in increasing the number and use of community and ethnic media vendors by City departments, how advertising will be defined for the program, and to establish remedies if such usage decreases from an established baseline of total advertising expenditures.
4. Request the City Administrator work with its respective offices to: a) develop a community and ethnic media directory, b) evaluate the feasibility of a Citywide contract for advertising services, and c) develop an annual reporting process for local community and ethnic media expenditures.

5. Ask the City Attorney to develop language for a ballot initiative to revise Administrative Code, Chapter 2, *Article IX: Official Newspaper(s)* to rescind obsolete and ineffective requirements.

Project Staff: Fred Brousseau and Christine Martin

Table of Contents

Summary of Requested Action.....	1
Executive Summary	1
Policy Options.....	8
Table of Contents	10
Community and Ethnic Media Landscape and Community Outreach	11
Community and Ethnic Media Outlets	13
City and County of San Francisco Advertising and Outreach Policies and Processes	14
City Department Advertising and Community Outreach Spending	22
Programs in Other Jurisdictions	32
Policy Considerations	41
Policy Options.....	44
Appendix I Inventory of San Francisco Media Outlets	46
Appendix II San Francisco Administrative Code	48
Appendix III Historical Advertising Expenditures by Department	53
Appendix IV Department Survey	54

Community and Ethnic Media Landscape and Community Outreach

Community and Ethnic Media Landscape

An increasing body of research links the local media scene with civic engagement and metrics of community well-being. Local media informs citizens of what is happening in their very own communities, including current events and local issues, and introduces them to local government, business, and community leaders. As such, it provides an important oversight function in our communities. As the American Press Institute notes “The purpose of journalism is thus to provide citizens with the information they need to make the best possible decisions about their lives, their communities, their societies, and their governments.”¹ Yet, local media is operating in a very changed landscape and struggling to endure. Significant corporate media consolidations across the nation have greatly reduced not only the number of these outlets, but also the number of journalists who support them. Further, technological advances and cultural shifts have changed the way people obtain their news and information. While historically local media outlets relied upon advertising revenue from local businesses to fund operations, these revenues sources have precipitously decreased.

A number of programs to bolster local community and ethnic media outlets have been considered or developed in other jurisdictions. Common Cause California, the local chapter of the national nonprofit advocacy organization, is working with a group of local media outlets in San Francisco to find solutions to this sustainability crisis. One of the methods they are exploring is modeled after a program in New York City that directs 50 percent of City discretionary advertising expenditures be spent on local media outlets. While the New York City program was spearheaded by an academic institution, the San Francisco initiative is a grass roots campaign.

This report is intended to evaluate policy options for implementation of a program in San Francisco aimed at increasing the City’s outreach through community and ethnic media outlets that serve communities that are less likely to receive local news and information from larger news outlets. Increased City advertising dollars directed to community and ethnic media would not only increase City outreach to specialized groups, but it would also support the journalistic efforts by such media outlets to provide deeper coverage on issues of concern to these populations.

¹ <https://americanpressinstitute.org>

Nexus with Community Outreach

The concept of local community and ethnic media is a large umbrella and consists of many different platforms and target audiences. Because of the “local” nature of these outlets, including print, digital, and broadcast media, there is an inherent nexus with community outreach, especially to under-represented groups, and the concept of equity. While there are many methods to conduct community outreach, municipal advertising in ethnic, identity-based, or neighborhood periodicals or digital media can provide direct and targeted information.

The goals of this policy analysis are to better understand the local media landscape in San Francisco and to make recommendations related to the establishment of a program that ensures a certain percentage of the City’s advertising about its programs and services are placed in local, community and ethnic media outlets. Toward that end, we compiled an inventory of print and digital community and ethnic media outlets serving San Francisco. The results of this compilation are discussed further below and presented in full in Appendix I. We then reviewed current Citywide advertising spending and business processes to assess the potential fiscal and programmatic impact of a mandatory level of advertising spending on community and ethnic media outlets and what changes in business processes may be needed to support City efforts to direct more advertising spending to a greater number of such media outlets.

We used two methods to identify total City spending on advertising overall and on advertising in local community and ethnic media outlets in particular. First, we identified expenditures coded as advertising in the City’s financial system and sorted that information by department and vendor, presented below. Second, we conducted a survey of City departments in which each was asked to report their total direct advertising expenditures on media outlets and indirect advertising expenditures through contracts with third party vendors such as public relations firms. This latter group would not necessarily be classified as advertising in the City financial system. We also asked departments to evaluate their advertising and other outreach efforts produced in-house by their own staff. Our survey covered individual department methods for procuring the services of media outlet vendors and placing advertising since these methods are centralized in the City in some instances and decentralized in others.

Finally, we evaluated other local media programs around the country to determine if there were any models or lessons learned that the City could use in the development of a program designed to increase City advertising expenditures directed to community and ethnic media outlets.

Community and Ethnic Media Outlets

To better understand the local community and ethnic media landscape, we developed an inventory of community and ethnic media outlets serving San Francisco. This inventory, provided in Appendix I, was developed using a variety of sources, including advocacy organizations, nonprofits, publishers, for-profit news services, internet searches, and public libraries. The inventory identified 98 community and ethnic media outlets that are locally owned and/or cover San Francisco news in their publications. We included the traditional major publications of the *San Francisco Chronicle* and the *San Francisco Examiner*, newer online outlets, and smaller, less well-known outlets that publish hard copy and online versions in some cases. The target audience for these media outlets was wide-ranging and included ethnic, community, neighborhood, and industry-specific publications.

Sources for Identifying Community and Ethnic Media

- *Ethnic Media Services*
- *California Black Media*
- *Lion Publishers*
- *Institute for Nonprofit News*
- *California News Publishers Association*
- *San Francisco Public Health Media List*
- *San Francisco Public Library*
- *Easymedialist.com*
- *Feedspot.com*

If the City were to establish a program mandating that a certain level of advertising expenditures be directed to community and ethnic media outlets, policy goals for the program and criteria would be needed to determine which outlets qualify for City advertising placements. Assuming the policy goals are to get more information about City programs and services to certain communities through outlets that know and are part of these communities, the criteria might include ownership, location, readership demographics, circulation, and areas of coverage. We made efforts to obtain data and information on each media outlet, including ownership, location, circulation, whether it uses a digital and/or print platform, periodical frequency, years in business, whether it requires a subscription, cost, and contact information, but this information was not readily available through the sources we used for many of the outlets. Even obtaining a website address for publications was difficult.

The development of a local community and ethnic media outlet inventory and approved vendors from that inventory would be needed if the City were to adopt a program to enhance the level of advertising spending for such outlets so City departments would know which outlets they can use to effectively reach certain communities. The inventory would need sufficient information about each outlet to assist the City in selecting appropriate qualified organizations for departments to use. As we found through contact with such programs and their advocates in other jurisdictions, creation of a media outlet list or database with key information about each is time-consuming and difficult. To start, defining a local media outlet is challenging because the

concept is so varied in scale, ownership, method, and content that objective criteria for evaluation is not necessarily helpful or readily available.

For purposes of this analysis, we compiled the inventory from online resources, excluding media outlets that were overtly broadcast media or for which information was not available to verify that they were legitimate, established periodicals. Through our search, we clicked on nearly 50 malicious links. Some online sources are in non-English languages we were not readily able to translate. We excluded newsletters, magazines, and blogging platforms, such as Substack, from our inventory. Nonetheless, there are most certainly valid community media outlets that have not been included and others included that may be obsolete or that may cease to continue publishing in the near future.

Summation: Developing a Community and Ethnic Media Directory

As noted above, objective criteria to apply to a wide spectrum of potential media outlets is a difficult exercise. For its local media program, the City of Seattle casts a wide-net and, unless the information technology department flags a site due to malicious links, media outlets are generally included, and city departments make the evaluation of the quality of the periodical by placing advertising or not. For a local media database for the state of Oregon, two graduate student researchers spent nearly six months vetting media outlets one by one to determine whether the outlet created original local content that was civically relevant. For its community and ethnic media outlet advertising mandate program, New York City reports that it has an established and vetted directory that is audited annually.² Ultimately, the question is whether there is something that balances the quality of the local media outlet inventory with the cost of vetting these outlets.

City and County of San Francisco Advertising and Outreach Policies and Processes

The City and County of San Francisco currently has a program in place to direct some of its advertising expenditures to community and ethnic media outlets, though it does not mandate that a set percentage of total City advertising expenditures be so directed. Instead, the outreach program is tied to the total amount spent by the City on legally required notices. The City's primary mechanism for community outreach through the use of media is derived from its Administrative Code, Chapter 2, Article IX: *Official Newspaper(s)* (see Appendix II). The Code, as amended in 1994 after the voters approved Proposition J, highlights the importance of informing

² The Budget and Legislative Analyst was unable to confirm the veracity of this statement and unable to obtain evaluation criteria.

all citizens, inclusive of “separate and diverse communities,” of local government activities through the use of local media, not just for legally required noticing, but also for outreach.³

The relevant Administrative Code sections provided in Appendix II, specify how the Board of Supervisors is to annually determine the City’s official newspaper(s) for publishing legally required notices such as for Board of Supervisors meetings. The Code requires that the City Purchaser solicit bids from newspapers to fulfill this role, requiring that each bidder be a publication of general circulation, disseminating local or concise, but generalized news, with circulation of at least 50,000 a week, issued on at least three days a week, and printed in the City. Further, the Administrative Code dictates the point system used by the City Purchaser in the selection of the official newspaper(s).

In addition to legally required noticing using the City’s designated official newspaper(s), the Administrative Code establishes an Outreach Fund Funded by “withholding 10 percent” of amounts paid to the official newspaper(s), the Outreach Fund is intended to pay for the weekly placement of advertising in designated outreach periodicals. The Administrative Code defines outreach periodicals as targeting one of four primary communities and printed in the City on at least one day a week. The Code specifies a point system the City Purchaser must use to select periodicals to be used for the City’s outreach efforts.⁴

The Administrative Code also specifies the method of outreach City departments are to employ using the Outreach Fund: placement of an advertisement with content provided by one or more City departments, no larger than four inches by six inches by the Clerk of the Board in the outreach periodicals once a week. The Administrative Code does allow the Board of Supervisors to authorize additional Outreach Fund advertising in other neighborhood publications at its discretion if it finds that certain neighborhoods are not being adequately served by the official and outreach publications. The minimum requirement for these neighborhood publications is only that they must publish at least monthly. Separate from advertising paid for by the Outreach Fund, City departments can also advertise in the designated outreach publications or other community and ethnic media outlets using their own funds, subject to all standard City procurement regulations.

The pertinent Administrative Code sections require that the official newspaper and outreach periodicals be traditional hard copy publications, or newspapers. The City’s periodicals currently

³ City and County of San Francisco Administrative Code, Chapter 2, Article IX, Section 2.80.

⁴ The four identified communities are the: 1) Lesbian/Gay/Bisexual, 2) African American, 3) Hispanic, and 4) Chinese communities, with a caveat that the Board of Supervisors may identify other communities as necessary.

selected for outreach purposes all publish hard copy versions, though most, if not all, also have an online presence and outreach advertisements appear in electronic as well as hard copy form.

City Purchaser Process for Establishing the City's Official Newspaper and Outreach Periodicals

Pursuant to the Administrative Code, the City Purchaser, through the Office of Contract Administration, conducts an annual public solicitation for the official newspaper and for the outreach periodicals, including both those targeting certain communities and those targeting certain neighborhoods, and makes recommendations to the Board of Supervisors based on the scoring of the proposals. The Board of Supervisors, by resolution, either adopts the designations as recommended by the City Purchaser or amends the resolution and adds additional neighborhood publications.

For the most recent annual solicitation, the Office of Contract Administration had only two proposals for the official newspaper, one each from the *San Francisco Examiner* and the *San Francisco Chronicle*. While the *San Francisco Chronicle* has a larger circulation, it is not printed within San Francisco city limits, a requirement spelled out in the Administrative Code, and its bid was deemed non-responsive.

The *San Francisco Examiner* has been designated the City's official newspaper every year since FY 2016-17, except for FY 2018-19, when the *San Francisco Chronicle* was designated an alternate official newspaper. Prior to FY 2016-17, the two newspapers shared the designation. For FY 2023-24, the official newspaper contract is for \$300,000 with Clinton Reilly Communications, the owner of the *San Francisco Examiner*, for a term of one-year from July 1, 2023 through June 30, 2024.

For the FY 2023-24 outreach periodicals, the Office of Contract Administration received 11 proposals, of which four (4) were for community outreach and seven (7) were for neighborhood outreach. Exhibit 1 below presents the scoring detail for the four community outreach periodical bidders. As shown, only two bidders, Bay Area Reporter and Wind Newspaper, were selected as community outreach periodicals. Both *El Reportero* and *Sing Tao Daily* were deemed non-responsive and were not awarded any points because the publications are not printed in San Francisco as required by the Administrative Code.

**Exhibit 1: Scoring Detail for Four Proposals for FY 2023-24 Community Outreach
Periodicals**

Evaluation Key	Max Pts	Bay Area Reporter		EI Reportero		Sing Tao Daily		Wind Newspaper	
		LGBTQ		Hispanic		Chinese		Chinese	
		Bid	Pts	Bid	Pts	Bid	Pts	Bid	Pts
Price	15	\$475	15	\$875	0	\$429/\$373	0	\$520/\$450	15
Daily Circulation	10	2,857	10	1,071	0	9,500	0	714	10
Cost (per issue)	5	Free	5	Free	0	\$0.75/\$1.50	0	Free	5
Locally Owned	2	Yes	2	Yes	0	Yes	0	No	0
Minority Owned	2	Yes	2	Yes	0	No	0	Yes	2
Woman Owned	2	No	0	No	0	No	0	Yes	2
Foreign-Language	2	No	0	Yes	0	Yes	0	Yes	2
Total Points	38		34		0		0		36

Source: File 23-0737 Board of Supervisors Budget and Finance Committee Agenda Packet for 07/12/23.

As can be seen in the exhibit, for community outreach periodicals, no proposals were received for the African American community and the only Hispanic community proposal was deemed non-responsive.

Distinct from community outreach periodicals, neighborhood outreach periodicals have fewer criteria established in the Administrative Code and, therefore, have a lower threshold to pass to be considered compared to community outreach publications. While neighborhood periodicals are still required to be publications, and, therefore, in print, they can be published monthly, rather than weekly or daily, and do not necessarily need to be printed in the City. Further, while the Administrative Code does not necessarily apply the same selection criteria to neighborhood outreach periodicals as it does to community outreach periodicals, the Office of Contract Administration applies the same selection process for both. Exhibit 2 below presents the scoring detail for the seven neighborhood outreach periodicals that submitted bids to serve as neighborhood outreach publications for FY 2023-24.

As can be seen in Exhibit 2, five of the seven bidders for FY 2023-24 were selected; two neighborhood outreach periodical bidders, *Potrero View* and *Richmond Review/Sunset Beacon*, were deemed non-responsive and were not awarded any points because they did not submit documentation on their circulation timely, leaving their target neighborhoods without outreach media representation.⁵ However, for the first time, the Office of Contract Administration received and recommended the outreach neighborhood periodical designation for the *San Francisco Chronicle* to represent all neighborhoods that are otherwise under-represented. Also

⁵ *Potrero View* target neighborhoods: Potrero Hill, Dogpatch, Mission Bay, E. SOMA, Bayview.
Richmond Review/Sunset Beacon target neighborhoods: Richmond and Sunset.

of note, the two periodicals recommended as community periodicals, *Bay Area Reporter* and *Wind Newspaper*, were also recommended as neighborhood outreach periodicals.

Exhibit 2: Scoring Detail for Proposals for Seven FY 2023-24 Neighborhood Outreach Periodicals

Evaluation Key	El Tecolote Newspaper		Bay Area Reporter		Potrero View		Richmond Review / Sunset Beacon		San Francisco Bay Times		Wind Newspaper		San Francisco Chronicle		
	Neighborhood	Mission		Castro +		Potrero +		Rich/Sun		Castro		Chinatown		All	
	Pts	Bid	Pts	Bid	Pts	Bid	Pts	Bid	Pts	Bid	Pts	Bid	Pts	Bid	Pts
Price	15	\$386 \$336	15	\$475	15	\$500 \$450	0	\$287 \$250	0	\$650	15	\$520 \$450	15	\$520 \$450	15
Daily Circulation	10	1,429	10	2,857	10	367	0	600	0	19,286	10	714	10	8,172	10
Cost (per issue)	5	Free	5	Free	5	Free	0	Free	0	Free	5	Free	5	\$3	0
Locally Owned	2	Yes	2	Yes	2	Yes	0	Yes	0	Yes	2	No	0	No	0
Minority Owned	2	Yes	2	Yes	2	No	0	No	0	Yes	2	Yes	2	No	0
Woman Owned	2	No	0	No	0	No	0	No	0	Yes	2	Yes	2	No	0
Foreign-Language	2	Yes	2	No	0	No	0	No	0	No	0	Yes	2	No	0
Total Points	38		36		34		0		0		36		36		25

Source: File 23-0737 Board of Supervisors Budget and Finance Committee Agenda Packet for 07/12/23.

While the City Purchaser makes recommendations based on the scoring of proposals, the Board of Supervisors, as previously noted, may add neighborhood periodicals at its discretion when adopting the resolution formally designating the neighborhood outreach periodicals. During its most recent review process for FY 2023-24, the Board exercised its authority promulgated in the Administrative Code and added *El Reportero* and *Sing Tao Daily* to the five (5) recommended periodicals for additional outlets for certain neighborhoods.⁶ These two periodicals had been deemed non-responsive under the more restrictive criteria for community outreach periodicals because they are not printed in the City.

Exhibits 3 and 4 below provides the designated outreach (both community and neighborhood) periodicals for the last five years:

⁶ *El Reportero* target neighborhoods: Mission, Excelsior, and Outer Mission.

Sing Tao Daily target neighborhoods: Chinatown, Richmond, Sunset, Portola, Visitacion Valley, Excelsior, Outer Mission, Tenderloin, Oceanview, Ingleside, and Merced Heights.

Exhibit 3: Five Years of Community Outreach Periodicals

Community	FY 23-24	FY 22-23	FY 21-22	FY 20-21	FY 19-20
LGBT	Bay Area Reporter	Bay Area Reporter	Bay Area Reporter	Bay Area Reporter, San Francisco Bay Times	Bay Area Reporter
African American				Small Business Exchange	Small Business Exchange, SF Bay View
Hispanic		El Reportero	El Reportero	El Reportero	El Reportero
Chinese	Wind	Wind	World Journal SF	World Journal SF, Sing Tao Daily	World Journal SF, Sing Tao Daily

Source: BLA compilation from the outreach periodical Board resolutions for the respective fiscal years.

Exhibit 4: Five Years of Neighborhood Outreach Periodicals

Periodical	Primary Neighborhood	FY 23-24	FY 22-23	FY 21-22	FY 20-21	FY 19-20
Bay Area Reporter	Castro and Noe Valley	✓	✓	✓		
El Reportero	Mission	✓				
El Tecolote Newspaper	Mission	✓	✓	✓		
Marina Times	Marina and Cow Hollow		✓	✓	✓	✓
Noe Valley Voice	Noe Valley		✓	✓	✓	
Potrero View	Potrero Hill		✓		✓	✓
Richmond Review	Richmond				✓	
San Francisco Bay Times	Castro and Noe Valley	✓	✓	✓		
San Francisco Bay View	Bay View and Hunters Point		✓	✓		
San Francisco Chronicle	All	✓				
Sing Tao Daily	Chinatown	✓	✓			
Sunset Beacon	Sunset				✓	
Wind Newspaper	Chinatown	✓	✓	✓		
World Journal SF	Portola and Sunset		✓			

Source: BLA compilation from the outreach periodical Board resolutions for the respective fiscal years.

For FY 2023-24, the contracts with each community and neighborhood periodical approved by the Board of Supervisors are for up to \$10,000 each and a term of one-year from July 1, 2023 through June 30, 2024.

Clerk of the Board Process

While the Office of Contract Administration establishes contracts with each community and neighborhood outreach periodical pursuant to the annual resolutions approved by the Board of Supervisors, the Clerk of the Board contracts separately with a clearinghouse to implement the provisions of *Article IX: Official Newspaper(s)* of the Administrative Code for the posting of both legally required noticing and outreach advertising. The clearinghouse, in turn, contracts directly with the official and outreach periodicals and manages the administrative tasks of posting, billing, and, when needed, translating for the advertising. Other departments also use the clearinghouse services of the Daily Journal for placing legally required and outreach advertising separate from processes administered by the Clerk of the Board's office.

The contract for these Citywide clearinghouse services was selected through a competitive bid process and last awarded to the Daily Journal Corporation in 2018.⁷ The contract was initially for a three (3) year term, from July 1, 2018 through June 30, 2021 in an amount not-to-exceed \$1.0 million (or \$333,333 per year), with the option to extend in one year increments for an additional four (4) years and for a total not-to-exceed contract term of seven (7) years or through June 30, 2025. Currently, there have been three contract modifications that have extended the term to June 30, 2023 and increased the not-to-exceed contract amount to \$1.5 million (or \$300,000 per year). The last modification, dated October 3, 2022, updated the names of the official and outreach newspaper sub-contractors for FY 2022-23, based on the most recent annual resolution by the Board of Supervisors. The Daily Journal Corporation has served in this capacity since at least FY 2011-12.

According to the Daily Journal Corporation, for FY 2022-23, Citywide expenditures for notices placed in the *San Francisco Examiner* totaled \$239,153, all of which were deemed official advertising. Clearinghouse services for outreach advertising by the Clerk of the Board totaled \$40,919, which represents 17.1 percent of invoiced costs for official advertising, as determined by the Daily Journal Corporation, and therefore exceeds the 10 percent threshold mandated in the Administrative Code.

In addition to the \$40,919 in Outreach Fund expenditures in FY 2022-23, City departments spent another \$85,608 for advertising in community and ethnic media outlets using their own funds. Total Citywide expenditures for advertising in community and ethnic media outlets were therefore \$126,527: \$40,919 for weekly Outreach Fund advertising through the Clerk of the Board's office and \$85,608 paid for by departments from other funding sources.

⁷ No other bids were submitted for this contract in 2018.

Summation: City Process and the Outreach Fund

As described above, the City has a process in place to identify community and ethnic media outlets and direct outreach funding toward them. However, the existing process is labor-intensive and questionably meets the intended objectives of outreach advertising. Not only is the budget limited such that postings are generally monthly rather than weekly due to a limited budget and other factors, the 4" by 6" advertisement prescribed by the Code seems an ineffective way to conduct outreach to these communities as it does not give departments any flexibility in how they want to package their advertising.

Further, Administrative Code requirements for the Outreach Fund make implementation difficult, if not impossible. At its most straightforward, the Daily Journal Corporation, serving as the clearinghouse for the City's official and outreach advertising, calculates 10 percent of *San Francisco Examiner* invoices, which is the amount to be allocated to outreach advertising as required by the Administrative Code and the amount the Daily Journal Corporation reports. However, departments issue purchase orders to the Daily Journal Corporation both using the Clerk of the Board's contract authority and independent of the Clerk of the Board. These purchase orders can be for official advertising or for outreach advertising and the Daily Journal Corporation does not make this distinction. Furthermore, the Code is written that the 10 percent is "withheld" from what is paid, which is a technical impossibility, and contract amounts with outreach publications and actual expenditures on outreach advertising Citywide exceeds the 10 percent withholding requirement.

In addition to the administrative challenges above, funding of the Outreach Fund is established through the City's annual budget process. In FY 2022-23, the approved budget was \$18,000. When combined with carryforward appropriations from the prior year, the Clerk of the Board had a total budget of \$40,735. With collective total invoice costs of \$3,855 based on the latest bids for the seven outreach periodicals, to advertise weekly as required by Code would require over \$200,000.⁸ Clerk of the Board representatives report that currently, this advertising is posting less than monthly due to both budgetary constraints and timing issues with updating contracts. All of this is to say that the 10 percent requirement is not easily managed, understood or implemented.

⁸ \$3,855 is calculated based on the highest rate provided in Exhibits 1 and 2 for the periodicals selected in FY 2023-24, as shown in Exhibit 4.

City Department Advertising and Community Outreach Spending

The City’s financial system has an account established specifically for advertising expenditures (account 535810). This account captures expenditures:

- on all types of media, including print, digital, broadcast, and outside/out-of-home placements (e.g., placards on buses);
- paid to a wide spectrum of vendors, including large multinational media companies, local media outlets, as well as intermediaries, such as advertising agencies and clearinghouse/placement companies; and
- for a variety of purposes including general advertising, employee recruitment, election noticing, and for video production and promotional products.

Total City department advertising expenditures for the last five years averaged \$1.6 million and FY 2022-23 expenditures totaled approximately \$1.34 million according to the City’s financial system. For FY 2023-24, the Mayor’s Recommended Budget for all advertising totaled \$1.19 million. Exhibit 5 provides details for the highest spending departments, accounting for approximately 72 percent of advertising expenditures over the last five years. These expenditures cover all print and digital media advertising, including through the official newspaper and outreach publications, as well as all other types of advertising such as broadcast media/streaming, outdoor advertising placards, advertising agency services, and other forms of advertising.

Exhibit 5: Five-Year Historical Advertising Expenditures by Department

	FY22-23	FY21-22	FY20-21	FY19-20	FY18-19	5-year Avg	As a %
Elections	\$ 525,048	\$ 559,174	\$ 355,874	\$ 232,561	\$ 119,371	\$ 358,405	23%
Public Health	65,564	44,280	567,359	712,556	64,382	290,828	19%
Human Resources	118,499	402,148	106,375	144,648	260,498	206,434	13%
Public Utilities Commission	91,278	163,821	113,883	110,402	122,366	120,350	8%
City Planning Commission	58,282	66,766	66,440	90,881	90,589	74,592	5%
Board of Supervisors	60,390	94,118	56,611	71,924	80,350	72,678	5%
All Other Departments	416,684	387,493	275,908	410,234	707,178	439,499	28%
Grand Total	\$ 1,335,746	\$ 1,717,799	\$ 1,542,449	\$ 1,773,205	\$ 1,444,733	\$ 1,562,786	100%

Source: BLA tabulation from the City of San Francisco PeopleSoft financial system expenditure detail.

A full listing of historical advertising expenditures by department is provided in Appendix III. As can be seen in Exhibit 5, there has been considerable variability between departments during the five years. As can be expected, during the pandemic, Department of Public Health expenditures spiked, but appear to have declined once again since then to pre-pandemic levels. Meanwhile, the Department of Elections has steadily and significantly increased advertising

expenditures over the five-year period. A more detailed analysis of department spending will be discussed further in this report. Despite the variability between departments, overall spending classified as advertising in the City financial system during the period was relatively stable over the last five years, averaging \$1.6 million per year.

For FY 2022-23, the primary vendors used for City advertising demonstrate not just the wide spectrum of media platforms, but also of vendors, and provide an indication of the purpose of the expenditures. There is considerable variability in the top-receiving vendors from year to year, likely because some of their contracts and expenditures are not recurring or annual in nature. However, the Daily Journal Corporation has been the top-receiving vendor for three of the five years reviewed. Exhibit 6 below provides the vendor detail for FY 2022-23.⁹ As can be seen, very few of the local community or neighborhood media organizations identified above as City outreach publications are among the top vendors measured in expenditures.

Exhibit 6: FY 2022-23 Advertising Purchase Order Spend by Vendor

Vendor	Expended	As a %	Category
Daily Journal Corporation	\$ 228,912	15%	Print and Digital Media
Most Likely To, Inc.	209,500	14%	Advertising or Marketing Agency
Intersection Media, LLC	144,625	9%	Out of Home (Outdoor) Advertising Placement
Univision Radio San Francisco Inc.	120,414	8%	Broadcast Media /Streaming
Effectv	79,858	5%	Broadcast Media /Streaming
Multicultural Radio Broadcasting	61,290	4%	Broadcast Media /Streaming
Ad Club	60,302	4%	Recruiting Advertising Placement
Epic Productions of Phoenix, LLC	59,585	4%	Video production
Promotion Marketing	59,577	4%	Advertising or Marketing Agency
Clinton Reilly Communications	52,820	3%	Print and Digital Media
TMP Worldwide Advertising & Comm.	44,760	3%	Recruiting Advertising Placement
Audacy California, LLC	38,372	3%	Broadcast Media /Streaming
KQED, Inc.	36,000	2%	Broadcast Media /Streaming
San Francisco Chronicle	34,833	2%	Print and Digital Media
Bay Area Reporter	27,443	2%	Print and Digital Media
All Other Vendors (40 vendors)	275,034	18%	Various
	\$1,533,325		

Source: BLA tabulation from the City of San Francisco PeopleSoft financial system purchase order detail.

Categorization of vendors indicates, again, the wide spectrum of how City advertising dollars are spent. Exhibit 7 below summarizes FY 2022-23 spending based on these categories. As can be seen, print and digital media, which includes community and ethnic publications selected for the

⁹ The variance reported in the City’s financial system between actual expenditures and purchase order liquidation is the result of timing and how the data represented. Because vendor information is only included with purchase order detail, both data sets were used.

City's outreach program, only accounted for \$417,448, or 27 percent of total City advertising spending in FY 2022-23.

Exhibit 7: FY 2022-23 Advertising Purchase Order Expenditures by Vendor Platform

Category	Expended	As a %
Print and Digital Media	\$ 417,448	27%
Broadcast Media /Streaming	402,484	26%
Advertising or Marketing Agency	288,452	19%
Out of Home (Outdoor) Advertising Placement	171,935	11%
Recruiting Advertising Placement	112,963	7%
Video Production	67,885	4%
Other or Undetermined	44,425	3%
Promotional Products	27,733	2%
Total	\$ 1,533,325	100%

Source: BLA analysis of City and County of San Francisco PeopleSoft financial system data.

Excluding \$228,067 in legally required advertising from the \$417,448 total print and digital media advertising expenditures reported for FY 2022-23 leaves \$189,381 in discretionary departmental expenditures: \$62,855 for mainstream/other outlets and \$126,527 in discretionary expenditures directed to community and ethnic outreach periodicals. This results in 67 percent of the \$189,381 in discretionary advertising spending expended on community and ethnic media outlets. Exhibit 8 provides this analysis.

Exhibit 8: Estimated Amount Spent on Print and Digital Advertising, FY 2022-23

Vendor	Total Expenditure	Legally Required	Mainstream / Other	Outreach Periodical
Bay Area Reporter	\$ 27,443			\$ 27,443
Clinton Reilly Communications*	52,820	\$ 52,820		
Daily Journal Corporation**	228,912	172,239	\$ 15,754	40,919
Latitude 38 Media, LLC	6,843		6,843	
Latitude 38 Publishing, LLC	5,425		5,425	
San Francisco Chronicle	34,833		34,833	
San Francisco Neighborhood Newspaper Assoc.	9,024			9,024
San Francisco Bay Times	8,500			8,500
San Francisco Bay View, Inc.	1,700			1,700
San Francisco Media Co.	3,008	3,008		
Sing Tao Daily	14,006			14,006
Wind Newspaper	11,880			11,880
World Journal SF, LLC	13,055			13,055
Total	\$ 417,448	\$ 228,067	\$ 62,855	\$ 126,527
* Clinton Reilly Communications (dba San Francisco Examiner) spending was from the Department of Elections and the Municipal Transportation Agency which have classified all advertising as legally required pursuant to Federal regulation.				
** Mainstream / Other includes publications such as the San Francisco Chronicle, industry publications, and online job boards.				

Source: BLA analysis of City and County of San Francisco PeopleSoft financial system data and subrecipient detail provided by Daily Journal Corporation.

In addition to the contracts noted above for official newspaper and outreach publications let by the Office of Contract Administration on behalf of the Clerk of the Board, advertising expenditures by City departments also occur using a variety of other procurement vehicles. While some additional contracts are let by departments for advertising services, a significant amount of advertising expenditures are occurring through the City’s delegated purchasing authority implemented by Proposition Q (Prop. Q) in 1993. Proposition Q allows City departments to directly make purchases of commodities and services up to \$10,000 with a purchase order without having a formal agreement in place, unless otherwise specifically prohibited. For FY 2022-23, \$537,837 or 35 percent of the approximately \$1.5 million in liquidated encumbrances for advertising were executed through the Proposition Q purchasing authority, including departments purchasing advertising from community and ethnic media outlets separate from the Outreach Fund process administered by the Clerk of the Board.

The advertising account in the City’s financial system does not capture all advertising activities. Advertising expenditures can be bundled with other services, contracted or otherwise, and not readily available or explicitly detailed in the City’s financial system as advertising. Indeed, our department survey conducted for this analysis and detailed in the next section identified that a number of departments do just that through, for example, contracting with a public relations

firm for a bundle of services including advertising or through department developed outreach materials and website pages.

BLA Department Survey

To more fully understand departments' procurement practices, community outreach strategies, and any advertising expenditures not detailed in the City's financial system, we conducted a survey of the City's 53 departments. The instrument for this survey, attached to this report as Appendix IV, was deliberately brief to facilitate participation and intended to identify general trends and themes. Specific expenditure data for FY 2022-23 was requested for print and digital media, broken down by major publications, outreach media outlets, and search and social media platforms.¹⁰ Further, departments were asked to quantify the amount of their advertising expenditures that they classified as for legally required noticing. Additionally, departments were asked about procurement methods, community outreach priorities, and obstacles to placing advertising. Responses were received from 43 departments, a response rate of 81 percent.

Of the 43 departments that responded to our survey, 21 reported no advertising expenditures for FY 2022-23. Exhibit 9 below provides the consolidated details. Advertising expenditures reported by 22 of the 43 departments that responded to our survey reported \$2.2 million in total print and digital advertising for FY 2022-23, of which \$1.6 million was for traditional major and outreach periodicals and \$0.6 million was for search and social media platforms. This total amount reported by 22 City departments is approximately \$1.8 million more than the approximately \$417,448 reported in the City's financial system as print and digital advertising expenditures for FY 2022-23. Taken together, this significant difference in reported print and digital advertising expenditures indicates that advertising spending Citywide is more than what is classified and reported as advertising spending in the City's financial system. The difference in reported advertising expenditures between the financial system and our survey results appears to be for advertising that is embedded in other spending categories such as contracts with public relations firms.

Excluding legally required advertising amounting to \$840,834, discretionary print and digital advertising reported by departments that responded to our survey totaled \$1.4 million of which \$805,005, or 57 percent, was reported spent on print and digital advertising in traditional media outlets and \$613,691 was reported spent on search and social media.¹¹

¹⁰ Survey instructions defined outreach media outlets as print and digital media serving neighborhoods and specific racial/ethnic or other communities within San Francisco and did not distinguish between locally owned media and non-locally owned media serving these communities.

¹¹ The Clerk of the Board designated expenditures of \$29,720 in the Outreach Fund as legally required and allocated to community and ethnic media.

Exhibit 9: FY 2022-23 Advertising Expenditures Reported by 22 Departments in BLA Survey

	Total Reported Expenditures	Legally Required Advertising	Reported Discretionary Expenditures	% of Subtotal Reported Discretionary	% of Total Reported Discretionary
Major Media	\$659,090	(\$439,903)	\$219,187	27.2%	15.4%
Community or Ethnic Media	986,749	(400,931)	585,818	72.8%	41.3%
Subtotal: Traditional Print & Digital	1,645,839	(840,834)	805,005	100.0%	
Search and Social Media	613,691		613,691		43.3%
Total	\$2,259,530	(\$840,834)	\$1,418,696		100.0%

Source: BLA compilation of survey responses from 22 of 43 responding departments that reported advertising expenditures in FY 2022-23.

As can be seen in Exhibit 9, City departments responding to our survey reported community and ethnic media advertising expenditures of \$585,818, represented nearly 73 percent of the \$805,005 in discretionary traditional print and digital advertising reported by department survey respondents (excluding legally required noticing and search and social media expenditures). If search and social media are included, community and ethnic media represented 41 percent of total discretionary advertising. Of the respondents reporting primary uses of advertising, 56 percent reported advertising used for program awareness, 26 percent for legally required noticing, and 18 percent for job posting.

Of the 22 survey respondents reporting advertising expenditures, only four reported using the City’s Outreach Fund established in the Administrative Code by placing advertisements in outreach publications through the process administered by the Clerk of the Board and executed by the clearinghouse contractor Daily Journal Corporation. While 16 departments reported directly procuring advertising from media outlets, 22 departments reported using third-party vendors to place advertising. Over two dozen third-party vendors were listed by respondents and, in addition to 535810 – Advertising, the accounts used in the City’s financial system to report advertising expenditures included:

- 524010 – Membership Fees
- 527990 – Other Professional Services
- 535960 – Software Licensing Fees
- 535990 – Other Current Expenses

The extent of advertising dollars reported in these other accounts in the financial system cannot be identified as they are embedded in the total amounts reported.

The City’s procurement process was the most frequently cited obstacle to placing advertising in our survey (13 respondents), followed by budget constraints (9 respondents), and then vendor compliance issues (6 respondents). Other obstacles noted by departments included difficulty in working with non-English language content, limited access to advertising on City-owned assets, staffing constraints, and lack of a dedicated funding source for advertising. A number of departments expressed interest in increasing advertising.

The survey asked respondents to evaluate community outreach methods by level of importance to their outreach strategies. Community meetings and events along with outreach through community-based partners ranked more highly than advertising, as shown in Exhibit 10, though advertising was still ranked as fairly or very important by 67 percent of respondents to this question.

Exhibit 10: City Department Ranking of Importance of Community Outreach Methods

Community Outreach Method	Percentage of Respondents Ranked as Do Not Use or Not Very Important	Percentage of Respondents Ranked as Fairly or Very Important
Advertising	33%	67%
Departmental Publications	23%	77%
Departmental Video Programs	31%	69%
Community Meetings and Events	3%	97%
Through Community-based Partners	8%	92%

Source: BLA compilation of responses to our department survey.

Eight departments provided details on other priority outreach methods, including websites, email lists, press releases, social media postings, and targeted outreach teams. Incorporating these other methods into City efforts to enhance its outreach efforts may be worth considering if they are found to be as effective as traditional advertising in print and digital media. To expand on these and understand the variability and nuance involved with advertising and community outreach, we highlight two departments with very different strategies.

Recreation and Parks Department

While extensively public facing, the Recreation and Parks Department reports no advertising expenditures. According to Department representatives, they rely on both “owned” and “earned” media. While owned media is comprised of websites and social media channels, earned media includes free press or coverage provided by others. Further, while the Department does not place advertisements directly, it reports that all the other community outreach methods listed in Exhibit 9 above are very important.

Department of Elections

Unlike the Recreation and Parks Department, the Department of Elections is one of the more significant users of advertising, as measured by both the City’s financial system and as self-reported in our department survey. The Department is subject to federal and state elections laws and regulations. For procurement, the Department derives its purchasing authority from California Elections Code Section 13001, which states:

“All expenses authorized and necessarily incurred in the preparation for, and conduct of, elections as provided in this code shall be paid from the county treasuries, except that when an election is called by the governing body of a city the expenses shall be paid from the treasury of the city. All payments shall be made in the same manner as other county or city expenditures are made. *The elections official, in providing the materials required by this division, need not utilize the services of the county or city purchasing agent* [emphasis added].”

Therefore, the Department of Elections can exercise more discretion in purchasing than otherwise prescribed for City departments. According to Department representatives, this enables the Department to issue purchase orders in excess of the Proposition Q \$10,000 limit. Vendors must still be registered and compliant with the City’s vendor requirements. Of the \$854,295 in purchase order expenditures by the Department in FY 2022-23, \$769,114 or 90 percent reference California Elections Code Section 13001 as the underlying procurement authority. Of the 52 purchase orders with expenditures, 33 were for \$10,000 or less and 18 were between \$10,001 and \$55,000. The remaining one purchase order, issued to Most Likely Too, an advertising agency, was for \$200,000.

More flexibility in procurement is not the only influence on the Department’s advertising expenditure. In a department with 39 full-time, permanent positions, three staff are dedicated to community outreach. This team develops outreach plans for each election which include an advertising component. Also on staff are individuals who are proficient in the primary, non-English, languages used throughout the City and that require translation for elections.

With these two advantages, the Department’s advertising expenditures are more widely distributed among vendors as shown in Exhibit 11.

Exhibit 11: FY 2022-23 Advertising Purchase Order Spend Detail
Department of Elections

Category/Vendor	Amount	As a %
Advertising and marketing agencies		
Most Likely To, Inc.	\$ 209,500	25%
Broadcasting and streaming platforms		
Univision Radio San Francisco Inc.	107,414	
EFFECTV	69,863	
Multicultural Radio Broadcasting	51,180	
KQED INC	36,000	
Audacy California, LLC	24,998	
Entercom San Francisco LLC	19,929	
Tower of Babel LLC	15,900	
Sound of Hope Radio Network Inc.	3,600	
Subtotal	328,885	38%
Print and digital media		
Daily Journal Corporation	66,893	
Clinton Reilly Communications	46,220	
SF Chronicle	20,000	
Wind Newspaper	11,490	
Bay Area Reporter	9,185	
World Journal SF LLC	7,495	
SF Neighborhood Newspaper Assoc.	7,484	
San Francisco Bay Times	4,500	
San Francisco Media Co.	3,008	
Subtotal	176,274	21%
Out of home (outdoor) advertising		
Intersection Media LLC	120,767	14%
Promotional products		
Linda Kittlitz & Assoc.	8,049	1%
Other		
San Francisco Living Wage Coalition	8,992	
Chinese Newcomers Servcie Center	1,000	
Cultura Y Arte Nativa De Las Americas	828	
Subtotal	10,820	1%
Grand Total	\$ 854,295	100%

Source: BLA tabulation from the City of San Francisco PeopleSoft financial system of purchase order detail.

As can be seen in the exhibit, the Department of Elections not only distributes its advertising spending among a variety of categories, but also within each category, wherein the spending is spread among vendors that target diverse constituencies.

Larger departments with more robust communications and outreach teams, such as the Public Utilities Commission and the Department of Public Health, reflect a larger portfolio of community outreach methods that tap into both the approaches highlighted by the Recreation and Parks Department and the Department of Elections. These approaches are nuanced and highly dependent on multiple factors. Thus, the applicability of advertising and ease of use is also very nuanced and highly dependent on the size and resources departments have.

San Francisco Public Library

The responses to our survey show that there is no prevalent practice to department advertising used by small or mid-size departments. However, a good example of a hybrid approach is the San Francisco Public Library that self-reports a total of \$33,366 in print and digital advertising expenditures for FY 2022-23, of which \$14,764 was for advertising placed in major media outlets and \$18,602 was for advertising in community or ethnic media outlets. They use both direct placement as well as a third-party vendor. Additionally, the Library classified advertising as very important to its community outreach strategy, but noted that, in addition to print and digital media placements, it spent \$46,533 on direct mail and out-of-home placements. Ultimately, small and mid-size departments are at an increased disadvantage due to smaller budgets and fewer community outreach resources, and, therefore, these departments have more to gain by making advertising in local media outlets more accessible.

Summation: City Practices

In short, advertising plays a role, but not necessarily the primary role in community outreach for most City departments. Expenditures classified as advertising in the City's financial system totaled \$1.3 million in FY 2022-23. Spending against purchase orders yielded slightly more at \$1.5 million, of which only \$417,448 was clearly identifiable for print or digital media. Our department survey highlighted that not all advertising expenditures are clearly captured by the City's financial system. Contrary to the \$417,448 in print and digital media spending identified by the financial system, respondents to our departmental survey reported \$1.6 million in traditional print and digital media in FY 2022-23, or approximately four times as much as reported in the financial system. Adding search and social media platforms increases these expenditures to \$2.2 million.

Due to variabilities in department size, program requirements, budget, communications infrastructure, staffing, community outreach priorities, and more, the concept of advertising is not easily standardized or even defined. Even determining what advertising was legally required is surprisingly problematic and subjective. Such nuances make the capturing, reporting, and monitoring of advertising expenditures either administratively burdensome or otherwise prone to inaccuracies and inconsistencies.

Programs in Other Jurisdictions

A number of other state and local jurisdictions have established or attempted to establish programs to enhance the use of community and ethnic media outlets to ensure greater support for these organizations in reaching communities less likely to receive their news from larger, mainstream publications. The results have been mixed, with common themes of the difficulty of identifying and vetting all community and ethnic media outlets, the absence of formalized business processes to implement the programs, and the absence of baseline expenditure information to compare to spending on community and ethnic media outlets after the programs were implemented.

New York City

The City of New York began to establish a program to increase advertising funding directed toward local media outlets in 2014. The program took root in an academic environment when the Center for Community Media at the City University of New York (CUNY) Graduate School of Journalism issued a report on New York City advertising in 2013.¹² Subsequently, the City created a new role in 2014: the Mayor’s Director of Community and Ethnic Media, tasked with promoting awareness within City agencies and accessibility to community and ethnic media.

In May of 2019, then-Mayor Bill de Blasio issued Executive Order 47 requiring City agencies to spend at least 50 percent of their annual print and digital publication advertising spending, excluding legally required notices, on community and ethnic media outlets. Community and ethnic media outlets were defined as “any print or digital publication that is created for communities of people based on native language, race, color, gender, national origin, ethnicity, religion, sexual orientation, disability or immigrant status; targets a discrete neighborhood, or a geographic region, or a population that may or may not typically receive information from mainstream publications because of their exclusive use of foreign language; or falls within specifically tailored subject matter as determined by the New York City’s Mayor’s Office.”¹³ The Executive Order also charged the Director of Community and Ethnic Media with developing and maintaining an “Approved Media Outlet List” consisting of print and digital publications. The Executive Order further required City agencies to participate in training and report annually on total advertising and community and ethnic media advertising expenditures, which is to be made available every year on the City’s open data portal. These actions were subsequently codified with Local Law 83 in 2021, which officially established the Mayor’s Office of Ethnic and

¹² Bartlett, Sarah. Getting the Word Out: How and Where New York City Advertises. Center for Community Media at the Craig Newmark School of Journalism, City University of New York.

¹³ Executive Order 47, City of New York Office of the Mayor, May 22, 2019.

Community Media (MOECM) and expanded the definition of media outlets to include television and radio.

MOECM now has six full-time staff including an Executive Director, Citywide Marketing Director, Chief of Staff, Associate Director for Outreach and Engagement, Principal Data Analyst, and a Program Manager.

To be placed on the MOECM Citywide Marketing Directory, MOECM represents that media outlets must submit an annual online application, including submission of a media kit.¹⁴ Applications are reviewed and vetted based on different criteria depending on the media platform, but generally includes circulation and reach. The Citywide Marketing Directory is an online database searchable by media platform, community served, geographic focus, and language. The FY 2022-23 Directory had a total of 357 media outlets, of which 158 were digital and 120 were print media outlets. Radio and television, which were added as eligible platforms under the mandate in January 2020, comprise the balance of 79 media outlets. The only information provided on the online directory is the name of the media outlet and its search characteristics: community served, geographic focus, and language, if applicable. There is no other information to vet the outlets such as contact information, circulation, frequency, etc. MOECM reports that most City agencies use third-party vendors to place advertising in these outlets. While the directory contains an extensive list of possible vendors qualified as community and ethnic media, the number and mix of vendors in the directory actually used to meet the City's mandate for advertising spending in community and ethnic media outlets is not reported by the City.

In defining advertising spending, the New York City program has a very limited definition of print and digital advertising and, until January 2022 when television and radio advertising were added to qualified platforms, restricted it to newspapers, journals, magazines, or websites with the primary purpose of disseminating news. These media classifications are considered "in-scope" in the City's program definitions. Social media, job boards, professional associations or networks, and outside advertising are excluded from the mandate and are considered "out-of-scope".

MOECM annually issues a compliance report which is compiled from quarterly reporting from City agencies as well as the City-certified advertising placement vendors. The underlying data is also made available on the City's open data portal. Since its inception in FY 2019-20, reported ethnic and community print and digital media spending has increased \$6.1 million or 61.6 percent from \$9.9 million in the first year of the mandate to \$16.1 million in FY 2021-22. Exhibit

¹⁴ Media kits are marketing or promotional packets that provide basic information about a business and, in this case, the media outlet.

12 presents ethnic and community print and digital media spending for the three years since the start of the mandate.¹⁵

**Exhibit 12: City of New York Ethnic and Community Advertising Expenditures
FY 2019-2020 through FY 2021-22**

Print and Digital Advertising	FY 19-20	FY 20-21	FY 21-22*
Ethnic and Community Media Spend	\$9.9 m	\$15.6 m	\$16.1
Total in-scope advertising**	\$11.8	\$19.1	\$20.6
As a % of Total In-Scope Advertising	84%	82%	77%
Outlets Receiving Funds	220	232	Not reported

Source: Annual Compliance Reports, The Mayor’s Office of Community and Ethnic Media.

* Excludes broadcast media.

** In-scope advertising is defined by New York City as advertising in a newspaper, magazine, journal, website, or digital newsletter and excludes social media, digital apps, job boards, professional associations, and out-of-home placements.

It is not possible to determine the overall impact of New York City’s 50 percent mandate on ethnic and community digital and print media because FY 2018-19 data from before the mandate was imposed is not readily available. However, a 2020 report issued by CUNY’s Center for Community Media Advertising Boost Initiative reported that ethnic and community media’s share of total advertising spending was 49 percent and 66 percent of total City advertising spending in FY 2017-18 and FY 2018-19, respectively. Thus, use of these outlets was already trending upward and close to or exceeding mandate requirements before the executive order. Further, expenditures were likely influenced not only by the mandate, but also by significant events including the 2020 Census and the COVID-19 pandemic.

The FY 2021-22 annual compliance report required by City law shows there was \$97.7 million of “in-scope” spending of which \$22.1 million, or 22.6 percent, was allocated to ethnic and community media. As noted previously, Local Law 83 expanded the mandate to include broadcast media effective January 2022, which also reflected a change in mayoral administrations. That had the effect of increasing “in-scope” ethnic and community media advertising expenditures from \$16.1 million spent on print and digital platforms in FY 2021-22 to \$23 million for print, digital and broadcast (TV and radio).

Exhibit 13 below provides details on New York City’s Community and Ethnic Media Program’s 50 percent requirement for FY 2021-22.

¹⁵ This analysis excludes broadcast media spending that was added to the mandate as of January 1, 2022. Those expenditure amounts are provided further in the report.

**Exhibit 13: FY 2021-22 Ethnic and Community Advertising Spending Detail
City of New York**

	July through December	January through June	Total
In-Scope Advertising			
Mainstream Media			
<i>Print and Digital Media</i>	\$1,531,459	\$2,988,640	\$4,520,099
<i>Broadcast and Other Media</i>	n/a	70,150,574	70,150,574
Ethnic and Community Media			
<i>Print and Digital Media</i>	6,630,591	9,435,022	16,065,613
<i>Broadcast and Other Media</i>	n/a	6,994,715	6,994,715
Total In-Scope Advertising	8,162,050	89,568,951	97,731,001
Out-of-Scope Advertising	146,147,674	17,074,053	163,221,727
Total Advertising	\$154,309,724	\$106,643,004	\$260,952,728

Source: Fiscal Year 2022 Annual Report, p. 7, the Mayor’s Office of Community and Ethnic Media, February 2023.

Whether or not New York City is meeting its mandate depends on what’s included in the definition of ethnic and community media. In the first half of the fiscal year, when the 50 percent requirement applied to only print and digital media (excluding legally required advertising), the threshold was far exceeded. Of total “in-scope” expenditures of \$8.2 million, \$6.6 million was allocated to ethnic and community media outlets. For the entire fiscal year, approximately 78 percent of print and digital expenditures were allocated to ethnic and community media. However, for the second half of the fiscal year, after TV and radio expenditures were added to “in-scope” spending, increasing total spending to \$89.6 million, the \$16.1 million in print and digital media ethnic and community media spending was only 18.3 percent of total “in-scope” expenditures, approximately \$28.4 million short of the threshold.

Further, MOECM’s annual report highlighted that, of the approximately \$261.0 million in total advertising expenditures in FY 2021-22, \$208.7 million went to one advertising vendor, OpAd Media Solutions, for advertising placement. The second largest vendor was Miller Advertising Agency at \$24.2 million. Combined, these two third-party placement vendors accounted for 89.2 percent of the City’s advertising expenditures, potentially indicating difficulties in navigating the City’s procurement process. The concern is that limited advertisement placement vendors can effectively serve as de facto gatekeepers, potentially controlling how advertising spending is allocated to ethnic and community media outlets. The City’s reporting provides no detail as to which community and ethnic media outlets are receiving funding.

Rebuild Local News and Center for Community Media Framework

Rebuild Local News is a nonprofit coalition of local news outlets and other related interests from around the country advocating for public policies supporting community media. The organization, in coordination with the CUNY's Center for Community Media, has developed guidelines for establishing a program targeting government advertising in community media outlets. Recommended initial program development efforts include understanding current advertising spending levels, the procurement environment, and the availability of an independent third-party to assist in facilitating and monitoring the program. The elements of such a program outlined by Rebuild Local News and the Center for Community Media are:

- Clear and objective criteria for establishing media outlet eligibility;
- An independent third-party to provide accountability;
- Transparent decision making and reporting processes;
- Consideration of potential for government bias or manipulation;
- Ease of procurement;
- Disclosure in advertising of government funding; and
- Acknowledgement that the program should not adversely impact government agency marketing efforts.

For actual implementation, the framework presents the following steps:

1. Create a directory,
2. Connect ad buyers with media outlets,
3. Provide business development assistance to media outlets¹⁶, and
4. Program reporting and monitoring.

This framework is based largely on the experience and lessons learned from the development of the New York City program.

City of Seattle

The City of Seattle's Ethnic Media Program, started approximately eight years ago, is administered through the City's Office of Immigrant and Refugee Affairs. The goal of the program is to engage ethnic media in order to reach their communities with in-language and culturally appropriate information about City departments, programs, and news. The program has three components:

¹⁶ The framework highlights that many local media outlets do not have the necessary knowledge or tools for meeting program requirements, including their own media kit, the required technology, or performance metrics.

- Ethnic Media Directory
- Roundtables with the Mayor
- Technical Assistance and Liaison

Staffed by one program manager with support from other City staff for translation services and other assistance, the program serves as a liaison between City departments and the targeted communities, providing resources to both. While there are no policies or legislation to compel use of ethnic media, the program manager reports that City departments realize they need to do more, especially with the increased awareness of racial equity issues.

For the City of Seattle’s Ethnic Media Directory, ethnic media is defined broadly and includes any “communications outlet that intentionally produces journalistic news stories and other informational and/or entertainment content for a particular cultural or linguistic group or ethnic community residing in the U.S.”¹⁷ The directory includes television, radio, digital and print media. As reported by others, the City of Seattle program manager reports that the directory was labor intensive to build and is, essentially, crowd-sourced for legitimacy since readily available information is insufficient for vetting the outlets listed. Development of the original media listing involved visiting restaurants, grocery stores and other locales within communities and having conversations and direct contact with the media outlets themselves. While the program manager works with City departments to use ethnic media outlets in their outreach strategies, many departments, especially the larger ones, use advertising agencies or consultants and use the larger media outlets for more mainstream advertising campaigns. Because City departments maintain control over the expenditure of these funds, there is no centralized tracking or monitoring of Citywide expenditures and vendors used.

State of Oregon

In October 2022, the Agora Journalism Center at the University of Oregon issued a report “assessing Oregon’s News and Information Ecosystem connecting news, information, and civic health”.¹⁸ This report highlights the importance of local media to civic health, evaluates the current media landscape in Oregon, and discusses efforts and initiatives being developed to address the changed environment and challenges faced by local media.

As part of the assessment, the Agora Journalism Center developed a database: Oregon News Outlets. For the final database, news outlets were defined as Oregon-based outlets that publish news content at least monthly and that produce original local journalism covering local issues of

¹⁷ <https://www.seattle.gov/iandraffairs/EMP>

¹⁸ Lawrence, R.G., Tabor, C., Nicolosi, M., and DeVigal, A. (October 2022). Assessing Oregon’s Local News & Information Ecosystem Connecting news, information, and civic health. Agora Journalism Center.

civic relevance.¹⁹ The database includes television, radio, online and print media. Similar to the City of Seattle’s experience, a representative of the Center reports that defining local media and developing the database was challenging and labor-intensive, using online resources and occurring between July 2021 to August 2022. Some of the difficulties in vetting the outlets included relying upon self-reported data and on-line availability of information, the definition and application of civically relevant news, and identifying original local content in an environment of proliferating online “news” sites that are merely, but subliminally advocating, a specific interest or point of view. The report authors note that, given these difficulties, as well as the inherent limitations of developing such a listing, there is a way for the public to provide input and feedback on the outlets included in the database. However, the intent is for the database to provide a starting point for further analysis and to track change over time.

The report makes two very distinct observations relevant to this policy analysis report. First, there are any number of pathways to disseminate news and information and engage communities that are not necessarily through traditional media networks. Second, the report discusses efforts and initiatives to strengthen local media in the future. While sustainable funding is critical, the report states that the focus should not be increasing advertising revenues. Rather, the focus should be re-defining local news as essentially a public good, with the understanding that financial support will need to come from government, philanthropy or other sponsorship.

City of Chicago

In October 2022, then-Mayor Lori Lightfoot of the City of Chicago signed an executive order directing City departments to strive to direct at least 50 percent of annual advertising expenditures (excluding legally required noticing) to community media outlets. This initiative was initiated and led by the Chicago Independent Media Alliance (CIMA), an advocacy group established in 2019 of approximately 62 members representing approximately 80 community media outlets in the Chicago area. CIMA filed a Freedom of Information Act request to obtain data and information on City advertising spending in order to have baseline information on the City’s advertising expenditures. According to a founding member of CIMA, data collection and analysis took approximately one and a half years, but they ultimately found over a five-year period that \$660,000 out of a total of \$3.5 million, or 18.8 percent, in media spending was allocated to community or ethnic media. CIMA’s intent was to model a program in their city after New York City’s Ethnic and Community Media Program.

In the Chicago Executive Order, community media outlets were defined as any print, digital, or broadcast (including television, radio or digital) media that targets: a) a neighborhood/geographic area, b) populations whose primary language is not English, or c)

¹⁹ Ibid. p. 69.

populations based on cultural characteristics or subject matter as identified by the Mayor.²⁰ To direct the spending to community media outlets, the Executive Order referenced an approved media list to be maintained by the Office of the Mayor. However, it does not appear that list was ever established and circulated by the Office of the Mayor or otherwise made available on the City's website. CIMA does maintain the Chicago Independent Media Directory that, as of August 2023, had 49 media outlets, all but one of which is a CIMA member.

The founding member of CIMA noted that CIMA has a low bar for membership: the outlet must have original content, be of local interest (not advocacy or opinion-dominated content) and must have ownership transparency. Smaller media outlets typically do not have the resources to join larger state associations and need support. Additionally, Public Narrative, a Chicago-based media advocacy group provides a subscription-based Chicago Media Guide that lists Chicago media outlets, journalists, writers and other media-related contacts.

While the Executive Order establishes this directive for Fiscal Year 2023 and every year thereafter, with the inauguration of a new Mayor in 2023, the future of this initiative is uncertain. The Executive Order does include a provision for departments to submit a year-end report of advertising spending that is to be made available to the public through the Chicago Data Portal. However, it is unclear who in the City will fulfill this obligation. Thus, while this effort has defined media outlets more broadly, paths to actual implementation were not developed and support from within the City appears to have languished.

State of California

In 2020, the State of California passed a three-year law requiring the California Department of General Services (DGS) to provide an annual report of marketing and outreach advertising expenditures through July 1, 2023. This data and information, posted on a dashboard with access available to the dataset, is self-reported by State departments. Codified in Public Contract Code Sections 11800 – 11804, the data is to be “disaggregated to show placement of marketing and outreach advertising materials targeting communications with specific ethnic communities including but not limited to Latino, African American, Asian-Pacific Islander, Indigenous, Middle Eastern and LGBTQIA communities.” The FY 2022-23 report shows total spending of \$60.6 million statewide, of which \$46.0 million was targeted to the general public and \$14.6 million or 24.1 percent was targeted toward one of the identified communities. The dashboard does not provide details as to how these funds were allocated among the media platforms. The largest component of these expenditures was \$38 million paid to an advertising agency for two public health media campaigns. Exhibit 14 below presents the state's spending detail by media platform:

²⁰ Executive Order No. 2022-4, City of Chicago Office of the Mayor, October 26, 2022.

**Exhibit 14: State of California Marketing and Outreach Advertising Expenditures for FY
2022-23 by Media Platform**

Media Platform	Amount (in millions)
Internet	\$31.7
Radio	9.9
Television	9.1
In-Person Meetings	4.1
Newspaper	1.7
Digital	1.3
Print	1.1
Social Media	1.0
Non-Specified Media Type	0.5
Sponsorship	0.03
Total Expenditures	\$60.6
Amount to Community and Ethnic Media	\$14.6 (24.1%)

Source: July 2023 – Marketing and Outreach Advertising Materials Reporting Dashboard, California Department of General Services.

As can be seen in the exhibit, broadcast media (radio and television) represent \$19.0 million or 31.4 percent of total expenditures. Newspaper and digital media platforms represent \$3.0 million or 5.0 percent of total expenditures. According to a DGS representative, the media platform categories were determined by the data in the State’s procurement system and then further refined in subsequent years. Because the reporting requirement has lapsed, DGS does not expect to continue to compile the report.

Summation: Other Community and Ethnic Media Programs

Despite the common objective of supporting local media outlets, all of the programs reviewed had unique components and very different manifestations. Yet, the review consistently highlighted the factors that make this type of program inherently difficult to implement due to the nature of local journalism. These factors include:

- Defining and vetting media outlets;
- Defining advertising expenditures and establishing thresholds;
- Navigating procurement processes; and
- Tracking and monitoring advertising expenditures and program performance.

None of the programs reviewed had objective, verifiable program outcomes. Procurement and other administrative processes were opaque. That is not to say that these programs are not successful. Rather, given the administrative challenges local governments should not lose focus on the cost-benefit analysis. It may be that program success should be viewed relatively rather than absolutely.

Policy Considerations

The purpose of this policy analysis was to develop recommendations to establish a program that would ensure a portion of advertising and outreach expenditures are directed to locally owned community and ethnic media.

Threshold Requirements

A detailed review of expenditures classified as advertising in the City's financial system indicates that, excluding official legally required advertising, approximately 66 percent of direct print and digital advertising is being allocated to community and ethnic media. Using department-reported data and information, approximately 73 percent of the City and County of San Francisco's discretionary print and digital media advertising expenditures, excluding official advertising and search and social media platforms, was allocated to community and ethnic media in FY 2022-23 (the share is 41 percent when including search and social media expenditures). Indeed, given that the City has a process in place to steer funding to community and neighborhood media and some departments make use of such media outlets separate from the Outreach Fund, a portion of City funds are already directed toward some of these media outlets. However, these are a limited set of media outlets that are sufficiently resourced to meet the City's procurement requirements, as can be seen in the vendor detail of the advertising expenditure records.

While, overall, City departments are already exceeding a 50 percent allocation of print and digital advertising to community and ethnic media, applying a 50 percent mandate, inclusive of search and social media, would increase the amount allocated to community and ethnic media by \$124,000 using department-reported totals for FY 2022-23. However, it is important to note that legally required noticing that has been excluded from the threshold includes advertising expenditures allocated to community and ethnic media, most significantly for the Clerk of the Board's Outreach Fund as well as all community and ethnic media expenditures for the Department of Elections and the Municipal Transportation Agency, pursuant to Federal regulation. Thus, if credit is applied for those expenditures, the \$124,000 would be substantially decreased. Further, as at least one department pointed out, advertising on search and social media can have greater reach within the intended outreach communities than some of the more traditional ethnic and neighborhood print media. Thus, program objectives cannot favor support of local media over effective outreach to these communities. As noted by the Rebuild Local News

and the Center for Community Media framework, any program designed to increase the use of community and ethnic media outlets should not adversely impact government agency marketing efforts.

Further, it is not obvious that the establishment of a threshold of any sort will necessarily be the catalyst to shift funding. If a mandate were established for City departments to spend a certain amount on community and ethnic media outlets, it could result in greater advertising in those media outlets that already receive the bulk of the City's discretionary print and digital media expenditures. Rather, the focus should be on increasing overall funding for community and ethnic media advertising and that funding should be targeted to an expanded tier of community and ethnic media outlets, expanding the number of outlets and communities served.

Process and Resource Requirements

To increase overall funding flowing to community and ethnic media outlets and to address the challenges identified in other jurisdictions, several programmatic aspects need to be developed and resourced. While these must work within the City's existing procurement framework, the intent is to increase awareness and make procurement easier.

Liaison Role: A necessary component of any program would be a liaison to serve as the link between these communities, their representative media outlets, and City departments. A liaison in San Francisco could follow the model developed in the City of Seattle, described above, and perform the following functions:

- Identify local community and ethnic media outlets and assist them in registering as City vendors;
- Assist the Office of Contract Administration in developing criteria for adding media outlets to a community and ethnic media directory;
- Assist City departments in outreach to these communities using community and ethnic media;
- Develop overall program awareness throughout the City and its communities.

This liaison role could be placed in a number of City departments, but two that we believe are particularly appropriate are the Office of Workforce Development or the Office of Civic Engagement and Immigrant Affairs in the City Administrator's Office. Similar to the City of Seattle, placement with a department that serves immigrants enables unique outreach to these communities in culturally and language appropriate ways. However, community and ethnic media serve more than immigrants. The Office of Economic and Workforce Development, with its economic development mission would be appropriate for assisting smaller community and ethnic media outlets and it would provide a vested interest within the City, but outside the Office of the City Administrator. The Board of Supervisors will need to establish the primary priority of

the program, whether it is community outreach or support of the local media sector, to better place this position in either department.

To assess resource needs through position classification, the City's 9774 Senior Community Development Specialist aligns with the programmatic objectives. This classification independently performs a variety of duties that include program planning, development, implementation, and evaluation, but is not intended to be a management level position. For FY 2023-24, the budgeted salaries and benefits cost of this position is \$179,027 at the highest step. This represents our estimate of resource requirements and does not necessarily imply that the capacity for funding doesn't already exist within the City's budgeted positions.

Community and Ethnic Media Outlets Directory: There would be no program without the development of a community and ethnic media outlet directory. The directory provides easy access to data and information necessary to departments when conducting outreach. The Office of Contract Administration has a developed process and should take the lead on developing a directory with lower barriers to entry than currently exist, but still establishes the legitimacy of outlets.

Procurement changes: Cited most frequently by departments as an obstacle to purchasing advertising in community and ethnic media, the program will need to work within City regulations. However, the process can be made more accessible.

- Increased use of Proposition Q purchasing authority would require more media outlets to become registered City vendors. Registration requires businesses to file a business tax registration as well as make a 12B Equal Benefits Declaration. While the liaison would take the lead in getting media outlets registered, the Controller's Office could identify a point person in their office to help field questions and facilitate the process.
- Larger City departments have the resources for conducting competitive solicitations for advertising services, but many smaller departments do not. While the Office of Contract Administration does not typically let Citywide contracts for professional services, they should consider conducting a competitive solicitation for advertising services for use by City departments that links these services to provision of advertising by local community and ethnic media outlets in the directory.

Reporting: Our department survey conducted for this analysis highlighted the difficulties with departments' self-reporting of advertising expenditures. Not only is providing this level of detail labor intensive for departments that use third party vendors for advertising, the process is prone to inaccuracies, inconsistencies, and, if a mandate were involved, manipulations.

In reporting on community and ethnic media expenditures, the City needs to weigh costs versus benefits. While advertising directly with these outlets can be readily captured in the financial

system, costs passed through third-party vendors cannot be. However, the Office of Contract Administration can add report back requirements in contracts that include advertisement placement services, including in search and social media. Annual reports could then be compiled using contract reporting and the financial system for advertising expenditures. The Office of Contract Administration should work with the Controller to ensure appropriate vendor classification in the City's financial system. The Contract Monitoring Division within the Office of the City Administrator would be an appropriate placement for this oversight role.

Administrative Code, Chapter 2, Article IX: Official Newspaper(s)

While there is nothing that precludes the program development steps detailed above, they would overlay the existing Administrative Code requirements for outreach advertising. However, as noted, the existing process is labor-intensive and questionably meets the intended objectives of outreach advertising. Not only is the budget limited such that postings are generally monthly rather than weekly as required by the Code, the 4" by 6" advertisement prescribed by the Code seems an inflexible and possibly ineffective way to conduct outreach. Further, given the changed media landscape, it appears that much of the Administrative Code, Chapter 2, Article IX: Official Newspaper(s) is obsolete. Because this section of the Code was amended by the voters through Proposition J in 1994, changes to the current Outreach Fund program requires voter approval to change it. While not an insurmountable hurdle, it will affect the timing and administrative tasks associated with any changes to the current program.

Policy Options

The Board of Supervisors should consider the following actions:

1. By resolution, declare support for local community and ethnic media.
2. Depending on the policy priorities of the Board, request that either the Office of Economic and Workforce Development or the Office of Civic Engagement and Immigrant Affairs evaluate and develop the role and responsibilities of a community and ethnic media liaison.
3. Consider and collaborate with the office selected to house the community and ethnic media liaison to determine how the program will be structured and measured to determine its effectiveness in increasing the number and use of community and ethnic media vendors by City departments, how advertising will be defined for the program, and to establish remedies if such usage decreases from an established baseline of total advertising expenditures.
4. Request the City Administrator work with its respective offices to: a) develop a community and ethnic media directory, b) evaluate the feasibility of a Citywide

contract for advertising services, and c) develop an annual reporting process for local community and ethnic media expenditures.

5. Ask the City Attorney to develop language for a ballot initiative to revise Administrative Code, Chapter 2, Article IX: *Official Newspaper(s)* to rescind obsolete and ineffective requirements.

**Report to Supervisor Dorsey
December 19, 2023**

Appendix I: Inventory of Community and Ethnic Media Outlets					
Media Outlet	Target Audience	Ownership	Location	Medium	Periodical
48 Hills			San Francisco	Digital	On-Demand
Amritsar Times Inc	Indian	Quomantry Amritsar Times	Fremont		Weekly
ANSA					
Asian Journal	Asian				
Asian Weekly	Asian				
Baraban.com	Russian				
Bay Area Reporter	LGBTQ+		San Francisco		Weekly
Bay City News Wire	General				
Beyond Chron					
Broke-Ass Stuart			San Francisco		
Catchlight					
Catholic San Francisco	Other				
Central City Extra	Neighborhood				
China Press	Chinese	The China Press Berhad	Malaysia	Digital	On-Demand
Chinese News	Chinese				
Chinese Times	Chinese				
City Vision	African American				
El Bohemio News	Latino				
El Latino	Latino				
El Mensajero	Latino				
El Reportero	Latino		San Francisco	Print	Weekly
El Tecolote	Latino	Accion Latina	San Francisco	Print	Bi-weekly
Enelar International	Latino				
Fillmore Gazette	Neighborhood				
Glen Park News	Neighborhood				
Golden Gate Xpress	University				
Hokubei Mainichi	Asian				
Hoodline					
Hyundai News USA	Korean				Weekly
India West	Indian				
Indivisible SF					
International Daily	Asian				
J Weekly	Jewish	SF Jewish Community Publications Inc.	San Francisco	Print	Bi-weekly
Jewish Bulletin of Northern Ca.	Jewish				
Kstati	Russian	Leader Media Group	San Francisco	Print	Weekly
La Opinion de la Bahia	Latino	Impremedia Operating Co LLC		Digital	
localnewsmatters.org					
Marina Times	Neighborhood				
Miraloma Life	Neighborhood				
Mission Local	Neighborhood				
New Bernal Journal	Neighborhood				
New Fillmore	Neighborhood				
New Life	Russian				
New Mission News	Latino				
News from Native California	Native American		Berkeley	Print	Quarterly
Nichi Bei Weekly (Times)	Japanese	Nichi Bei Foundation	San Francisco	Print	Weekly
Nob Hill Gazette	Neighborhood				
Noe Valley Voice	Neighborhood				
North Beach Journal	Neighborhood				
Pakistan Link	Pakistani		Anaheim	Print	Weekly
Pakistan Times	Pakistani				

**Report to Supervisor Dorsey
December 19, 2023**

Media Outlet	Target Audience	Ownership	Location	Medium	Periodical
Philippine News	Filipino				Weekly
Positively Filipino	Filipino				
Potrero View	Neighborhood				
Richmond Review	Neighborhood				
Russart, Inc.	Russian				
Russian News	Russian				
San Francisco Bay Guardian	General				
San Francisco Chronicle	General		San Francisco	Print	Daily
San Francisco Examiner	General		San Francisco	Print	Daily
San Francisco Fog Horn	University				
San Francisco News					
San Francisco Public Press	Multi-ethnic	San Francisco Public Press (501(c)3)	San Francisco	Digital	Bi-Monthly
San Francisco Standard					
San Francisco Weekly	General				
San Francisco Times					
SF Bay Times	LGBTQ+				
SF Bay View	African American	Willie and Mary Ratcliffe, Publishers	San Francisco	Print	Monthly
SF Business Times	Industry		San Francisco		Weekly
SF Daily Journal	Industry		San Francisco		Daily
SF Downtown	Neighborhood				
SF Observer	Neighborhood				
SFKorean.com	Korean		Santa Clara	Digital	On-Demand
Sing Tao Daily	Chinese	Sing Tao Newspapers San Francisco Ltd.			
Slant					
St. Mary's Park Bell					
Street Sheet					
Sun Reporter	African American	Sun Reporter Publishing Company, Inc.	San Francisco	Print	Weekly
Sunset Beacon	Neighborhood				
Telegraph Hill Semaphor	Neighborhood				
Telegraph Hill Bulletin	Neighborhood				
The Bold Italic					
The Frisc			San Francisco		
The Independent			San Francisco		
The Ingleside Light	Neighborhood		San Francisco		
The Irish Herald	Other				
The Korea Times San Francisco	Korean	The Korea Times Los Angeles, Inc.	Los Angeles		
The Recorder	Industry		San Francisco	Digital	On-Demand
UCSF Synapse	University				
Urban Latino News	Latino				
Vzglyad	Russian				
West East	Russian				
West of Twin Peaks Observer	Neighborhood				
West Portal Monthly	Neighborhood				
Westside Observer	Neighborhood		San Francisco		
Wind Newspaper	Chinese				
World Journal	Asian				

Appendix II: San Francisco Administrative Code

ARTICLE IX: OFFICIAL NEWSPAPER(S)

- Sec. 2.80. Findings.
- Sec. 2.80-1. Definitions.
- Sec. 2.81. Official Newspaper(s) – Designation. Sec. 2.81-1. Use of Official Newspapers.
- Sec. 2.81-2. Outreach Fund.
- Sec. 2.81-3. Outreach Periodicals – Designation. Sec. 2.81- Neighborhood Outreach

SEC. 2.80. FINDINGS.

The people of San Francisco find and declare that the City and County has a responsibility to inform its citizenry about the goings on of local government. To best accomplish this, the City and County should utilize locally published newspapers to reach the general public, including the many separate and diverse communities which make up the population of the City and County.

Under this Article, the City and County wishes to exercise its power in deeming official newspaper(s) to maximize the citizenry's access to public notices which are required to be published by law. In addition, the City and County wishes to implement an aggressive outreach plan to meet the public information needs of those communities and neighborhoods which may not be adequately served by the official newspaper(s).

(Added by Proposition J, 11/8/94)

SEC. 2.80-1. DEFINITIONS.

As used in this Article, the following words and phrases shall have the meanings indicated herein:

(a) "Official Newspaper." Pursuant to the provisions of Section 10.100(f) of the Charter, the official newspaper or newspapers of the City and County is hereby defined as a newspaper of general circulation published for the dissemination of local or telegraphic news and intelligence of general character, which has a bona fide circulation of at least 50,000 copies per calendar week and which is printed in the City and County on three or more days in a calendar week.

(b) "Outreach Communities" shall reflect the diversity in race and sexual orientation of the population of the City and County. They shall include: (1) the Lesbian/Gay/Bisexual community, (2) the African American community, (3) the Hispanic community, and (4) the Chinese community. The Board of Supervisors may determine different outreach communities from time to time.

(c) "Outreach Periodical" shall mean a periodical which circulates primarily in one of the outreach communities and which is printed in the City and County on one or more days in a calendar week.

(d) "Outreach Advertisement" shall be an advertisement placed in the selected outreach periodicals one time per week. This advertisement shall be no larger than four inches wide by six inches high and shall be prepared

Budget and Legislative Analyst

by the Clerk of the Board of Supervisors at the direction of the Board. The Clerk shall select and include in each week's advertisement those major items pertaining to governmental operations for that week.

(e) "Joint Venture" shall mean any association or business relationship of two or more businesses which act as a single entity or contractor in submitting a bid proposal or in providing such services to the City and County.

(Added by Ord. 250-78, App. 6/1/78; amended by Proposition J, 11/8/94)

SEC. 2.81. OFFICIAL NEWSPAPER(S) – DESIGNATION.

In each year, the Board of Supervisors shall designate the official newspaper or newspapers of the City and County as herein below set forth.

(a) On or before the first day of December in 1994 and each ensuing June thereafter, the Purchaser shall prepare a notice inviting sealed proposals for: (1) the publication of all official advertising of the City and County which is required by law to be published on two or more consecutive days, and all official advertising of the City and County which is required to be published in accordance with the provisions of Sections 2.200 or 2.201 of the Charter for special meetings of the Board of Supervisors and its standing or special committees; and (2) the publication of all official advertising of the City and County, which is required by law to be published one time, other than the provisions of Sections 2.200 or 2.201 of the Charter as they relate to special meetings of the Board of Supervisors and its standing or special committees; and all official advertising of the City and County which is required by law to be published more than one time, but not more than three times a week for a specified number of weeks. Said notices shall be published once in the appropriate official newspaper of the City and County. At least five days shall intervene between the date of publication and the time for filing such sealed proposals. Each proposal shall be required to include among other things:

(1) Bidder's most recent circulation audit report covering a period of established and verified circulation for at least six months;

(2) A Distribution Declaration from bidder declaring that any individual or business entity within the City and County who requests delivery of the same general newspaper shall receive delivery of the same general newspaper, and in the same timely fashion as every other person;

(3) Each bidder who submits a bid as a joint venture or which is to be performed by a joint venture, must include a copy of a fully executed joint venture agreement. Each joint venture partner individually must meet all of the requirements set forth in the Charter and Administrative Code;

(4) Each bidder must establish that it has met all minimum requirements listed in Paragraphs 2.81(1), 2.81(2), and 2.81(3), above, for at least four full weeks prior to bid opening.

(b) The Purchaser shall evaluate each proposal taking into consideration the cost of advertising in each newspaper, the circulation of each newspaper, and the cost of each newspaper to the general public according to the following point system:

(1) **Advertising Price.** The newspaper which bids the lowest price for advertising shall receive 15 points. Every other newspaper shall receive a proportionate number of points ("Proportional Advertising Price Points"), according to the following formula:

Proportional Advertising Price

$$\text{Points} = 15 \times \frac{\text{Lowest Price Bid}}{\text{Highest Price Bid}}$$

As used in this formula, "Lowest Price Bid" shall be the dollar amount bid by the newspaper submitting the lowest price bid for advertising. "Higher Price Bid" shall mean the dollar amount bid for advertising by the particular other newspaper as to which the point calculation is made.

(2) **Circulation.** The newspaper with the largest circulation shall receive 10 points. Every other newspaper shall receive a proportionate number of points ("Proportional Circulation Points"), according to the following formula:

Proportional Circulation

$$\text{Points} = 10 \times \frac{\text{Lowest Circulation}}{\text{Highest Circulation}}$$

As used in this formula, "Lower Circulation" shall mean the circulation of the particular other newspaper as to which the point calculation is made (calculated according to Subsection (b)(3)). "Highest Circulation" shall mean the circulation of the bidding newspaper with the highest circulation (calculated according to Subsection (b)(3)).

(3) **Circulation Calculation.** For Item 1 bidders, circulation shall be calculated by adding the total number of newspaper copies delivered to homes in the City and County for all days of a one-week period. For Item 2 bidders, circulation shall be calculated by adding the total number of newspaper copies delivered to homes in the City and County for any three days of a one-week period.

(4) **Newspaper Cost.** Any newspaper with a majority of circulation that is free of charge to the general public shall receive an additional five points.

(5) **Local/Minority/Woman Ownership.** Any bidder whose newspaper is locally owned and operated shall receive an additional two points. Any bidder whose newspaper has more than 50 percent minority ownership shall receive an additional two points. Any bidder whose newspaper is woman-owned shall receive an additional two points.

(c) The Purchaser shall, not less than 10 days after the date of publication of said notices, report to the Board of Supervisors the point totals of any and all sealed proposals received by him or her, and shall make his or her recommendation(s) to the Board of Supervisors. Thereupon, the Board of Supervisors shall, by resolution, choose and designate a newspaper or newspapers as the official newspaper or newspapers of the City and County for the ensuing fiscal year, and the Purchaser shall let a contract or contracts to said newspaper(s) for said fiscal year.

(Amended by Ord. 382-78, Appl 8/18/78; Ord. 313-93, App. 10/15/93; Ord. 63-94, App. 2/10/94, Ord. 215-94, App. 6/2/94; amended by Proposition J, 11/8/94)

SEC. 2.81-1. USE OF OFFICIAL NEWSPAPERS.

If the circulation of the official newspaper(s) varies by day or the cost of advertising varies by day, the Purchaser shall direct all City departments to advertise in those editions of the newspaper(s) with the greatest circulation and lowest advertising cost.

(Added by Proposition J, 11/8/94)

SEC. 2.81-2. OUTREACH FUND.

(a) **Establishment of Fund.** Each fiscal year the Purchaser shall establish an outreach fund by withholding 10 percent of all revenue paid to each official newspaper. The Purchaser shall accrue these funds on a monthly basis.

(b) **Purpose of Fund.** This fund is created for the purpose of placing weekly outreach advertisements in selected outreach periodicals. Outreach advertisements shall be paid for solely by using monies from the outreach fund.

(c) **Balance of Monies in Fund.** Any amounts unspent or uncommitted at the end of any fiscal year shall be carried forward to the next fiscal year and shall be appropriated then or thereafter for the purposes specified.

(Added by Proposition J, 11/8/94)

SEC. 2.81-3. OUTREACH PERIODICALS – DESIGNATION.

In each year, the Board of Supervisors shall designate the outreach periodical for each outreach community as herein below set forth.

On or before the first day of December in 1994 and each ensuing June thereafter, the Purchaser shall prepare a notice inviting sealed proposals for the purpose of selecting one outreach periodical from each outreach community. The Purchaser shall evaluate each proposal according to the following point system:

(a) **Advertising Price.** For each outreach community, the periodical which bids the lowest price shall receive 15 points. Every other periodical for that outreach community shall receive a proportional amount of points according to the relation of its price to the price of the lowest bidder.

(b) **Circulation.** For each outreach community, the periodical with the largest circulation shall receive 10 points. Every other periodical for that outreach community shall receive a proportionate amount of points according to the relation of its circulation to the largest circulation. Circulation shall be calculated by taking the total number of copies distributed in the City and County on any one day during a one-week period.

(c) **Periodical Cost.** Any periodical with a majority of circulation that is free of charge to the general public shall receive an additional five points.

(d) **Local/Minority Ownership.** Any bidder whose periodical is locally owned and operated shall receive an additional two points. Any bidder whose periodical has more than 50 percent minority ownership shall receive an additional two points. Any bidder whose periodical is women-owned shall receive an additional two points.

(e) **Foreign Language Publications.** Periodicals with a majority of its editorial content published in the native language of that outreach community shall receive an additional five points.

The Purchaser shall, not less than 10 days after the date of publication of said notices, report to the Board of Supervisors the point totals of any and all sealed proposals received by him or her, and shall make his or her recommendations to the Board of Supervisors. Thereupon, the Board of Supervisors shall, by resolution, choose and designate periodicals as the outreach periodicals of the City and County for the ensuing fiscal year, and the Purchaser shall let contracts to said periodicals for said fiscal year.

(Added by Proposition J, 11/8/94)

SEC. 2.81-4. NEIGHBORHOOD OUTREACH.

If the Board of Supervisors finds that certain neighborhoods are not being adequately served by the official newspaper(s) and the outreach periodicals, the Board may authorize additional advertising in monthly neighborhood publications which target certain neighborhoods in San Francisco.

(Added by Proposition J, 11/8/94)

Appendix III: Historical Advertising Expenditures by Department

City and County of San Francisco								
Historical Advertising Expenditures by Department								
Account 535810 - Advertising								
Department	FY22-23	FY21-22	FY20-21	FY19-20	FY18-19	5-year Total	5-year Avg	As a %
Elections	\$ 525,048	\$ 559,174	\$ 355,874	\$ 232,561	\$ 119,371	\$ 1,792,027	\$ 358,405	23%
Public Health	65,564	44,280	567,359	712,556	64,382	1,454,141	290,828	19%
Human Resources	118,499	402,148	106,375	144,648	260,498	1,032,168	206,434	13%
Public Utilities Commission	91,278	163,821	113,883	110,402	122,366	601,749	120,350	8%
Planning	58,282	66,766	66,440	90,881	90,589	372,958	74,592	5%
Board of Supervisors	60,390	94,118	56,611	71,924	80,350	363,392	72,678	5%
Municipal Transportation Agency	55,979	56,499	22,360	65,642	147,461	347,939	69,588	4%
Public Works	23,557	110,169	46,908	45,692	79,222	305,549	61,110	4%
Treasurer-Tax Collector	54,684	75,358	47,999	43,425	28,801	250,266	50,053	3%
Human Services	32,419	36,866	63,784	42,055	38,687	213,812	42,762	3%
Public Library	38,432	24,323	15,993	34,830	77,201	190,780	38,156	2%
Port	12,357	15,177	15,416	49,059	82,169	174,178	34,836	2%
Airport	8,879	6,014	2,795	18,044	98,760	134,493	26,899	2%
Police	70,568	9,950	-	33,050	20,632	134,200	26,840	2%
Sheriff	83,383	-	-	-	-	83,383	16,677	1%
City Administrator	100	17,309	16,265	16,119	3,454	53,247	10,649	1%
District Attorney	-	-	967	4,376	46,018	51,361	10,272	1%
Mayor	2,093	13,277	12,618	8,615	8,929	45,532	9,106	1%
Economic & Workforce Dev.	8,700	498	10,095	17,344	8,865	45,501	9,100	1%
Building Inspection	723	1,124	135	8,693	28,926	39,600	7,920	1%
Community Investment & Infra.	3,314	5,657	9,901	6,943	3,176	28,992	5,798	0%
Controller	4,116	-	-	5,174	11,666	20,955	4,191	0%
Child Support Services	9,995	9,969	-	-	275	20,239	4,048	0%
Recreation and Parks	103	1,202	-	2,758	9,382	13,445	2,689	0%
Assessor-Recorder	-	-	6,017	-	4,788	10,804	2,161	0%
Fire	1,929	1,339	1,309	1,740	3,694	10,011	2,002	0%
Technology	4,900	-	-	3,355	(1,317)	6,938	1,388	0%
Environment	-	2,673	2,150	-	1,579	6,402	1,280	0%
Retirement	-	-	-	296	3,337	3,633	727	0%
Emergency Management	-	88	-	1,772	265	2,125	425	0%
Children, Youth and Families	-	-	-	1,253	405	1,658	332	0%
Health Services System	205	-	1,197	-	-	1,402	280	0%
Rent Arbitration Board	-	-	-	-	588	588	118	0%
Adult Probation	249	-	-	-	-	249	50	0%
Children and Families Comm.	-	-	-	-	216	216	43	0%
Early Childhood	-	-	-	-	-	-	-	0%
Arts Commission	-	-	-	-	-	-	-	0%
Grand Total	\$ 1,335,746	\$ 1,717,799	\$ 1,542,449	\$ 1,773,205	\$ 1,444,733	\$ 7,813,931	\$ 1,562,786	100%

Appendix IV: Department Survey

City and County of San Francisco							
Local and Community Media City Department Survey			Department/Agency:				
Budget and Legislative Analyst							
<i>Note: see definitions of terms on second tab</i>							
1 What was the department's advertising expenditures for print and digital outlets (both direct or through third party contractors or consultants) in each of the following areas in FY22-23? (note: please exclude any spending on your department's behalf by organizations outside the City such as a non-profit organization).							
				Print Media	Digital Media		
a Major media outlets (excluding search and social media platforms)				\$	\$		
b Community or ethnic media outlets				\$	\$		
c Search and social media platforms					\$		
				Vendor	Account #		
2 If you reported expenditures for search and social media platforms in #1c, above, please provide the following:							
				Print Media	Digital Media		
3 Of the amounts reported in #1, above, how much was expended on official advertising for legally required noticing?							
				\$	\$		
4 Which of the following methods does your department use for placing advertising? (check <input checked="" type="checkbox"/> all that apply)							
a Procure space directly in media outlets to place our advertising materials							
b Procure space in media outlet through Clerk of the Board office using City's Outreach Fund							
c Procure space in media outlet through third parties, such as contractors or consultants							
If yes, please provide vendor name(s):							
				(vendor name)			
5 Please check <input checked="" type="checkbox"/> the level of importance for your department of the following community outreach methods:							
				Do Not Use	Not Very Important	Fairly Important	Very Important
a Advertising							
b Developing and distributing department publications							
c Developing and distributing department video programs							
d Community meetings and events							
e Through community-based partners							
f Other (please specify):							
6 What are the primary uses for advertising for your department?							
7 What are the primary obstacles in placing advertising for your department?							
8 Other comments - please add any additional feedback that you would like to provide here:							