

FILE NO. 250244

Petitions and Communications received from March 6, 2025, through March 13, 2025, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on March 18, 2025.

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

From San Francisco Municipal Transportation Agency (SFMTA), submitting the Interdepartmental Staff Committee on Traffic and Transportation for Temporary Street Closures (ISCOTT) March 13, 2025, meeting agenda. Copy: Each Supervisor. (1)

From the Office of the Controller (CON), City Services Auditor, City Performance Division, submitting an Assessment of the San Francisco Shelter System. Copy: Each Supervisor. (2)

From the San Francisco Police Department (SFPD), submitting a response to a Letter of Inquiry issued by Supervisor Jackie Fielder and Supervisor Shamann Walton at the February 11, 2025, Board of Supervisors meeting. Copy: Each Supervisor. (3)

From the Office of Economic & Workforce Development (OEWD), pursuant to Administrative Code, Chapter 30.4(c), submitting a Project Year (PY) 2025-2028 Local Plan developed by OEWD and the Workforce Investment San Francisco Board (WISF). Copy: Each Supervisor. (4)

From the Homelessness Oversight Commission (HOC), submitting an HOC End of Year Review letter. Copy: Each Supervisor. (5)

From the Building Inspection Commission (BIC), submitting a budget request letter regarding funding for code enforcement outreach efforts in apartments and single room occupancy (SRO) buildings. Copy: Each Supervisor. (6)

From the Sheriff's Department Oversight Board (SDOB), submitting amended Rules of Order. Copy: Each Supervisor. (7)

From the Office of the Controller's (CON), City Services Auditor, Audits Division, pursuant to Charter, Section 3.105 and Appendix F, submitting a Public Integrity Assessment. Copy: Each Supervisor. (8)

From the Office of the Controller (CON), submitting a Bond Sale Results Announcement regarding the Music Concourse Garage Project. Copy: Each Supervisor. (9)

From the Juvenile Probation Department (JUV), pursuant to Administrative Code, Section 12B.5-1(d)(1), submitting an approved Chapter 12B Waiver Request Form. Copy: Each Supervisor. (10)

From the San Francisco Arts Commission (ART), submitting the March 17, 2025, Civic Design Review Committee meeting agenda. Copy: Each Supervisor. (11)

From the Department on the Status of Women (WOM), submitting a Monthly Update on the Status of Abortion Rights for the month of March 2025. Copy: Each Supervisor. (12)

From the Department of Public Health (DPH), pursuant to Administrative Code, Section 10.170-1(H), submitting 3 grant budget revisions. Copy: Each Supervisor. (13)

From the California Fish and Game Commission, submitting a notice of proposed emergency regulations regarding the commercial coonstripe shrimp fishery. Copy: Each Supervisor. (14)

From Shane, regarding San Francisco Unified School District (SFUSD) funding for school LGBTQ programs. Copy: Each Supervisor. (15)

From Kevin Reed, regarding the cannabis industry. 3 Letters. Copy: Each Supervisor. (16)

From Lily Lo, regarding Building Code enforcement. Copy: Each Supervisor. (17)

From Denise Louie, regarding the Cal Fire Wildfire Hazard Severity Zone map. Copy: Each Supervisor. (18)

From Dick Allen, regarding tree planting. Copy: Each Supervisor. (19)

From Project Amber, regarding reunification of missing children and their families. Copy: Each Supervisor. (20)

From the Building Industry Association of the Bay Area, regarding fees related to development approvals or the issuance of building permits. Copy: Each Supervisor. (21)

From Service Employees International Union (SEIU) Local 21, submitting a request for an audit of the California Academy of Sciences by the Office of the Controller (CON). Copy: Each Supervisor. (22)

From members of the public, regarding the Resolution urging the Municipal Transportation Agency (SFMTA) to develop and implement a plan for No Turn On Red (NTOR) at every signalized intersection in San Francisco and approve a citywide NTOR policy. File No. 231016; Resolution No. 481-23. 8 Letters. Copy: Each Supervisor. (23)

From a member of the public, regarding the proposed Ordinance amending the Planning Code to limit restrictions on window replacement projects in certain buildings. File No. 241021. Copy: Each Supervisor. (24)

From members of the public, regarding the proposed Motion amending the Board of Supervisors' Rules of Order by revising Rule 1.3.3 (In-Person and Remote Public Comment) to provide for remote public comment opportunities for members of the public at committee meetings of the Board. File No. 241048. 2 Letters. Copy: Each Supervisor. (25)

From members of the public, regarding the Resolution affirming San Francisco's commitment to developing fiscal solutions to ensure that public transportation remains a safe, accessible, affordable, and convenient option. File No. 250146, Resolution No. 91-25. 348 Letters. Copy: Each Supervisor. (26)

From members of the public, regarding the proposed Motion approving/rejecting the Mayor's nomination for the appointment of Mattie Scott to the Police Commission, for a term ending April 30, 2026. File No. 250203. 3 Letters. Copy: Each Supervisor. (27)

From Joshua Eveleth, regarding the San Francisco Municipal Transportation Agency (SFMTA) Biking and Rolling Plan. Copy: Each Supervisor. (28)

From Daniel Jeremiah Hoffman, regarding various topics. 6 Letters. Copy: Each Supervisor. (29)

From Michael Goldie, regarding John F. Kennedy Drive. Copy: Each Supervisor. (30)

From Julien DeFrance, regarding various topics. 4 Letters. Copy: Each Supervisor. (31)

From Ramona Mayon, regarding a ruling by United States District Judge Dena Coggins in Alfred v. City of Vallejo (2:24-CV-03317-DC-SCR) and Recreational Vehicles (RV). Copy: Each Supervisor. (32)

From members of the public, regarding the San Francisco Municipal Transportation Agency (SFMTA) efforts to install parking meters on residential streets. 3 Letters. Copy: Each Supervisor. (33)

From Tin Kadoic, regarding the Motion affirming the determination by the Planning Department that the proposed Municipal Transportation Agency (MTA) Mid-Valencia Curbside Protected Bikeway project is statutorily exempt from environmental review. 2 Letters. File No. 241193; Motion No. M25-004. (34)

Item 1

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: ISCOTT Hearing on Thurs. 3/13/25 - Agenda - Temporary Street Closure Requests
Date: Monday, March 10, 2025 3:41:00 PM
Attachments: [ISCOTT_1588_Agenda.pdf](#)

Hello,

Please see below and attached for communication from the San Francisco Municipal Transportation Agency, submitting an agenda for the March 13, 2025, ISCOTT meeting.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: SpecialEvents <SpecialEvents@sfmta.com>
Sent: Friday, March 7, 2025 5:01 PM
Cc: SpecialEvents <SpecialEvents@sfmta.com>
Subject: ISCOTT Hearing on Thurs. 3/13/25 - Agenda - Temporary Street Closure Requests

Hello,

Attached is the agenda for the upcoming ISCOTT hearing on Thursday, March 13, 2025.

If you have any questions, please email us.

Thank you,
Dianne Yee
Transportation Planner III, Special Events – Shared Spaces
San Francisco Municipal Transportation Agency
1 South Van Ness Ave, 7th Floor
San Francisco, CA 94103



ISCOTT AGENDA

INTERDEPARTMENTAL STAFF COMMITTEE
ON TRAFFIC AND TRANSPORTATION FOR
TEMPORARY STREET CLOSURES

Meeting of March 13, 2025 - Thursday, 9:00 AM
1588th Regular Meeting

Online Participation

Please join Microsoft Teams Meeting at SFMTA.com/ISCOTTHearing

Click on the Raise your hand icon . When you are prompted to unmute, click on the microphone icon  to speak.

Phone Participation

Please dial +1 415-523-2709,,397937701# [Find a local number](#)
Phone conference ID: 397 937 701#
Dial *5 to be placed in the queue for public comment. When prompted dial *6 to unmute yourself.

Please ensure that you are in a quiet location, speak clearly, and turn off any TVs or radios around you.

Written Participation

Submit your written comments to SpecialEvents@SFMTA.com with "Public Hearing" in the subject line or by mail to SFMTA, 1 South Van Ness, 7th Floor, San Francisco, CA 94103. Written comments must be received by 12 noon on the day prior to the hearing to be considered.

 **415.646.2414:** For free interpretation services, please submit your request 48 hours in advance of meeting. / 如果需要免費口語翻譯，請於會議之前 48 小時提出要求 / Para servicios de interpretación gratuitos, por favor haga su petición 48 horas antes de la reunión./ Para sa libreng serbisyo sa interpretasyon, kailangan mag-request 48 oras bago ang miting.



MINUTES OF THE FEBRUARY 27, 2025 MEETING (ACTION ITEM)

The Committee to adopt the Minutes.

PUBLIC COMMENT

Members of the public may address ISCOTT members on matters that are within ISCOTT purview and are not on today's agenda.

TEMPORARY STREET CLOSURES (ACTION ITEMS)

These proposed actions are an Approval Action as defined by S.F. Administrative Code Chapter 31.

CONSENT CALENDAR

If there are no objections from the committee or the public, the following items will be voted on as a group.

- A. Elm Street between Van Ness Avenue and Polk Street
Saturday, May 3, 2025, 8 am to 4 pm
Tenderloin Community School Celebration

- B. Jefferson Street between Hyde Street and Westerly Terminus
Saturday, August 30, 2025, 3 pm to
Sunday, August 31, 2025, 2 pm
Alcatraz Open Water Swim

REGULAR CALENDAR

- C. Alma Street between Schrader and Cole streets
Friday, March 28, 2025, 4 pm to 6 pm
Purim Celebration

- D. Ellis Street between Webster and Hollis streets
Saturday, April 12, 2025, 7 am to 3 pm
United Conference

- E. Waverly Place between Sacramento and Washington streets
(Intersection of Waverly Place at Clay Street to remain open.)
Saturday, April 12, 2025, 6 am to 5 pm
and
Saturday, July 12, 2025, 6 am to 5 pm
and
Saturday, October 25, 2025, 6 am to 5 pm
CYC 2025 Waverly Events



- F. Carroll Ave between Mendell (westerly terminus) and 3rd streets;
Carroll Avenue between 3rd and Keith streets
Friday, April 25, 2025, 9 am to
Saturday, April 26, 2025, 9 pm
45th Annual Black Cuisine Festival

- G. Quesada Avenue between Lane and Keith streets
Saturday, April 26, 2025, 8 am to 4 pm
SF Rotary – Bike Build

- H. Arkansas St between 17th to Mariposa streets
Saturday, May 10, 2025, 7:30 am to 8 pm
Clayroom SF & Potrero Hill Arts Community Block Party

- I. Stockton Street between Union and Filbert streets; Filbert Street between
Stockton and Powell streets
Saturday, May 31, 2025, 5 am to
Sunday, June 1, 2025, 9 pm
Festa Italiana

- Stockton Street between Filbert and Northpoint streets; Northpoint Street
between Stockton and The Embarcadero
Sunday, June 1, 2025, 8 am to 11 am
104th Statuto Race

- J. Polk Street between Broadway and Pacific Avenue
Saturday, April 26, 2025, 6 am to 9 pm
and
Polk Street between California and Sacramento streets
Saturday, April 26, 2025, 2 pm to 11:59 pm
Pickin' on the Polk

- K. Harrison Street between 11th and 13th streets; 12th Street between
Harrison and Bernice streets; Norfolk Street between Harrison and Folsom
streets
Intersection closed: Norfolk and 12th streets at Harrison Street
Sunday, April 27, 2025, 8 am to 11 pm
SF Eagle Bar 12th Anniversary Party



- L. Fern Street between Polk and Larkin streets
 - Saturday, April 5, 2025, 11 am to 7 pm
and
 - Saturday, April 26, 2025, 11 am to 7 pm
and
 - Saturday, May 10, 2025, 11 am to 7 pm
and
 - Saturday, May 24, 2025, 11 am to 7 pm
and
 - Saturday, June 14, 2025, 11 am to 7 pm
and
 - Saturday, June 28, 2025, 11 am to 7 pm
and
 - Saturday, July 12, 2025, 11 am to 7 pm
and
 - Saturday, July 26, 2025, 11 am to 7 pm
and
 - Saturday, August 9, 2025, 11 am to 7 pm
and
 - Saturday, August 23, 2025, 11 am to 7 pm
and
 - Saturday, September 13, 2025, 11 am to 7 pm
and
 - Saturday, September 27, 2025, 11 am to 7 pm
and
 - Saturday, October 11, 2025, 11 am to 7 pm
and
 - Saturday, October 25, 2025, 11 am to 7 pm
and
 - Saturday, November 8, 2025, 11 am to 7 pm
and
 - Saturday, November 22, 2025, 11 am to 7 pm
and
 - Saturday, December 6, 2025, 11 am to 7 pm
and
 - Saturday, December 13, 2025, 11 am to 7 pm

Fern Alley Music Series

- M. Grant Avenue between California Street and Broadway
(All intersections to remain open)
 - Saturday, May 31, 2025, 6 am to 5 pm

Chinatown Cultural Festival



- N. Grant Avenue between Sacramento and Jackson streets; Commercial Street between Kearny Street and Grant Avenue; Waverly Place between Sacramento and Washington street
Intersections closed: Grant Avenue at Commercial Street
Friday, May 9, 2025, through
Friday, October 10, 2025
1 pm to 11:59 pm, every second Friday
Chinatown Night Market

- O. Terry A. Francois Boulevard between 16th street and Warriors Way
Sunday, April 6, 2025, 5 am to 10:45 am
and
Terry A. Francois Boulevard between Mariposa and 16th streets; Terry A. Francois Boulevard between Warriors Way and Toni Stone Xing; Mission Rock Street between 3rd Street and Terry A. Francois Boulevard (westbound travel lanes only); 3rd Street between Mission Rock and King streets (northbound travel lanes only); King Street between 2nd and 3rd streets (northbound travel lanes only); Illinois Street between Mariposa and 18th streets
Sunday, April 6, 2025, 8:30 am to 10:45 am
Golden State 5K

- P. Irving Street between 9th and 11th avenues
(Intersection of Irving Street at 10th Avenue to remain open.)
Sunday, April 13, 2025, through
Sunday, November 9, 2025
7 am to 6 pm, every second Sunday
Inner Sunset Flea Market

- Q. 37th Avenue between Ortega and Quintara streets; Pacheco Street between Sunset Boulevard and 37th Avenue
Intersection closed: 37th Avenue at Pacheco Street
Sunday, April 6, 2025, through
Sunday, April 5, 2026
6 am to 4 pm **each Sunday**
Outer Sunset Farmers Market & Mercantile

Categorically exempt from CEQA: CEQA Guidelines Section 15304 Class 4(e) minor temporary use of land having negligible or no permanent effects on the environment, including carnivals, sales of Christmas trees, etc. and/or Section 15305 Class 5(b) minor alterations in land use limitations, including street closings and equipment for special events



Forrest Chamberlain
San Francisco Municipal Transportation Agency

Date

ROADWAY SHARED SPACES CLOSURES (ACTION ITEMS)

The following item has been environmentally cleared by the Planning Department on April 19, 2021, Addendum #2 to San Francisco Better Streets Plan Project [Case No. 2021-003010ENV (addendum to Case No. 2007.1238E)]:

NONE

ROADWAY SHARED SPACES CLOSURES (INFORMATIONAL ITEMS)

The following items are presented for informational purposes and public comment. Closures are subject to review and approval by the SFMTA Board.

- R. 37th Avenue between Ortega and Pacheco streets
Saturday, April 19, 2025, through
Saturday, November 15, 2025
7:30 am to 5:30 pm, **third Saturday of each month**
Secondhand Saturdays – Shared Space

- S. Gold Street between Montgomery and Balance streets
Friday, May 16, 2025, through
Saturday, May 16, 2026
4:30 pm to midnight, **Daily**
Bix – Shared Space

- T. Harlan Place between Grant Avenue and Mark Lane
Sunday, May 25, 2025, through
Sunday, May 24, 2026
11 am to 1:30 am, **daily**
Harlan Records – Shared Space



***SUPPORTING DOCUMENTATION FOR INTERDEPARTMENTAL STAFF COMMITTEE AGENDA ITEMS ARE AVAILABLE FOR REVIEW AT THE MUNICIPAL TRANSPORTATION AGENCY'S OFFICES, ONE SOUTH VAN NESS, SAN FRANCISCO, CA 94103, DURING NORMAL BUSINESS HOURS. PLEASE CONTACT TEMPORARY STREET CLOSURES/SPECIAL EVENTS AT (415) 646-2414. ***

Sound Producing Devices

The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of cell phone, pager, or other similar sound-producing electronic devices.

Disability Access

To obtain a disability-related modification or accommodation, including auxiliary aids or services, to participate in the meeting, please contact (415) 701-4683 at least two business days before the meeting. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to perfumes and various other chemical-based scented products. Please help the City to accommodate these individuals.

Know Your Rights under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force Administrator by mail to Sunshine Ordinance Task Force, One Dr. Carlton B. Goodlett Place, Room 244, San Francisco CA 94102, by phone at (415) 554-7724, by fax at (415) 554-7854 or by email at sotf@sfgov.org. Citizens may obtain a free copy of the Sunshine Ordinance by contacting the Sunshine Ordinance Task Force Administrator or by printing Chapter 67 of the San Francisco Administrative Code on the Internet, at web site <http://www.sfgov.org/sunshine>.

Lobbyist Registration and Reporting Requirements

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code Sec. 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 30 Van Ness Avenue, Suite 3900, San Francisco, CA 94102, telephone (415) 581-2200, fax (415) 581-2217, web site www.sfgov.org/ethics.

California Environmental Quality Act (CEQA) Appeal Rights under S.F. Admin. Code Chapter 31: For identified Approval Actions, the Planning Department or the SFMTA has issued a CEQA exemption determination or negative declaration, which may be viewed online at the Planning Department's website. Following approval of the item by ISCOTT, the CEQA determination is subject to appeal within the time frame specified in S.F. Administrative Code Section 31.16 which is typically within 30 calendar days. For information on filing a CEQA appeal, contact the Clerk of the Board of Supervisors at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102, or call (415) 554-5184. Under CEQA, in a later court challenge, a litigant may be limited to raising only those issues previously raised at a hearing on the project or submitted in writing to the City prior to or at such hearing, or as part of the appeal hearing process on the CEQA decision.

Item 2

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Issued: Assessment of the San Francisco Shelter System
Date: Monday, March 10, 2025 4:14:00 PM
Attachments: [CON_Shelter_Assessment_Report.pdf](#)

Hello,

Please see below and attached for an Assessment of the San Francisco Shelter System, submitted by the Office of the Controller.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

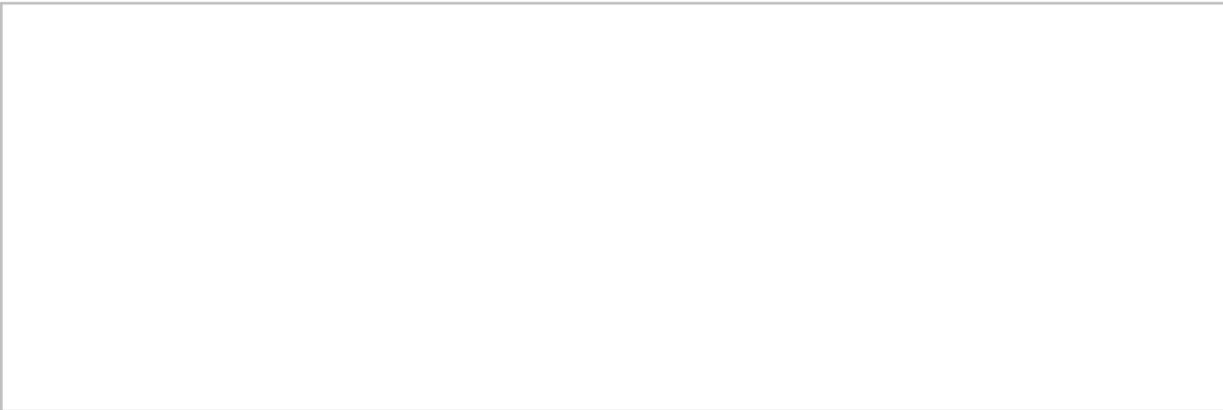
From: Reports, Controller (CON) <controller.reports@sfgov.org>
Sent: Monday, March 10, 2025 1:26 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; BOS-Legislative Aides <bos-legislative_aides@sfgov.org>
Subject: Issued: Assessment of the San Francisco Shelter System

Honorable Board of Supervisors,

The City Performance Unit of the Controller's Office is providing the Assessment of the San Francisco Shelter System as general information.

Please refer to the distribution email below.

Office of the Controller
City & County of San Francisco



The Office of the Controller, City Services Auditor, City Performance Division presents its Shelter Assessment report, a holistic look at the performance of the emergency shelter and crisis intervention programs overseen by the Department of Homelessness and Supportive Housing (HSH). City Performance scoped this assessment in partnership with HSH to provide an unbiased perspective on the effectiveness of emergency shelter, which is just one component of San Francisco’s homelessness response system.

[Download the full report](#)

This report is not an audit and does not evaluate individual service providers. City Performance used a mixed methods approach, including interviews with shelter providers, focus groups with shelter clients, comparisons to roughly a dozen peer jurisdictions, data analysis, budget analysis, and equity analysis.

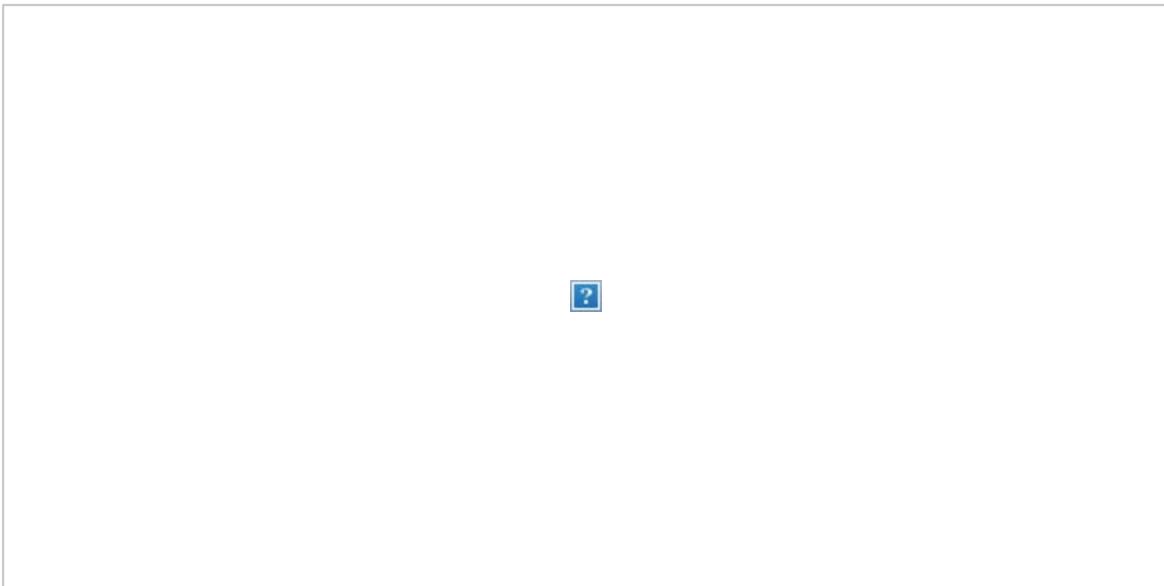
This assessment found:

- The number of shelter beds/units available and the number of clients served has increased consistently since 2021 as HSH re-inflated shelter capacities post-pandemic and opened new shelter and crisis intervention sites.
- Shelter clients generally viewed safety and living conditions as adequate. Overdoses and overdose reversals occur frequently, but the shelter system takes numerous precautions to prevent fatal overdoses. Shelter client deaths have consistently decreased in recent years.
- Shelter is intended to be a short-term, emergency resource to support people who are experiencing homelessness while they seek permanent housing solutions. Unfortunately, over half of clients don’t have a record of where they went upon leaving shelter, which limits the conclusions City Performance can draw about shelter client outcomes.
- City Performance found that HSH and nonprofit providers partner effectively on an operational level. Shelter staff we interviewed universally reported positive experiences with HSH Program Managers.

- There is a significant gap between the many activities shelters are tasked with and the resources allocated. In particular, shelter providers noted difficulties managing street conditions, caring for the highest-need clients, and hiring and retaining skilled staff. Direct service providers perform difficult and taxing work for low wages. Additional resources may be required for shelter providers to meet these goals.

The purpose is to provide San Francisco residents and City leadership with clear and easily interpretable insights into the City's performance. We have included insights and conclusions into San Francisco's shelter system where the available data are imperfect, and have noted those in this report. Despite these limitations this report provides wide-ranging baseline information on a vital safety net for the city's most vulnerable residents and is meant to inform future work and decision making.

Read the results of the Shelter Assessment report [here](#).



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This is a send-only email address.

For questions about the report, please contact the SF Controller's Office at controller@sfgov.org.

For media queries, please contact Communications Manager Alyssa Sewlal at alyssa.sewlal@sfgov.org.

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[San Francisco, CA | 94102 US](#)

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Assessment of the San Francisco Shelter System



Prepared by

**OFFICE OF THE CONTROLLER
CITY PERFORMANCE**

March 10, 2025



About the Controller's Office

The Controller is the chief financial officer and auditor for the City and County of San Francisco. We produce regular reports on the City's financial condition, economic condition, and the performance of City government. We are also responsible for key aspects of the City's financial operations — from processing payroll for City employees to processing and monitoring the City's budget.

Our team includes financial, tech, accounting, analytical and other professionals who work hard to secure the City's financial integrity and promote efficient, effective, and accountable government. We strive to be a model for good government and to make the City a better place to live and work.

About City Performance

The City Performance team is part of the City Services Auditor (CSA) within the Controller's Office. CSA's mandate, shared with the Audits Division, is to monitor and improve the overall performance and efficiency of City Government. The team works with City departments across a range of subject areas, including transportation, public health, human services, homelessness, capital planning, and public safety.

City Performance Goals:

- Support departments in making transparent, data-driven decisions in policy development and operational management.
- Guide departments in aligning programming with resources for greater efficiency and impact.
- Provide departments with the tools they need to innovate, test, and learn.

City Performance Team

Natasha Mihal, *Director*

Glynis Startz, *Project Manager*

Joanna Bell, *Senior Performance Analyst*

Henry O'Connell, *Senior Performance Analyst*

For more information, please contact:

Alyssa Sewlal, Communications and Engagement Manager

Office of the Controller

City and County of San Francisco

controller@sfgov.org

Media inquiries:

con.media@sfgov.org

 sf.gov/controller

 [@sfcontroller](https://twitter.com/sfcontroller)

 [Controller's Office LinkedIn](#)



OFFICE OF THE CONTROLLER

CITY AND COUNTY OF SAN FRANCISCO

Greg Wagner
Controller
ChiaYu Ma
Deputy Controller

March 10, 2025

Mayor Daniel Lurie
Office of the Mayor
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place San
Francisco, CA 94102-4689

President Rafael Mandelman
Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Lurie and President Mandelman:

The Office of the Controller, City Services Auditor, City Performance Division presents its Shelter Assessment report, a holistic look at the performance of the emergency shelter and crisis intervention programs overseen by the Department of Homelessness and Supportive Housing (HSH). City Performance scoped this assessment in partnership with HSH to provide an unbiased perspective on the effectiveness of emergency shelter, which is just one component of San Francisco's homelessness response system.

This report is not an audit and does not evaluate individual service providers. City Performance used a mixed methods approach, including interviews with shelter providers, focus groups with shelter clients, comparisons to roughly a dozen peer jurisdictions, data analysis, budget analysis, and equity analysis.

This assessment found:

- The number of shelter beds/units available and the number of clients served has increased consistently since 2021 as HSH re-inflated shelter capacities post-pandemic and opened new shelter and crisis intervention sites.
- Shelter clients generally viewed safety and living conditions as adequate. Overdoses and overdose reversals occur frequently, but the shelter system takes numerous precautions to prevent fatal overdoses. Shelter client deaths have consistently decreased in recent years.
- Shelter is intended to be a short-term, emergency resource to support people who are experiencing homelessness while they seek permanent housing solutions. Unfortunately, over half of clients don't have a record of where they went upon leaving shelter, which limits the conclusions City Performance can draw about shelter client outcomes.
- City Performance found that HSH and nonprofit providers partner effectively on an operational level. Shelter staff we interviewed universally reported positive experiences with HSH Program Managers.

- There is a significant gap between the many activities shelters are tasked with and the resources allocated. In particular, shelter providers noted difficulties managing street conditions, caring for the highest-need clients, and hiring and retaining skilled staff. Direct service providers perform difficult and taxing work for low wages. Additional resources may be required for shelter providers to meet these goals.

The purpose is to provide San Francisco residents and City leadership with clear and easily interpretable insights into the City's performance. We have included insights and conclusions into San Francisco's shelter system where the available data are imperfect, and have noted those in this report. Despite these limitations this report provides wide-ranging baseline information on a vital safety net for the city's most vulnerable residents and is meant to inform future work and decision making.

Sincerely,
Greg Wagner
Controller

cc: Department of Homelessness and Supportive Housing

Executive Summary

San Francisco residents [consistently report](#) that homelessness is the most important issue facing our city. In 2024, over 8,300 people were experiencing homelessness on a single night in January, and more than 20,000 sought homelessness services over the course of the year.

The San Francisco Department of Homelessness and Supportive Housing (HSH) manages the City's Homelessness Response System; emergency shelter is a critical component of that system. Although the goal of the Homelessness Response System is to move people into permanent housing, temporary shelter provides a place for people to go when they are in crisis and connects people to services that support them in moving into permanent housing.

Understanding how well the shelter system is working is an important part of assessing how well the City is meeting its overall goals for addressing homelessness, especially in decreasing unsheltered homelessness.

The San Francisco Controller's Office conducted this assessment of the City's shelter system to provide a neutral perspective on its service delivery and performance. We use a mixed methods approach, including interviews, focus groups, benchmarking, data analysis, budget analysis, and equity analysis.

This report is organized in three primary sections:

- 1.** A broad **overview** of the shelter system. The goal of this section is to introduce readers to a complex system and equip them with facts to make informed judgements about the system's performance.
- 2.** An analysis of **shelter client experiences and outcomes**.
- 3.** **Findings around shelter policies and operations**, which outline the current strengths and areas of concern in the shelter system.

System Overview

Introduction to Shelter (p. 11) The fundamental purpose of shelter is to provide a safe, clean, and dignified place for people who would otherwise be unsheltered to meet their most basic needs while they search for stable housing. Shelter is a short-term, emergency resource. People are still considered to be experiencing homelessness while staying in shelter.

San Francisco’s Shelter System Operations (p. 12) Most shelters in San Francisco are funded by HSH and operated by nonprofit service providers. HSH staff monitor, evaluate, and provide technical assistance to shelters, while nonprofits manage day-to-day shelter operations.

Each shelter client is entitled to baseline living conditions, social services, and amenities. In addition, clients have access to a range of services on-site, depending on the shelter. These commonly include case management, physical and behavioral healthcare, and benefits enrollment assistance.

Size of the Shelter System (p. 19) In September 2024, HSH funded 33 shelters with 3,228 beds/units operated by 20 different nonprofits. The adult system is substantially larger than the other systems, representing over 87% of all shelter beds/units in San Francisco, and has expanded since 2022.

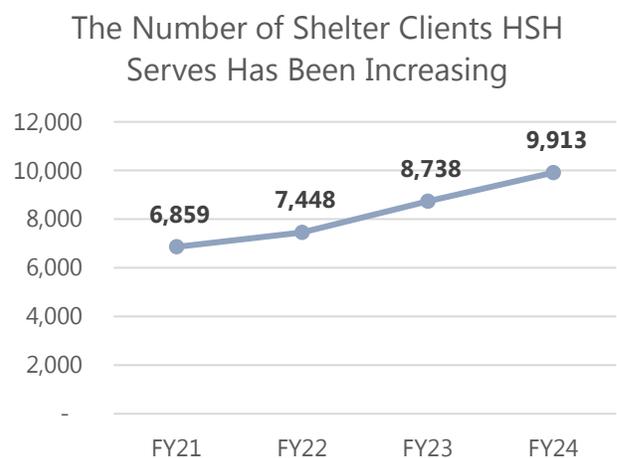
Shelter sites are clustered in the eastern part of the city, primarily in the Tenderloin, with sites in SOMA, the Mission, and Bayview-Hunters Point.

Comparisons to Peer Jurisdictions (p. 25) This report examined 12 peer jurisdictions that were chosen for their similarity to San Francisco.

- ❖ San Francisco operates more homelessness resources (shelter and housing) per capita than most peers.
- ❖ San Francisco allocates a larger proportion of total bed inventory toward permanent housing than most peers and the national average. It allocates a smaller proportion toward shelter. Most peer shelter systems don’t have enough beds to accommodate everyone who is unsheltered.
- ❖ San Francisco reports serving the highest share of shelter clients with severe mental illness or chronic substance abuse among peers, though it is unclear if this is a true difference in client population or reflective of the City’s emphasis on diagnosis and treatment.

Number of Shelter Clients Served (p. 29) The number of people served through the shelter system has consistently increased since 2021, from 6,859 to 9,913 per year. This increase in clients corresponds to both an increase in shelter capacity and an increase in the number of people experiencing homelessness between 2022 and 2024.

Shelter System Demographics and Equity Analysis (p. 30) In Fiscal Years 2023 and 2024 (FY23, FY24), most shelter clients were Black (28%) or White (27%). The majority of clients in the family shelter system were Latine/Hispanic (61%), while the majority of

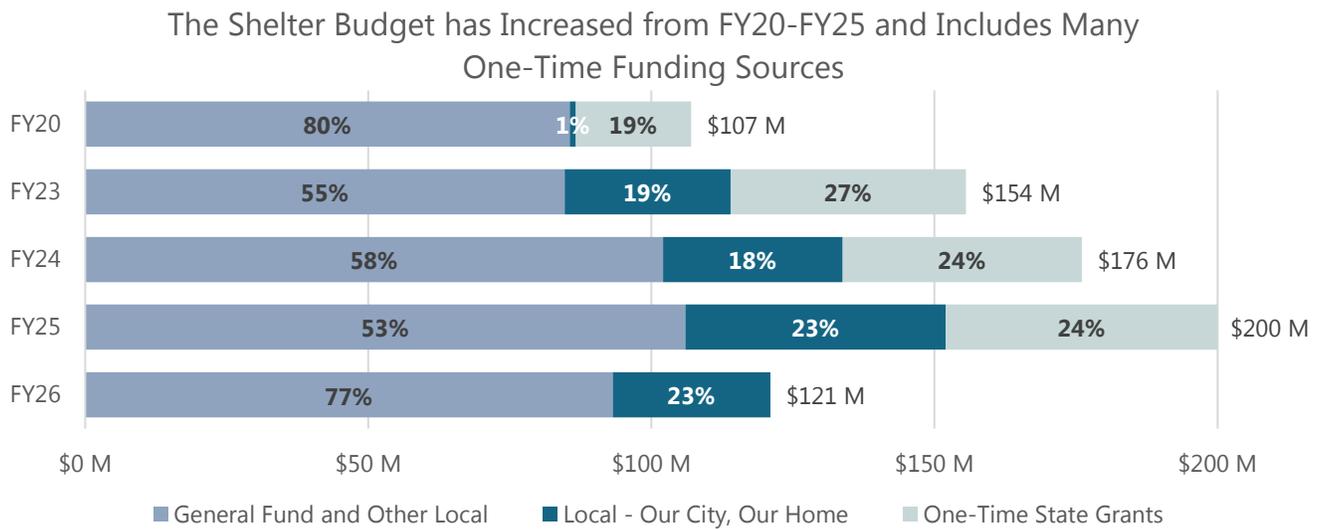


clients in all other systems were not (22%).

More men than women are homeless. Those with marginalized gender identities—transgender, non-binary, questioning, or other gender identities—are much less likely to be in shelter than cis-gendered people experiencing homelessness.

A large proportion of clients identify as having a disabling condition (44%) or substance use disorder (30%), despite a significant amount of missing data for both conditions.

Shelter System Budget (p. 36) Approximately 25% of HSH’s budget went toward shelter in FY24, or roughly \$176 million. The shelter budget relies significantly on one-time funding sources, including state grants.



Actual Spending by Population and Shelter Types (p. 38) In FY23 we estimate that, on average, Adult and Transitional Age Youth (TAY) programs cost \$126.25 per filled bed/unit per night while family shelter costs \$221.81. Non-congregate shelter was costlier than congregate, and crisis intervention programs were more expensive than emergency shelter or navigation centers. Exact spending is challenging to assess due to the structure of contracts and payment data.

Findings: Client Experiences and Outcomes in Shelter

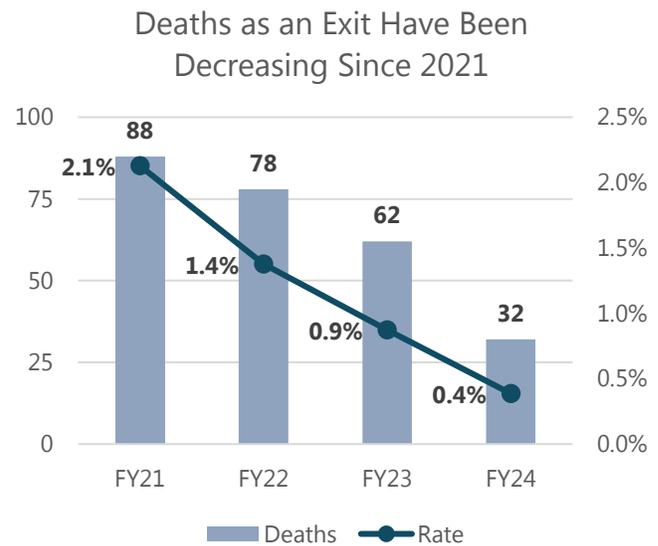
Client Safety (p. 45) In focus groups, shelter clients generally viewed safety as adequate, though theft of personal belongings was an issue. Female focus group participants reported more safety concerns than their male counterparts in adult congregate shelters. HSH requires shelters to have safety or security personnel on-site during operating hours, and has a number of policies to maintain safety, including a weapon check policy. Still, safety incidents occur on a regular basis. Between October 2022 and May 2023, shelter providers reported an average of 37 threats or acts of violence per month across the entire shelter system.

Living Conditions (p. 48) Most clients noted the facilities were as clean as they could be. Many shelter providers attempt to create welcoming environments for clients, but shelters typically lack the same privacy and comfort as housing. Some clients wanted additional social programming at their sites. Clients also noted dissatisfaction with the quality of shelter meals, specifically frozen meals. This represents a trade-off, as HSH has moved toward flexible mealtimes and procured more frozen meals that can be reheated on demand for clients whose schedules may not overlap with traditional mealtimes.

Overdoses and Deaths (p. 49) Overdoses and overdose reversals occur frequently in shelter, particularly in shelters serving adult populations. The shelter system takes numerous precautions to prevent fatal overdoses.

There is a high level of oversight and safety precautions in shelter, especially in congregate settings where there are many people around, which creates a safer environment for drug users. This allows staff to quickly catch drug overdoses when they happen and step in to reverse them.

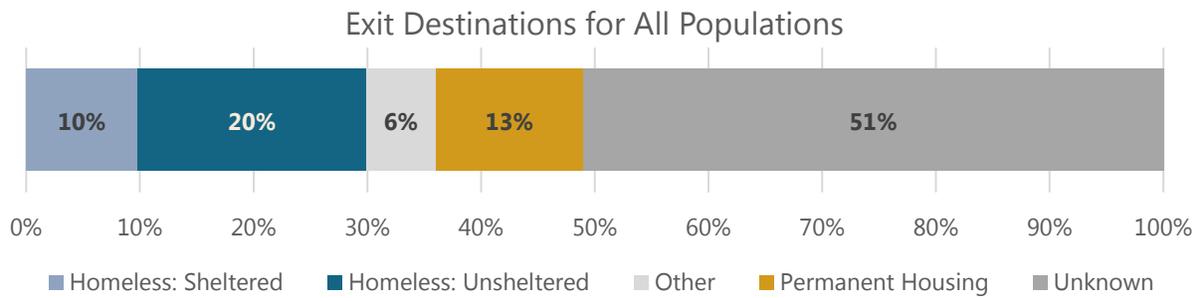
Death as a reason for exit from shelter has decreased significantly in the past four years. This trend may partially reflect impacts from the COVID-19 pandemic and aftermath.



Patterns and Length of Shelter Stays (p. 51) While shelter is an emergency intervention rather than a housing solution, almost half of stays are for longer than one month. Median length of stay was highest during the COVID-19 pandemic when the City removed any limits and managed a large number of Shelter-in-Place Hotels. Length of stay has decreased over the last two years as the overall system has worked to return to normal functioning. The average adult shelter bed served 3.5 people per year. Over the last four years, over half of people who appear in the shelter system have a single stay.

Shelter Client Housing Outcomes (p. 54) Over half of clients don't have a record of where they went upon leaving shelter, which limits the conclusions we can draw about shelter outcomes. This varies widely across shelters, with some sites reporting known exit destinations for over 90% of clients and others for just 5%.

Clients experience mixed outcomes even in available exit data. Across all clients in the reporting period, only 13% exited to permanent housing. This was higher for families and TAY than for adults. Generally, clients in non-congregate shelter were more likely to exit to permanent housing than clients in congregate shelter.



One of the reasons for the low exits to permanent housing may be the limited availability of permanent housing options both within and outside of the homelessness response system. Providers regularly reported that they struggle to figure out how to help clients if they don't qualify for Permanent Supportive Housing (PSH). The majority of people who are assessed via Coordinated Entry do not qualify for PSH.

Subsidized housing programs outside of the homelessness response system often have long waiting lists, and clients may not be eligible for certain local or federal housing programs due to lack of income, immigration status, or criminal background. Private rental units are likely out of reach without a rental subsidy.

In the future, HSH should evaluate the efficacy of case management services to better understand whether the investment in them is impacting client outcomes. In addition to case management, both providers and clients expressed a desire for more wrap-around services to meet clients' needs.

Equity in Experiences and Outcomes (p. 59) Client focus groups revealed some differences in perceptions of treatment by race, but limited data makes it difficult to draw strong conclusions. Latine or Hispanic and monolingual Spanish speakers were somewhat more likely to report that they felt shelter staff were not empathetic or supportive. Congregate shelters were more likely to serve Latine or Hispanic clients, while non-congregate shelters were more likely to serve Black and White clients. This difference could be attributable to other characteristics, but HSH should explore additional data to assess whether the shelter system is serving Latine or Hispanic clients equitably.

Few differences in exit outcomes exist by race or ethnicity, and differences may be attributable to other client characteristics. White and Native American clients are slightly more likely to exit into unsheltered homelessness than other racial/ethnic groups.

There is some evidence of inequity by gender, and HSH should continue to explore ways to support female clients.

Findings: Shelter Policies and Operations

Partnership Between HSH and Providers (p. 65) Day-to-day collaboration between HSH and providers is going well. Shelter providers interviewed universally reported positive experiences with their HSH Program Managers, who they viewed as highly responsive, problem-solving partners.

Maintaining fair and comprehensive shelter policies that satisfy all stakeholders is challenging, and requires HSH to balance competing goals and priorities. For example, maintaining low-barrier shelters sometimes conflicts with the goal of providing safe, clean, stabilizing environments for all clients. Both shelter clients and providers expressed frustration with the application of current shelter rules, and had specific feedback about policies they'd like to change.

HSH should continue work to make monitoring more comprehensive and outcomes-focused. All shelter contracts include performance measures, but many track inputs and outputs, not outcomes the City cares about improving. Many shelter contracts only include a single outcome measure, which tracks client satisfaction with services on site. HSH should continue work to develop simple, consistent, and meaningful performance measures as part of its Performance Measurement Plan.

Resource Challenges for Providers (p. 68) Both shelter providers and HSH staff noted a significant gap between people's expectations of shelter and the resources allocated to meet those expectations.

During interviews, providers continually said they lacked adequate resources and authority to manage street conditions around their site. The most common concern was a lack of staffing. Providers said when they could find staff, the City's Shelter Grievance Policy limited their ability to enforce consequences for most behaviors outside the building.

Providers also frequently noted challenges supporting high-need clients. Some clients require skilled nursing, social work, and/or therapy at levels that shelter is not resourced to provide. HSH has explored senior-specific shelter models which could provide more active and concentrated supportive services for populations most likely to have physical disabilities, however there is no confirmed plan or timeline to offer these models at this stage.

Shelter providers and HSH staff noted that HSH's Harm Reduction policy is working well for getting drug users into shelter and engaging with services. However, they felt that Harm Reduction needed to be paired with treatment options for clients who want them. HSH is currently running a 20-room pilot program with the San Francisco Department of Public Health (DPH) to provide immediate shelter, and access to prescription addiction medication and residential treatment.

Data Availability and Quality (p. 70) There are significant challenges in working with available data that make it difficult to assess the impact of services, or answer key questions about how shelter is functioning. Half of exit destinations in FY23 and FY24 were recorded either as missing or "other", and some demographic information, particularly reported disabilities or substance use disorder, have large numbers of missing reports.

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1. Introduction and Background

Homelessness continues to be among the most important challenges our city and state face. Since 2017, the [City Survey](#) has asked San Franciscans about the most important issues facing our city, and homelessness has been the most frequently cited issue each time.

The Department of Homelessness and Supportive Housing (HSH) manages the City's Homelessness Response System; emergency shelter is a critical component of that system. Although the goal of the Homelessness Response System is to move people into permanent housing solutions, temporary shelter provides a place for people to go when they are in crisis and gives people access to services that support them in moving out of homelessness. Understanding how well the shelter system is working is an important part of assessing how well the City is meeting its goals around addressing homelessness.

The Controller's Office scoped this assessment of San Francisco's shelter system in partnership with and at HSH's request, to provide a third-party view of the system. This assessment is intended to assess the system's overall functioning, performance, and effectiveness. The purpose of this report is to provide San Francisco residents and City leadership with easily interpretable insights into the City's performance. Assessments are not audits, and do not evaluate individual service providers.

Report Overview

This report includes three primary sections:

1. A **broad overview** of the shelter system. The goal of this section is to introduce readers to a complex and sometimes opaque function of City government. It answers the questions:
 - i. What does the shelter system look like in San Francisco, looking at operations, services, size, and budget?
 - ii. How does San Francisco's shelter system compare to our peers?
 - iii. Who does the shelter system serve and how much do we spend on different populations?
2. An analysis of **client experiences and outcomes**. This section aims to answer three questions:
 - i. What are the experiences of people in shelter?
 - ii. What are the outcomes for people once they exit the shelter system?
 - iii. Does the shelter system meet the needs of priority populations and equitably serve unhoused residents of San Francisco?
3. **Findings around shelter policies and operations**, outlining additional strengths and areas of concern in the shelter system.

We use a mixed methods approach, including interviews, focus groups, benchmarking, data analysis, budget analysis, and equity analysis.¹

¹ For more information, see the Methods section in the Appendix.

2. Shelter System Overview

INTRODUCTION TO SHELTER

Shelter is a critical component of San Francisco’s overall homelessness response system

Shelter is one of several components within San Francisco’s homelessness response system. These include prevention and problem solving, outreach, coordinated entry, shelter and crisis interventions, and housing. Each component of the homelessness response system plays a complementary role in preventing or resolving a person’s homelessness.

Shelter plays a critical role in stabilizing people in crisis and connecting them with housing resources. It is intended to be a **short-term, emergency resource** to support people who are experiencing homelessness while they seek housing solutions. Crucially, shelter is a temporary resource, and people are still considered to be experiencing homelessness while they reside in shelter.



Best Practices in Shelter Provision

1. Safe and appropriate diversion

Help prevent or quickly end people’s homelessness without engaging the shelter system when possible.

2. Immediate, low barrier access

Offer immediate and low-barrier shelter access to those who need it.

3. Dignity and respect

Maintain safe, clean, and accommodating conditions with reasonable shelter rules. Employ culturally competent staff and provide trauma-informed care.

4. Housing-focused, rapid exit services

Provide housing-focused case management to quickly connect clients with permanent housing.

5. Data to monitor and measure performance

Analyze use patterns and develop targeted interventions to improve flow from shelter to housing.

Sources: National Alliance to End Homelessness, United States Interagency Council on Homelessness

SAN FRANCISCO’S SHELTER SYSTEM OPERATIONS

Most shelters in San Francisco are funded by the San Francisco Department of Homelessness and Supportive Housing (HSH) and operated by nonprofit service providers

HSH employs a team of program managers who monitor, evaluate, and provide technical and administrative assistance to nonprofit shelter providers. Program managers are the main point of contact for nonprofit providers and work closely with providers to solve problems and improve services. The shelter team also issues policies and develops contractual requirements that nonprofit providers must follow.

Nonprofits are responsible for everything needed to maintain a clean, safe, functioning shelter. Shelter sites are generally staffed by a shelter manager, shelter monitors, case managers, security, and janitorial staff, and often include varying other positions (e.g., operations manager, activities coordinator). Certain behavioral health and healthcare services are provided on-site through partnerships with the San Francisco Department of Public Health (DPH). In addition to site-based staff, the City may partially fund centralized positions within the nonprofit (e.g., Director of Temporary Housing, Director of Programs).

HSH is primarily responsible for:	Nonprofits are primarily responsible for:
<ul style="list-style-type: none"> • Shelter funding • Policymaking • Oversight • Reporting • Facilities maintenance (city-owned sites) 	<ul style="list-style-type: none"> • Shelter staffing • Managing day-to-day operations • Support services

Some sites serving victims of domestic violence are funded and overseen by the San Francisco Department on the Status of Women (DOSW). While DOSW shelters are an important part of the City’s shelter stock, they are not included in this analysis.

Commissions and advisory bodies provide oversight over system components; City leadership approve budgets and large contracts with service providers

Five commissions and advisory bodies oversee various aspects of the shelter system, in addition to the Mayor and Board of Supervisors, who are ultimately responsible for determining HSH’s budget and approving contracts with nonprofit shelter providers. Two of the five commissions—the Shelter Grievance Advisory Committee and the Shelter Monitoring Committee—focus exclusively on shelter, while the remaining three provide oversight or funding recommendations for HSH more generally.

Oversight Body	Shelter-Specific	Description
Homelessness Oversight Commission	No	The main body that oversees HSH’s work. Responsibilities include approving budgets, formulating departmental goals, establishing performance standards, holding hearings, conducting public outreach, and auditing HSH’s service delivery.
Local Homelessness Coordinating Board	No	Advises on issues related to San Francisco’s participation in the federal Continuum of Care program.
Our City, Our Home Oversight Committee	No	Ensures the Our City, Our Home Funds are effectively and transparently used.
Shelter Grievance Advisory Committee	Yes	Advises HSH on the Shelter Grievance Policy and denials of service in HSH-funded shelters.
Shelter Monitoring Committee	Yes	Provides the Mayor, Board of Supervisors, Homelessness Oversight Commission, public, and others with accurate, comprehensive information about the conditions in and operations of shelters.

Additional detail on each oversight body can be found in Appendix 2: Shelter System Structure and Oversight

In November 2024, San Francisco voters approved a Charter amendment to establish a Task Force with authority to make recommendations on ways the City could change, eliminate, or consolidate commissions to improve the administration of City government. This future work could impact the structure of oversight over the shelter system.

There are many pathways to access shelter

This assessment largely focuses on clients’² experiences and outcomes once entering the shelter system and excludes a deep analysis of clients’ access to shelter. However, the shelter placement process may benefit from additional analysis and process improvements in the future.

Clients enter shelter in several ways, in a system which is sometimes complex. At a basic level, clients may access shelter beds through the following pathways:

- Placement by community-based Access Points.
- Placement by a street outreach team (e.g., the [San Francisco Homeless Outreach Team](#) (SFHOT) or the [Health Streets Operations Center](#) (HSOC)).
- Placements made by City departments for specific populations of people, such as placements made by DPH when discharging unhoused people from the hospital.
- Signing up for the adult shelter waitlist, which offers placements at three shelter sites.
- Walk ups to some shelter sites where beds are allocated nightly on a first-come, first-served basis.
- Calling or emailing some shelter sites to see if they have availability.

² HSH generally uses the term “guest” to refer to people staying in emergency shelter. We use the term “client” throughout the report.

Each shelter client is entitled to baseline services and amenities

The fundamental purpose of shelter is to provide a safe, clean place for people who would otherwise be unsheltered to meet their most basic needs while they search for stable housing. San Francisco Administrative Code establishes minimum standards of care all City-funded shelters must provide for shelter clients. In addition, HSH maintains shelter policy manuals which outline the rights of shelter clients. Each shelter client is entitled to:

- A bed/mat with sheets, a blanket, and a pillow.
- Access to toilets, a shower, towels, soap, and basic hygiene products.
- Basic articles of clothing, subject to availability (e.g., socks, underwear).
- Free laundry service.
- Two meals per day and access to clean drinking water.
- Access to electrical outlets for charging cell phones or medical devices.
- Access to phone service.
- The ability to receive mail and packages.
- Secure property storage.

HSH strives to provide the same basic amenities to clients at crisis intervention sites whenever possible, though crisis intervention programs may lack some of the amenities listed above.

In addition to basic amenities, shelter clients can access a range of services on-site, depending on the shelter.

- **Case Management:** Family shelters and navigation centers have provided case management, which stabilizes individuals by addressing the numerous day-to-day and long-term problems related to homelessness, for years. Beginning in Fiscal Year 2023 (FY23, year ending June 30, 2023), HSH extended case management to the adult emergency shelter system. Case management is contractually required by HSH via their contracts with nonprofit providers and provided by nonprofit employees. The primary purpose of case management for shelter clients is to assist them in seeking permanent housing, as well as accessing public benefits, connecting with health care, and meeting their individual goals.
- **Shelter Health:** Most shelter sites receive Shelter Health medical services from DPH.³ This typically entails a DPH nurse and health worker visiting the site at least once per week and providing basic nursing and medical care. Doctors and Nurse Practitioners also visit sites on a regular cadence.

³ All adult and TAY sites regularly receive Shelter Health services onsite, except for Hospitality House, which works with Shelter Health to provide services on site as needed. One family site, Hamilton Family Shelter, has an on-site medical clinic for Shelter Health. All other family shelters refer clients out to community care.

- **Behavioral Health:** The City provides behavioral health support for shelter clients. This ranges from on-site support from roving clinicians to embedded behavioral health clinicians or consultations from the DPH Behavioral Health team for sites without dedicated on-site support.
- **Benefits Enrollment:** The Human Services Agency (HSA) administers cash assistance and other benefits programs, including the County Adult Assistance Programs (CAAP), Medi-Cal, and CalFresh. HSA sends eligibility workers to shelter sites to help clients apply for and maintain enrollment in benefits programs. Shelter case managers work with clients to schedule and keep these appointments.
- **Other Services:** Nonprofits may also provide other services on site, such as health and wellness programs, life skills groups, employment programs, and special events. Nonprofits may also develop partnership with outside organizations to provide services.

Mainstream Benefits and Services

It is a best practice to connect shelter clients with mainstream benefits and services—programs that serve people whether they are experiencing homelessness or not. Here are a few of the programs shelter clients may be eligible for:

- **County Adult Assistance Program (CAAP)** – cash assistance and employment services for low-income people with no dependent children
- **CalWorks** – temporary financial assistance and services for eligible families with children
- **CalFresh** – monthly benefits that can be used to buy food
- **Medi-Cal** – health insurance for low-income individuals
- **Supplemental Security Income (SSI)** – monthly payments to people with disabilities and older adults who have little or no income or resources

HSH is responsible for monitoring the performance of contracts

All City departments that contract with nonprofits to provide services to the public are responsible for monitoring the delivery and quality of services under the terms of the contract. While most nonprofits deliver high-quality services in alignment with contracted expectations, City departments are stewards of public funds and are expected to conduct regular oversight and monitoring of those services. The Controller's Office recently issued [policy guidelines](#) that City departments must adhere with by June 30, 2025. HSH already routinely monitors the performance of nonprofit service providers but is in the process of reviewing and updating its internal protocols and procedures to ensure consistency across service areas and adherence with citywide policy. We discuss HSH's ongoing contract monitoring efforts and opportunities for improvement further in [Section 4. Findings: Shelter Policies and Operations](#).

Program Managers currently conduct at least **one formal program monitoring visit each fiscal year**, in addition to monthly operations meetings and ongoing engagement, technical assistance, and problem solving with nonprofit staff. At a formal visit, HSH observes programming, conducts a detailed review of program documentation and performance data, and holds discussions with program leadership and staff about annual performance. After the visit, Program Managers document the results in writing and may issue findings and recommendations. Significant findings may require corrective actions by the nonprofit.

TYPES OF SHELTER

San Francisco has multiple models of emergency shelter designed to serve different populations or meet different needs

Shelter and crisis intervention programs can be categorized according to the populations they serve, the program model, whether clients sleep in congregate or non-congregate settings, and whether the program serves clients year-round.

The City provides a range of different types of **shelter programs**, including emergency shelter, navigation centers, cabins, and temporary hotel vouchers. Each of these programs meet the U.S. Department of Housing and Urban Development's (HUD) definition of emergency shelter.

The City also offers **crisis intervention programs**, which provide overnight amenities like security, shared bathrooms, showers, food services, and case management, but do not meet the HUD definition of shelter. HSH's main crisis intervention program is safe parking, which provides unhoused people living in their vehicles with a safe place to stay in their vehicle and access to services and amenities.

HSH operates four distinct shelter systems serving different populations of clients—adults, families, transitional aged youth (TAY), and minors. Each system has separate eligibility criteria and referral pathways. Shelter providers only serve one population per site (i.e., there are no shelter sites that serve both families and single adults in the same building).

- **Adults** are people aged 18 and over. San Francisco operates 25 shelters and crisis intervention sites for adults.
- **Families** consist of at least one adult with at least one child under 18 in their care, or households with at least one person who is pregnant. San Francisco operates eight family shelter programs, across seven different sites.⁴
- **Transitional aged youth (TAY)** are people aged 18-24, or people aged 25-27 who used homelessness services in San Francisco between the ages of 18-24. San Francisco operates two TAY shelters, which operate according to the same rules as the adult shelter system, but are reserved exclusively for TAY and offer youth-centric services. TAY clients are eligible to stay in both TAY and adult shelters.
- **Minors** are defined as unaccompanied children under age 18. San Francisco operates two shelters for minors, which function more like group homes than traditional emergency shelters. The minor shelter system collaborates closely with the child welfare system and serves as a placement of last resort for unaccompanied children who have not yet been placed in foster care.

⁴ This includes two separate programs at Hamilton Family Shelter: Hamilton Families Emergency Center (congregate) and Hamilton Families Residence (non-congregate).

Shelters offer varying levels of privacy for clients, ranging from private rooms to open settings sheltering many clients at once.

- **Non-congregate** programs shelter each person or household in their own private room.
- **Semi-congregate** settings can serve multiple households in a single room with two to five beds.⁵
- **Congregate** settings serve clients in a common space with more than five beds.

Most shelter programs provide year-round access, but some offer seasonal or overflow beds during periods of high demand.

- **Year-round shelter** beds are available 365 days per year. Most year-round shelters operate 24/7 in dedicated shelter spaces.⁶
- **Winter shelter** is offered at rotating locations throughout the winter. Winter shelter temporarily transforms community spaces (e.g., churches or senior centers) into overnight-only shelters.
- **Emergency pop-up shelter** is offered during inclement weather, public health emergencies, and other emergencies.
- **Shelter overflow** is non-congregate hotel rooms which typically serve clients from congregate shelters who need to temporarily isolate or quarantine due to infectious diseases. Overflow rooms may be used for other purposes when there is excess capacity (e.g., short-term placements for clients who wish to reunite with family via the Journey Home program).

The scope of this analysis covers most, but not all, of HSH’s shelter models

This report primarily focuses on shelter and crisis intervention programs that are managed by HSH and operate in a fixed location, which excludes hotel/motel voucher programs. We also exclude two programs which are sometimes reported alongside shelter but are distinct from the emergency shelter system— Shelter-in-Place (SIP) Hotels and Transitional Housing. Analyses span from July 2022 through December 2023, except where otherwise stated. See Appendix 1, B. Project Scope

Generally included in analysis	Generally excluded from analysis
<ul style="list-style-type: none"> • Emergency shelter • Navigation centers • Cabins • Safe parking • Safe sleep* 	<ul style="list-style-type: none"> • Vouchers* • SIP hotels* • Transitional housing • Short term stabilization programs • Resource centers with drop-in chairs
*programs closed in 2022-2023	*included in HUD data used for benchmarking

⁵ HSH only operates three semi-congregate shelter sites – two for adults, and one for minors. Most analyses in this report do not disaggregate by this type of shelter.

⁶ As of October 2024, only two year-round emergency shelter programs did not offer 24/7 access. These programs operate out of a school gymnasium and church basement and only allow clients to stay overnight while the school and church are not in use.

San Francisco's Shelter System Serves...

Multiple **populations...**



Minors

Unaccompanied people under 18.



Transitional Aged Youth (TAY)

People aged 18-24, OR people up to age 27 who've used homelessness services in San Francisco between the ages of 18-24.



Adults

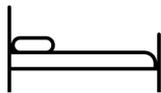
People aged 18 and older.



Families

One or more adults with one or more children in their care, OR a household with a pregnant person.

In different types of **programs...**



Emergency Shelter

Facilities with basic amenities and services like showers, food, laundry, security, and case management.



Navigation Centers

A low-barrier shelter model that offers flexibility for partners, pets, and possessions.



Cabins

Individual cabin units with communal restrooms, showers, and other basic amenities and services.



Hotel/Motel Vouchers

Emergency vouchers for temporary hotel/motel stays.

Note: voucher programs are typically excluded from our analyses



RV/Trailers & Safe Parking

Provides unhoused people with either an RV/Trailer or a safe place to park their own vehicle with access to basic amenities and services.

Note: the RV/Trailer program ended in 2024 and safe parking will end in 2025

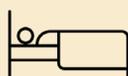


Safe Sleep

Provides unhoused people living in tents a safe place to stay with access to basic amenities and services.

Note: the safe sleep program ended in 2023

With varying degrees of **privacy...**



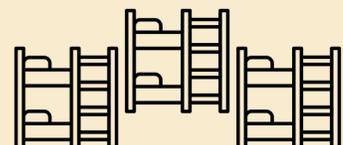
Non-congregate

Each client or household has their own private room.



Semi-congregate

Clients stay in rooms with 2-5 beds serving multiple households.



Congregate

Clients stay in common spaces with more than 5 beds.

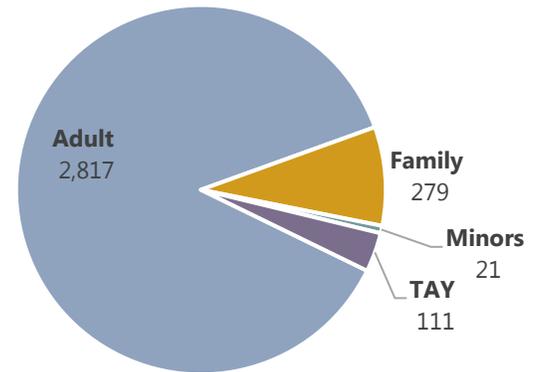
SIZE OF THE SHELTER SYSTEM

As of September 2024, there were **33 shelters** with **3,228 beds/units**⁷ open in San Francisco. The total number of shelters and beds fluctuate due to the evolving shelter landscape in San Francisco. For example, during the COVID-19 pandemic, the City opened COVID-specific programs, the last of which closed in FY23. Since FY23, some shelters that closed during the pandemic re-opened and some new shelters opened.⁸

As detailed previously, the shelter system has three primary divisions: the adult shelter system, the family shelter system, and the TAY system, with a small number of beds dedicated to serving minors. The **adult system is substantially larger** than the other systems (this is also true of the adult unhoused population), representing over 87% of the beds/units available across the entire shelter system. Family shelters are more likely to be non-congregate than other programs. For those programs, one unit may represent multiple beds and clients. The 279 beds/units in the family system sheltered 489 clients in September 2024.

This section shows the size of the shelter system by number of beds/units for each population at three points in time: September 2022, December 2023, and September 2024. During this period, the shelter system was still re-inflating post COVID, and many shelters that had either closed or dramatically reduced their capacities returned to full capacity. HSH also opened and shuttered some programs.

The Vast Majority of Beds in the Shelter System are Adult Shelter



The adult shelter system is larger than the systems for other populations and has expanded since 2022

Adult shelter grew by 559 bed/units from September 2022 to September 2024. HSH added new models of adult non-congregate shelter during COVID-19. However, despite the popularity and interest in newer, non-congregate forms of shelter, HSH has added more congregate beds since 2022 than non-congregate beds, and most available shelter remains congregate.

⁷ Congregate shelter sites measure system capacity in terms of the total number of beds, while non-congregate shelter sites typically measure capacity in terms of the total number of units, where one unit may include multiple beds and serve multiple clients. As a result, this number may differ from other publications that report on just bed counts or client counts.

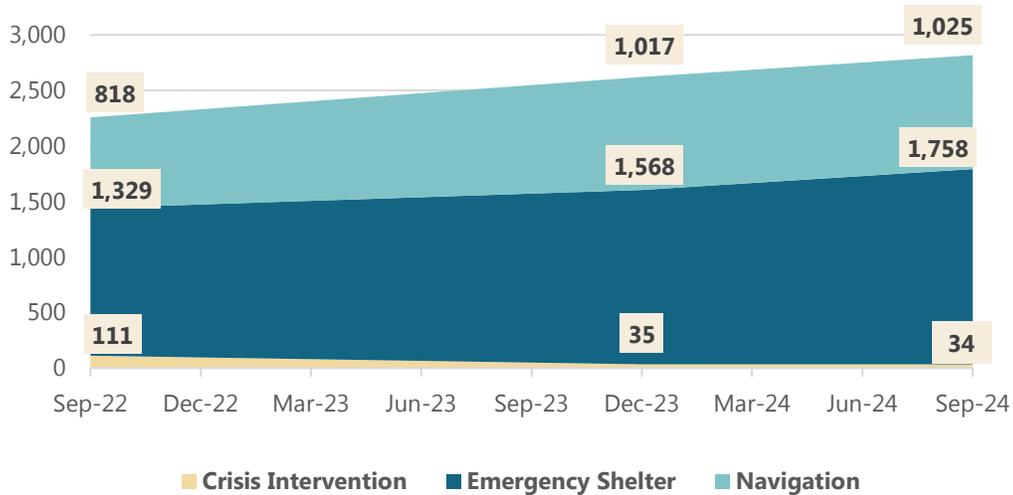
⁸ Current information on City-funded shelter beds and units can be accessed on HSH's website.

<https://www.sf.gov/data/shelter-and-crisis-interventions>

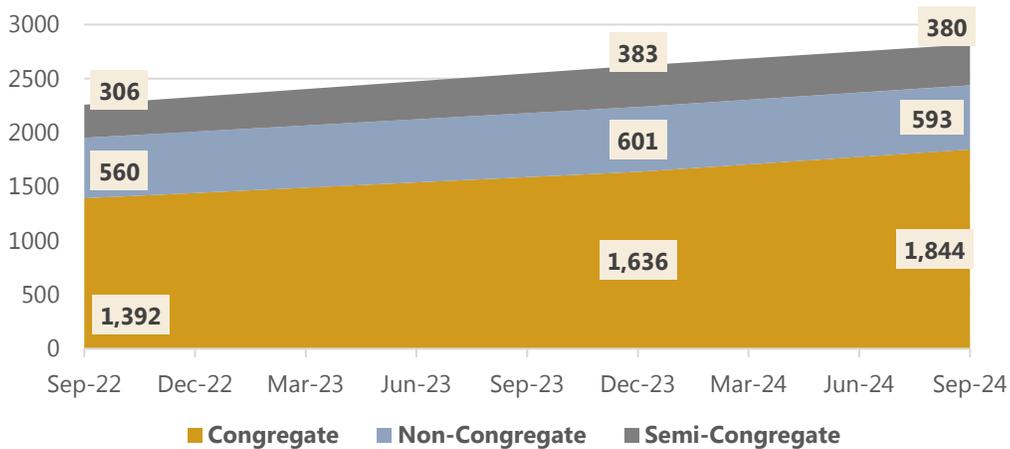
HSH also launched the safe sleep (crisis intervention) and safe parking programs during COVID-19. Safe sleep was solely a pandemic response and has since closed.

Emergency shelter and Navigation beds grew at approximately the same rate between 2022 and 2024.

Most Adult Shelter is Emergency Shelter; Addition of Navigation Centers and Emergency Shelter has Driven Growth



Most Adult Shelter is Congregate Shelter

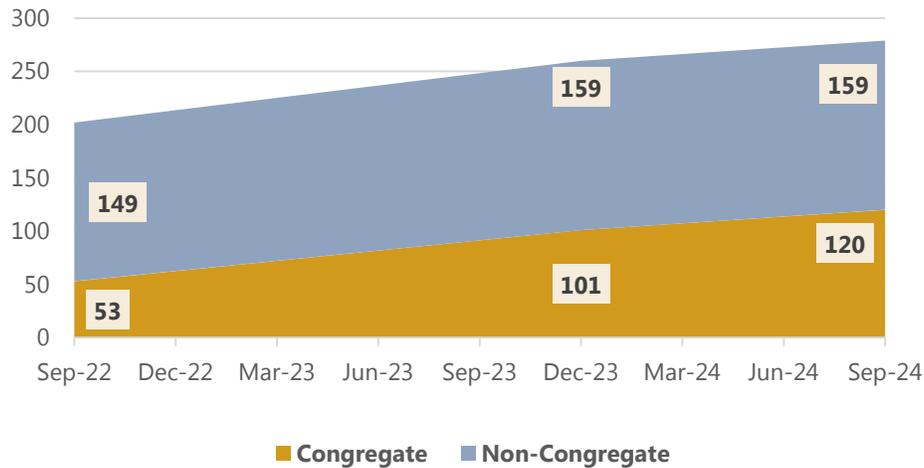


The family shelter system has a greater proportion of non-congregate shelter than other systems

The family shelter system has congregated and non-congregated models of emergency shelter. This includes families in one or multiple beds in congregated settings and families in separate, dedicated units that contain

multiple beds. The family system did not expand to include navigation centers like the adult shelter system. However, the system added 67 beds and 10 units and because the family system has more non-congregate programs than congregate, adding one non-congregate unit adds multiple beds for family members.

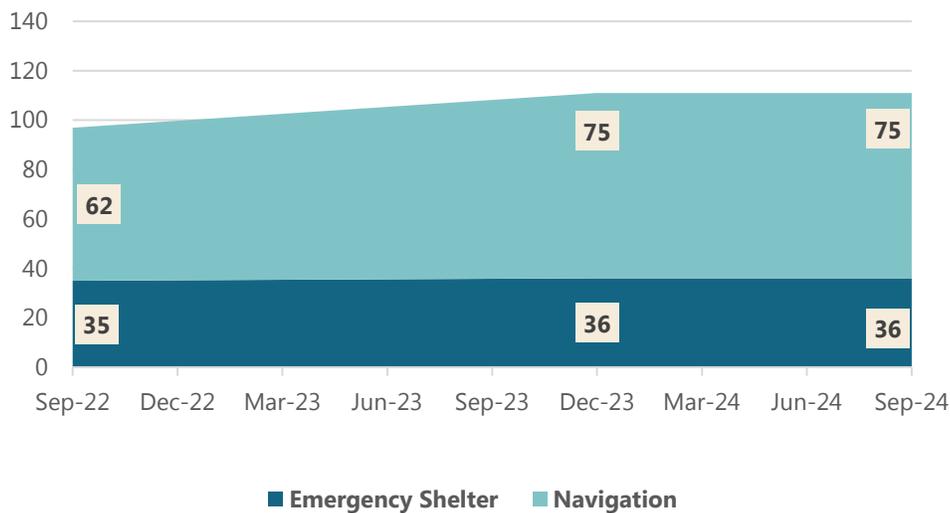
Most Family Shelter is Non-Congregate Units, but Addition of Congregate Beds Has Driven Expansion



The TAY system is small and has only two congregate shelters

San Francisco has two TAY shelters: one congregate emergency shelter serving 18- to 24-year-old clients, and one congregate navigation center serving clients ages 18-27. HSH added one emergency shelter bed and 13 navigation center beds between September 2022 and September 2024.

There Has Been Less Expansion in TAY Shelter



The Minor Shelter System is comprised of only a small number of beds

San Francisco has 21 beds across two shelters for minors. This population and shelter type is so specialized that it makes up a very small portion of the entire shelter system.

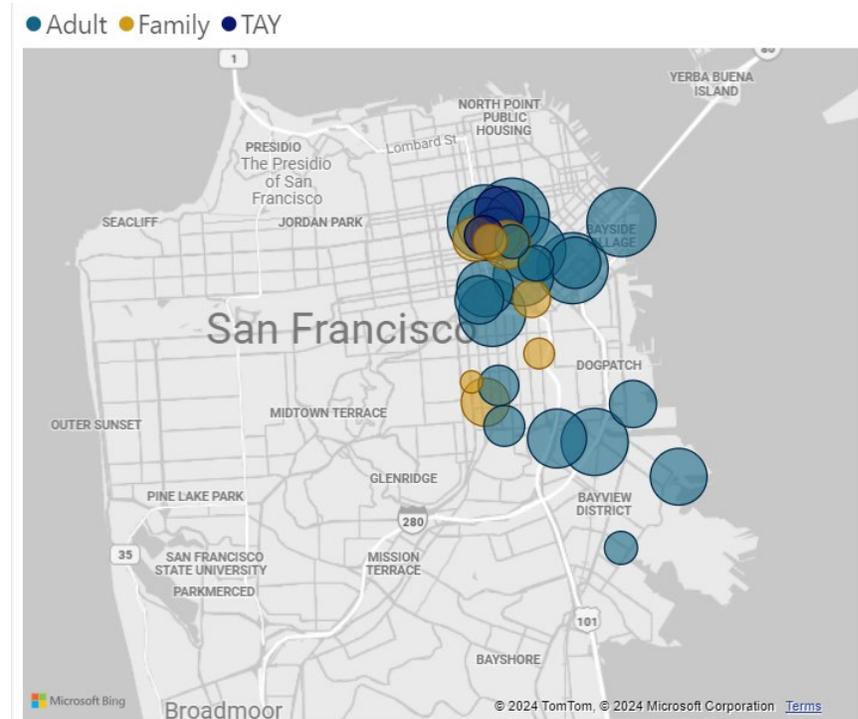
Shelters are concentrated in the eastern part of San Francisco

Shelter sites are clustered in the eastern part of the city, primarily in the Tenderloin, with sites in SOMA, the Mission, and Bayview-Hunters Point. There are no shelters in the western half of the city.⁹

It is an important goal to serve people in their own communities. This, in part, drove the expansion of shelter sites in Bayview-Hunters Point. In the most recent PIT count, District 10, which includes Bayview-Hunters Point, had more unsheltered people (1,010) than any other Supervisorial District in the City. With a recent increase of those living in vehicles on the west side of the city, there are limited options to move those people into shelters within their neighborhoods or communities.

It is also important to consider access to resources and culturally competent services for shelter clients in siting shelters. Some shelter clients may primarily speak other languages, and need resources in Spanish, Cantonese, or Mandarin, and specific areas of the city have more resources available in those languages (such as the Mission or Chinatown). Clustering homelessness services together in places like the Tenderloin may make it easier for a shelter client to conveniently access other homelessness resources. However, the reputation of the Tenderloin and experience living there may discourage people who may otherwise be interested in shelter, and may make it more difficult for clients in recovery. It may also place a burden on other residents of the neighborhood if there are real or perceived disruptions in the proximity of a shelter.

Map of Beds/Units by Location and Population



⁹ Minor shelter locations are excluded from this map to protect the privacy of solo minor clients.

COVID-19 pandemic led to an expansion of the shelter system and introduced more shelter models

San Francisco's shelter system has changed significantly since the start of the COVID-19 pandemic. In comparison to 2019, today's shelter system is larger, provides a wider range of program models and significantly more non-congregate beds, and has lower barriers to access.

HSH's shelter portfolio has changed dramatically in the last four years, with 17 new shelter or crisis intervention sites opening and nine programs closing since 2020. For a full list of programs that have opened or closed since 2020, see Appendix 5. On net, the shelter system significantly expanded its capacity. HSH's current strategic plan sets forth a goal to grow the shelter system by 1,075 beds between 2023-2028. This five-year target is lower than the actual number of new shelter beds added during a four-year period between 2019-2023.

HSH piloted four new program models during the pandemic: safe sleep, safe parking, cabins, and Shelter-in-Place (SIP) Hotels. The safe sleep and SIP programs wound down by 2023, but safe parking and cabin programs are active, with plans to open a new site at 2177 Jerrold Avenue that offers 60 cabins and 20 safe parking spaces. Candlestick Park, which currently provides safe parking, is due to close in Spring 2025.

Many of these new program model beds/units are either non-congregate or semi-congregate, which was a deliberate strategy by HSH to increase supply of these bed types. HSH staff and nonprofit shelter providers both noted that non-congregate shelters are generally more attractive than congregate ones and that people living on the streets are more likely to accept offers of non-congregate shelter. Private rooms allow more dignity for shelter clients, limit the spread of infectious disease, and reduce opportunities for conflict between shelter clients. However, non-congregate shelter is significantly more expensive, as we will discuss in greater detail in the [Actual Spending by Population and Shelter Types](#) section of this report.

Prior to the pandemic, HSH capped emergency shelter stays at 90 days with opportunities for extension if clients were engaged in support services or actively working toward housing goals. Since the start of the pandemic, shelter stays have been unlimited. HSH is currently evaluating the efficacy of unlimited shelter stays and has re-instituted caps on length of stay in the family shelter system, with policies in other systems under review.

The shelter system also lowered barriers to access in recent years. Most shelters are now open 24/7, offer flexible mealtimes, attempt to accommodate pets, and attempt to accommodate people with their partners.

How many shelter beds does San Francisco need?

A small number of East Coast jurisdictions in the United States have "Right to Shelter" laws which entitle every person experiencing homelessness, or some subset of the population (e.g., families) to a shelter bed. San Francisco does not guarantee a right to shelter, but HSH, elected officials, and San Francisco residents have all expressed interest in significantly reducing or eliminating unsheltered homelessness in San Francisco. As of the latest Point-in-Time Count, 4,354 people were experiencing unsheltered homelessness in San Francisco, a one percent reduction since 2022.

Estimating the number of shelter beds needed to end unsheltered homelessness is more difficult than simply counting the number of people experiencing unsheltered homelessness on a given night. The number of shelter beds a system needs also depends on how many people become homeless each year and how quickly or slowly homeless households can move into permanent housing. Movement through the system is called flow. When permanent housing is available, people exit homelessness, creating outflow, and shelter beds turn over and serve more households. When permanent housing is not available, shelter beds turn over slowly and serve fewer households, which may create a backlog and cause unsheltered homelessness to increase. A comprehensive response to unsheltered homelessness will also include strategies to help reduce the inflow into homelessness and increase outflow from shelter to housing.

In 2023, HSH engaged Focus Strategies, a homelessness consulting and technical assistance firm, to estimate the total number of new shelter beds and additional resources required to reduce or end unsheltered homelessness in San Francisco. The Controller's Office did not have access to the model developed by Focus Strategies and cannot validate its assumptions or findings. Focus Strategies helped HSH develop two scenarios:

Home by the Bay, HSH's five-year strategic plan (2023)¹⁰

- **Goal:** reduce unsheltered homelessness by 50% between July 2023 and June 2028
- **Additional resources required:**
 - Prevention: 4,300 additional households served per year
 - ***Shelter: 1,075 new shelter beds***
 - Permanent Housing: 3,250 new units

A Place for All Report (2023)¹¹

- **Goal:** eliminate unsheltered homelessness by Fiscal Year 2026
- **Additional resources required:**
 - Prevention: 8,200 additional adult households and 800 additional family households served per year
 - ***Shelter: 2,050 new adult shelter beds and 200 family beds***
 - Permanent Housing: 3,750 new adult units and 60 family units in addition to those already in the pipeline

Since publishing Home by the Bay, HSH has added a significant number of new shelter beds and expects to reach their target of 1,075 additional beds in 2025, three years early. Upon taking office in January 2025, Mayor Daniel Lurie continued prioritizing adding interim housing units, promising to add 1,500 beds within the first six months he is in office.

¹⁰ See more details on Home by the Bay at <https://www.sf.gov/home-bay>

¹¹ A Place for All Report https://www.sf.gov/sites/default/files/2024-09/Final-APFA-Report_Revised-03.24.2023.pdf

COMPARISONS TO PEER JURISDICTIONS

The Controller’s Office has a charter mandate to compare the performance of San Francisco City government with other public agencies performing similar functions. This report builds on [recent homelessness benchmarking](#) efforts with updated data and a more singular focus on shelter.

We analyzed data from the Department of Housing and Urban Development’s Housing Inventory Count (HIC) to compare San Francisco’s shelter system to those in peer jurisdictions. The HIC is an annual point-in-time inventory of housing and shelter resources that is completed by Continuums of Care (CoC) across the country. Because the data is reported in a standardized format, we were able to make comparisons across CoCs.¹²

For this report, we examined 12 peer jurisdictions which were chosen for their similarity to San Francisco in terms of population, rental markets, homelessness rates, and governance structures. For more information on our selection methodology, see Appendix 1, E. Benchmarking with Peer Jurisdictions.

Peer Jurisdictions	
California	National
Alameda County CoC	Boston CoC
Long Beach CoC	District of Columbia CoC
Los Angeles City & County CoC	Metropolitan Denver CoC
Sacramento City & County CoC	New York City CoC
San Diego City & County CoC	Portland, Gresham/Multnomah County CoC
San Jose/Santa Clara City & County CoC	Seattle/King County CoC

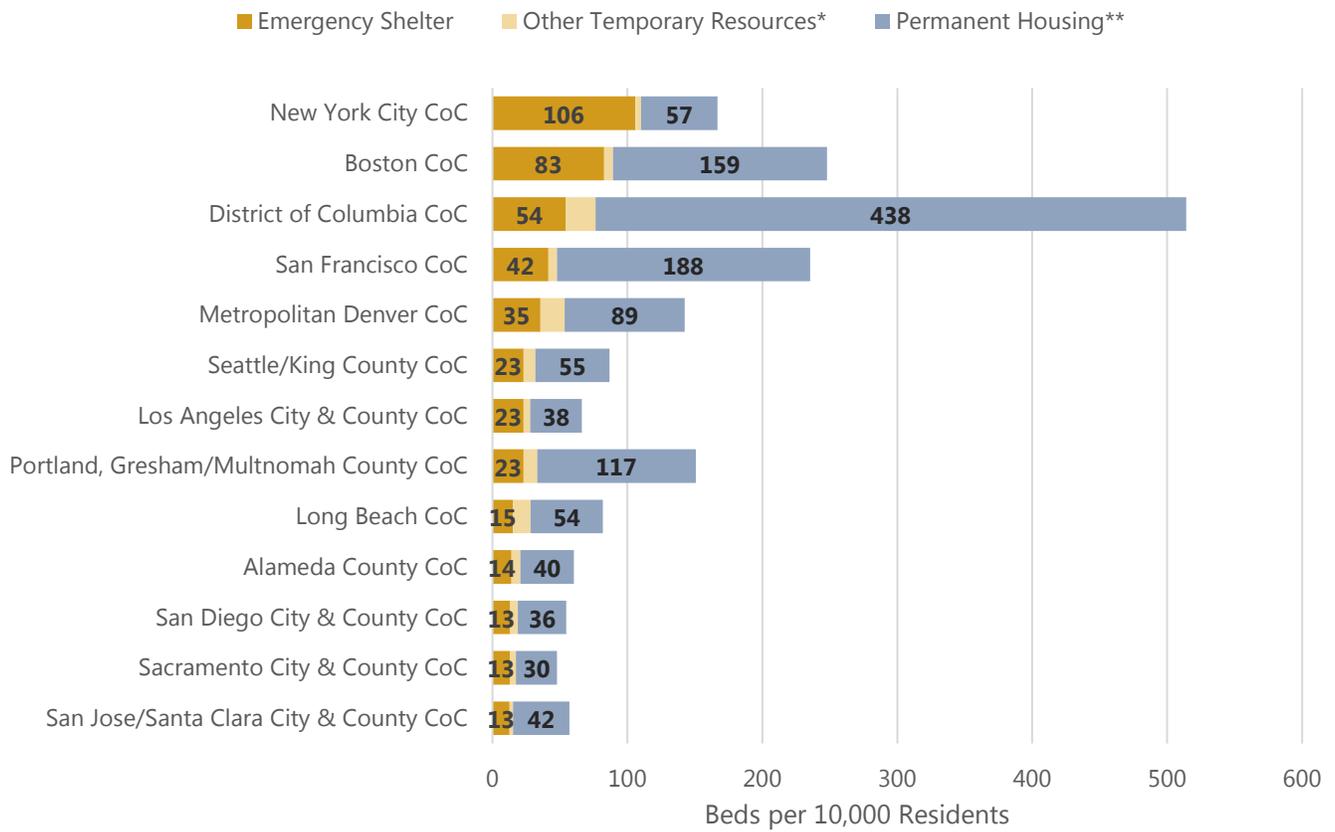
San Francisco operates more shelter and permanent housing per capita than most peer cities

The California jurisdictions in our sample generally operate far less shelter than peers outside of the state. San Francisco operates more shelter beds per capita than each of its California peers and half of its national peers. The three CoCs which operated more shelter per capita than San Francisco each have “Right to Shelter” laws, which guarantee shelter beds for some portion of the population experiencing homelessness.

San Francisco operates more permanent housing beds per capita than all but one peer (Washington, D.C.). Overall, San Francisco offers more homelessness resources per 10,000 residents than all but two peer cities (Washington, D.C., and Boston).

¹² The HIC includes all shelters operating in San Francisco, while the rest of our analysis only includes programs funded by HSH. This means that HIC shelter capacity figures exceed those listed elsewhere in the report. We use HIC numbers for more accurate comparisons to other jurisdictions.

San Francisco Offers More Shelter and Permanent Housing per Capita Than Most Peers



*Transitional Housing and Safe Haven
 **Includes Permanent Supportive Housing, Other Permanent Housing, and Rapid Rehousing
 Source: 2023 Housing Inventory Count

Right to Shelter

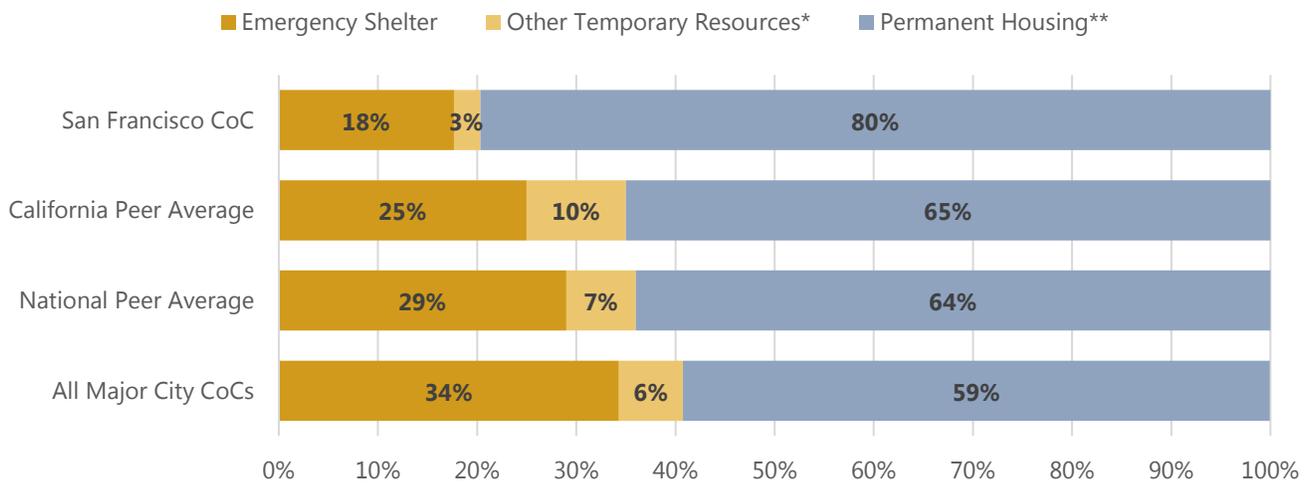
- **New York City:** In New York City, both single adults and families with children must be provided with a shelter placement within a day of requesting one.
- **Boston:** Massachusetts has a state-level law that requires cities like Boston to provide immediate shelter to families with children under the age of 21 or pregnant individuals who meet specific criteria.
- **Washington D.C.:** Washington D.C. provides shelter for any person experiencing homelessness during extreme weather conditions (when the temperature is below 32 degrees or above 95 degrees Fahrenheit). The jurisdiction is not required to provide shelter to all persons at other times but prioritizes rapid placement for families year-round.

San Francisco allocates a larger proportion of total bed inventory toward permanent housing than most peers and the national average. It allocates a smaller proportion toward shelter

San Francisco operates more shelter and permanent housing per capita than most peer jurisdictions. It allocates a larger percentage of homelessness resources toward permanent housing and a smaller percentage toward temporary resources, including emergency shelter, than most peers. In 2023, 18% of San Francisco’s total homelessness resources were allocated toward emergency shelter, compared with 25% in California peer jurisdictions, 29% in peer jurisdictions outside California, and 34% across all major cities in the U.S. This finding held when comparing peer jurisdictions across 10 years of HIC data, from 2014-2023.

While this finding demonstrates clear differences in how communities allocate resources toward different homelessness interventions, it does not imply a correct or incorrect approach. San Francisco follows a Housing First model, which prioritizes providing permanent housing to people experiencing homelessness. Housing First is motivated by the belief that the fastest and most effective way to end someone’s homelessness is to provide them with housing without preconditions. Housing First is a research-based approach which has been shown to result in faster exits from homelessness and more stable housing placements.¹³

San Francisco Allocates a Larger Percentage of Overall Beds Toward Housing and a Smaller Percentage Toward Shelter Than Most Peers

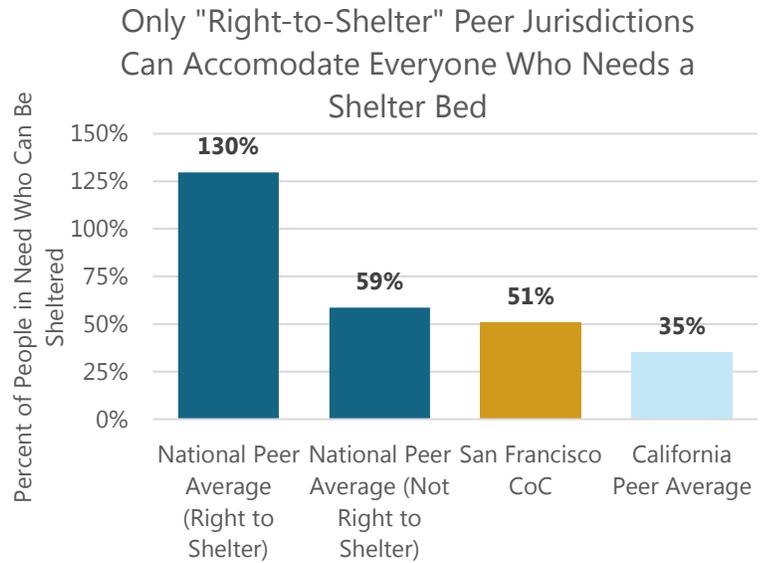


*Transitional Housing and Safe Haven
 **Includes Permanent Supportive Housing, Other Permanent Housing, and Rapid Rehousing
 Source: 2023 Housing Inventory Count

¹³ This article by HUD offers a review of the evidence on Housing First: <https://www.huduser.gov/portal/periodicals/em/spring-summer-23/highlight2.html>

Most peer shelter systems don't have enough extra beds to accommodate everyone who is unsheltered

We compared the total sheltered and unsheltered individuals at a point in time¹⁴ to the number of emergency shelter beds available, as reported in the 2022 HIC. Only three cities—Washington, D.C., Boston, and New York—had sufficient capacity to shelter all individuals in need of a bed. Each of these cities also has a “Right to Shelter” law and significantly lower rates of unsheltered homelessness than other cities in the sample. San Francisco had the second-highest rate of shelter beds to total need of any California city in our sample (51%).



San Francisco reports serving the highest share of shelter clients with severe mental illness and chronic substance abuse

- 39% of San Francisco shelter clients reported a severe mental illness, as compared with 24% in California peer jurisdictions and 20% in national peer jurisdictions
- 35% of San Francisco shelter clients reported chronic substance abuse, as compared with 13% in California peer jurisdictions and 20% in national peer jurisdictions¹⁵

It is unclear from the information available if these data reflect real differences in populations served or if it is more reflective of San Francisco’s higher commitment to diagnosis and treatment. Roughly a third of shelter clients in San Francisco do not report whether they have a substance use disorder or a disabling condition, and response rates for these sensitive topics may be even lower in peer jurisdictions. Two jurisdictions, Multnomah County (Portland, OR) and Long Beach, report similar levels of severe mental illness in their shelter populations.

¹⁴ Estimate based on the total number of individuals in emergency shelter and the total number of unsheltered individuals as of the 2022 PIT count. This provides an estimate for the total number of shelter beds needed to accommodate all individuals who were experiencing homelessness on a single night in January or February 2022.

¹⁵ According to 2023 CoC Homeless Population and Subpopulation reports based on PIT data.

NUMBER OF SHELTER CLIENTS SERVED

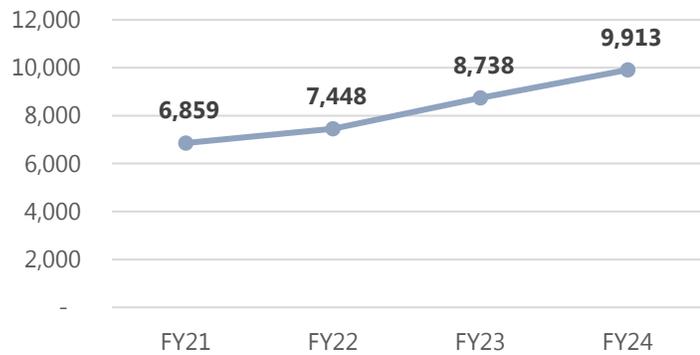
The number of people served through the shelter system has consistently increased since 2021

San Francisco Homeless Response System serves thousands of people experiencing homelessness annually. The total number of clients the shelter system serves annually has increased steadily since FY21. This number counts unique clients who were in the shelter system for at least one night, but does not control for the amount of time any one person stayed in shelter.

This increase in clients served corresponds to both an increase in shelter capacity and an increase in the number of people experiencing homelessness in San Francisco from the FY22 Point-in-Time Count (PIT) to the FY24 PIT count.¹⁶

In FY24, the overall count of people experiencing homelessness increased to over 8,000 and in part due to the expanded shelter capacity, a larger proportion of those individuals were sheltered.

The Number of Shelter Clients HSH Serves Has Been Increasing



¹⁶ The PIT count is a one-night count of everyone experiencing homelessness in San Francisco. It is a HUD mandated count. This means there are many more people experiencing homelessness over the course of a year than the PIT indicates are experiencing homelessness on one night.

SHELTER SYSTEM DEMOGRAPHICS AND EQUITY ANALYSIS

One of the five goals HSH outlined in their strategic plan, *Home by the Bay*, is to “demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.” To understand if the City is achieving that goal within the shelter system, it’s important to disaggregate shelter client data by race, gender identity, age, and other key demographics where disparities may exist. The plan also identifies subpopulations of special focus,¹⁷ who have additional vulnerabilities and/or may need specialized programs to serve them, and tasks HSH with evaluating if disparate services and outcomes exist in these populations, which we explore in Shelter Client Outcomes.

To look at whether the Shelter System is equitably serving clients, we compared the demographics of the Shelter System with the demographics of the entire unhoused population (PIT count) and San Francisco’s demographics as a whole (American Community Survey (ACS) data). Making these comparisons is challenging because of key differences in the way demographic data is captured in each of these data sources. For more detailed methodology see Appendix 1, F. Demographics Analysis.

This section covers the following demographic categories:

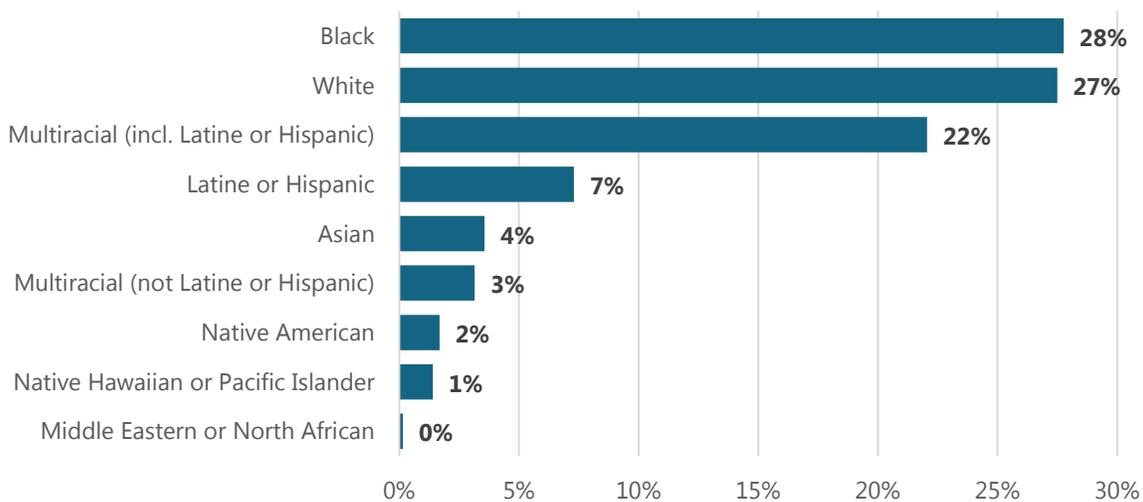
- Race and ethnicity
- Intersections between race/ethnicity and age or family status
- Sex and gender
- Age
- Disabling condition, including substance use disorder

¹⁷ Veterans, Youth and Young Adults, Families with Children, Survivors, Older Adults, People who are Justice-Involved, Transgender and Gender Non-Conforming People, People with Behavioral Health Care Needs, People with Disabilities, People Experiencing Chronic Homelessness, Immigrant Communities.

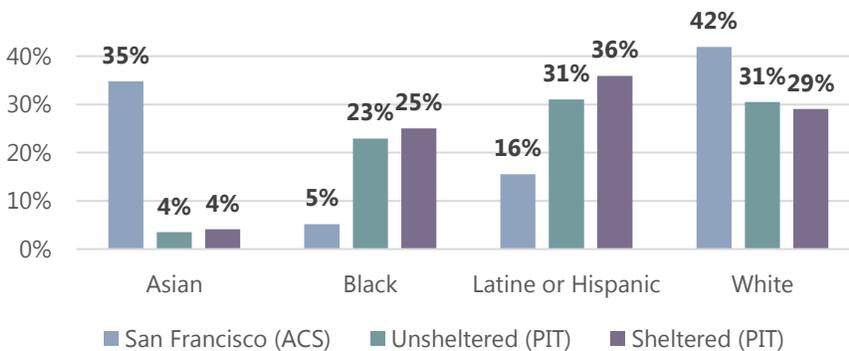
Most shelter clients are Black or White; Black and Latine/Hispanic people are overrepresented in the homeless population compared to the city overall

The largest racial and ethnic groups that San Francisco shelters served in FY23 and FY24 are White, Black, and Multiracial (Including Latine or Hispanic) clients. Only a small proportion of clients report other races or ethnicities. This largely matches the distribution of people experiencing homelessness as reflected in the 2024 Point in Time count locally and nationally, where Black residents are significantly overrepresented.

Most Shelter Clients are Black, White, or Multiracial (Including Latine or Hispanic)



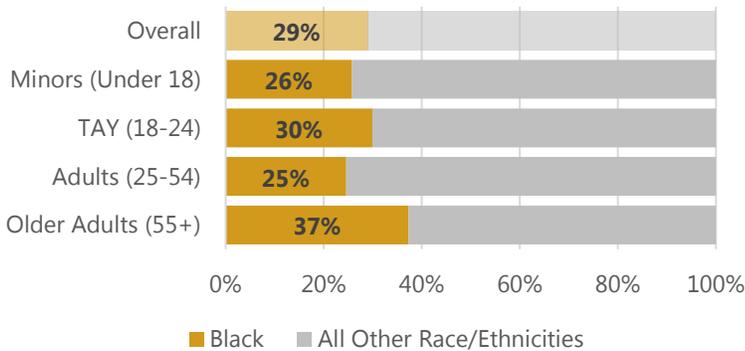
Black and Latine or Hispanic Residents are Disproportionately Represented in the Homeless Population



Asian and White populations are underrepresented both among the PIT count population and the shelter client populations in comparison to the overall San Francisco population, while Hispanic or Latino/e/a and Black populations are overrepresented. The chart to the left shows the comparisons with the highest populations and largest differences. To see data for other races and ethnicities, see Appendix 3.

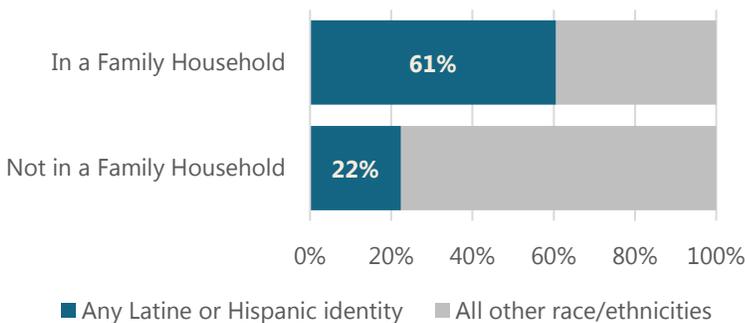
Black clients and clients with Latine or Hispanic identity are overrepresented in the sheltered population, possibly because Black shelter clients are older on average and Latine or Hispanic clients are more likely to be in family shelter

Black Shelter Clients are More Likely to Be Aged 55 or Older



There is some evidence that a higher proportion of unhoused Black San Franciscans are in shelter (rather than being unsheltered) in comparison to other racial and ethnic groups. Conversely, unhoused White residents are less likely to be in shelter. However, this could be due to other demographic differences in these populations. For example, Black shelter clients are more likely to be aged 55 and older, which is a population that is also more likely to be in shelter (explored more in the section on age below).

Latine or Hispanic Clients are More Likely to Be in a Family Household

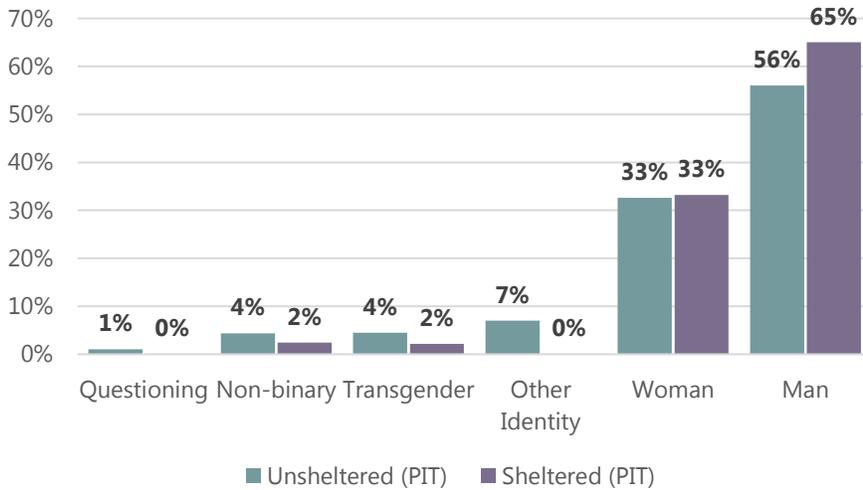


In addition to analyzing the intersection of age and race, we look at race and family status (whether a client is part of a family household or not). Clients with any Latine or Hispanic identity (including those who are multiracial, including Latine or Hispanic) make up a much higher proportion of the family shelter system than the adult shelter system. This likely is due to an influx of immigrants into the homeless response system.

More men than women are homeless; those with marginalized gender identities are less likely to be sheltered

In our reporting period, the shelter system served over twice as many men than women (64% of all shelter clients were men while 31% were women). Transgender and non-binary clients made up three percent of shelter clients.

There are More Men than Women in the Shelter System; Those with Marginalized Gender Identities are Less Likely to be Sheltered



We used PIT data to compare the gender identity demographics of the population experiencing sheltered and unsheltered homelessness. **Those with more marginalized gender identities**—either transgender, non-binary, questioning, or other gender identities—**are less likely to be in shelter than cis-gendered people experiencing homelessness** (although when interpreting the data, it’s important to note that the categories “man” and “woman” may include trans men and trans women). Men are more likely to be sheltered.

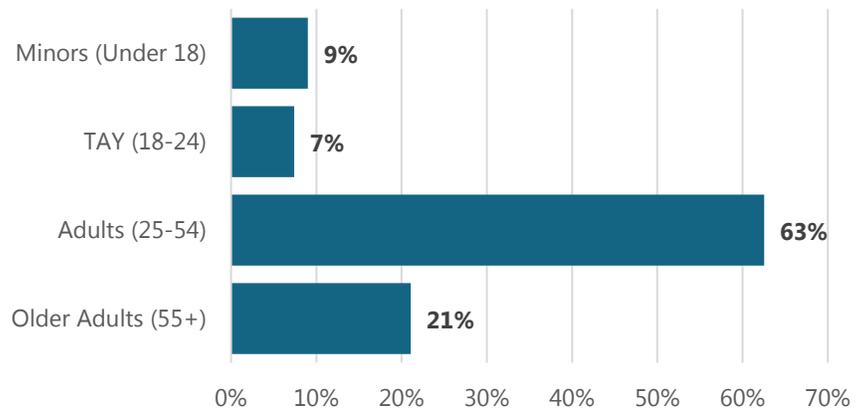
Most clients in shelter are adults, aged 25-54, although TAY are overrepresented among the homeless population

We categorize age into four main groups. Different age groups have different needs and some may require more specialized services in shelter. These four groups are:

- Minors (under 18)
- Transitional Age Youth (TAY) (ages 18-24)
- Adults (ages 25-54)
- Older Adults (ages 55+)

San Francisco has specialized shelters for TAY, Families, and Minors, but there is no specialized shelter for older adults, a population that may need additional support. This data includes both individuals and people in family households (including children). Most youth served by the Shelter System are in family shelter.

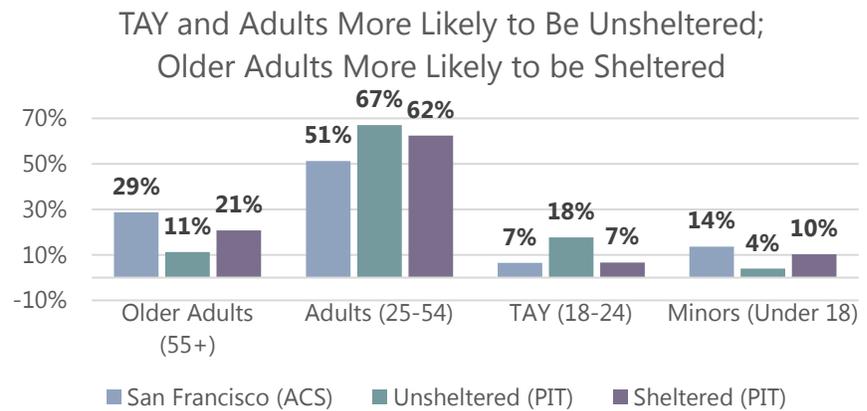
Most Clients in the Shelter System Are Adults, Aged 24-54



Adults make up the majority of the shelter population. One in five clients served in the shelter system is 55 or older. This is slightly lower than in the overall San Francisco population, and these clients are somewhat more likely to be in shelter than unsheltered.

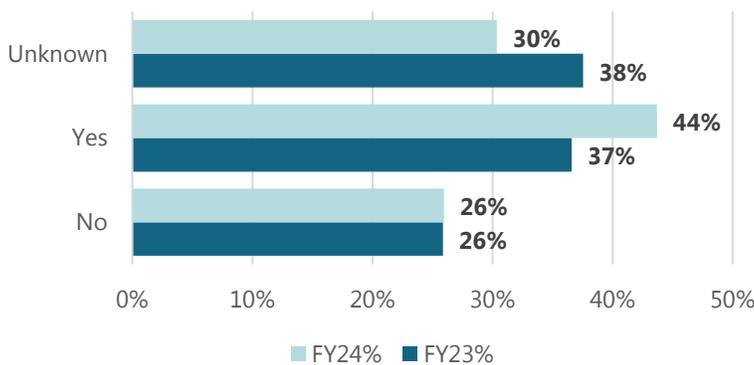
We see the same trend for minors (under 18). The opposite is true for TAY; there is a higher proportion of TAY in the homeless population than in the overall San Francisco population, but TAY are less likely to be sheltered. This likely reflects key policy choices made by HSH, such as prioritizing preventing unsheltered family homelessness, but may also reflect differences in population preferences for entering shelter.

The TAY population is also disproportionately Latine or Hispanic: 40% of TAY shelter clients are of any Latine or Hispanic identity, compared to 29% of overall shelter clients.



A large proportion of clients identify as having a disabling condition or substance use disorder

Large Number of Clients Identify as Having a Disabling Condition; There is Some Improvement in Data Collection from FY23 to FY24



Approximately 12% of the San Francisco population has a disabling condition that is physical, cognitive and/or impacts activities of daily life.¹⁸ A significantly higher proportion of shelter clients have a disabling condition than the San Francisco population (37% in FY23 and 44% in FY24 data).

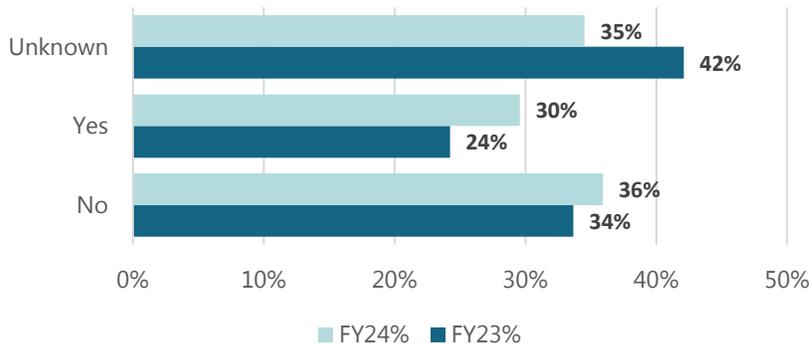
Between FY23 and FY24, unknowns decreased eight percentage points, while the proportion of clients with a disabling condition increased by seven percentage points. While these are not an identical pool of clients in both years, this suggests that the difference in the unknown data may have primarily been those who do have a disabling condition. This means that the actual

proportion of the shelter population that has a disability is likely even higher. This has implications for how

¹⁸ Disability definition differs slightly between the ACS and HMIS data. In the ACS, questions ask if a respondent has “hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, or independent living difficulty.” HMIS data defines a disabling condition as a “physical, mental, or emotional impairment”, a “developmental disability”, or “the disease of acquired immunodeficiency syndrome (AIDS). HMIS definitions of a disabling condition includes that caused by substance use disorder, so there may be overlap in the two demographic populations discussed in this section.

the shelter system should approach serving clients. Those with disabling conditions may need more support with either physical health needs or accessible accommodations.

Many Clients Have Substance Use Disorder;
Data Quality Somewhat Increased from FY23 to
FY24



Between 24% and 30% of the shelter client population indicated having a substance use disorder. There was a similar decrease in unknowns from FY23 data to FY24 data and increase in those with substance use disorder, suggesting the actual rate may be higher. This similarly has implications for shelter programs, in terms of the training staff need to serve these clients and the services needed to serve the sheltered population. It likely also has implications for the potential demand for services offered by other departments, like behavioral health care and residential treatment.

Missing data makes it difficult to draw conclusions about some demographics categories

Demographic information on disabling condition and substance use disorder have a high proportion of missing data—30% and 42%, respectively—but have sufficient information to gather some insights. Data collection improved some for both between FY23 to FY24.

Other demographic categories, such as veteran status and sexual orientation, have larger proportions of clients who either declined to answer or whose data was otherwise not collected. This makes it challenging to compare to overall population demographics or to draw meaningful conclusions. Both challenges with collecting data and differences in how different types of demographic data is collected in the ONE System contribute to the higher rates of unknowns for demographics other than race/ethnicity, age, or gender. Challenges around data quality are discussed further in [Section 4. Findings: Shelter Policies and Operations](#).

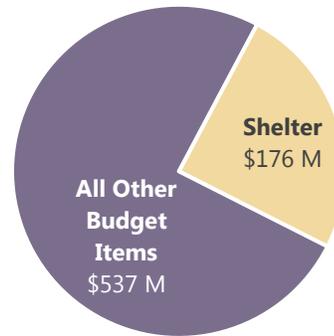
SHELTER SYSTEM BUDGET AND SPENDING

Shelter is approximately 25% of HSH’s budget and is funded by a high proportion of one-time funding sources

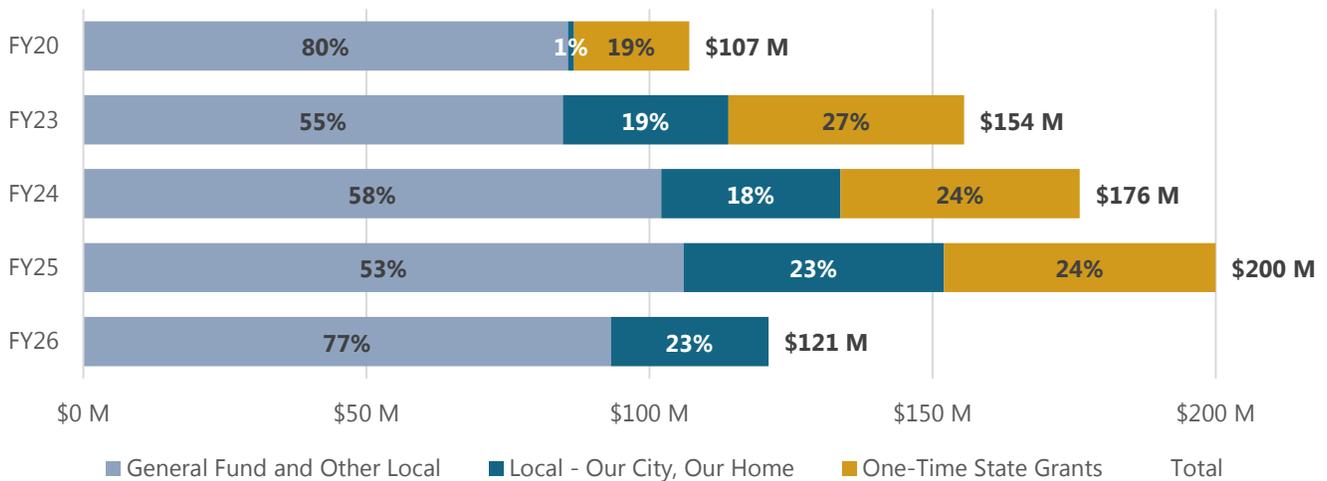
Approximately 25% of HSH’s budget went toward shelter in FY24.¹⁹ This primarily includes contracts with service providers, shelter leases, one-time capital expenses, and one-time start-up expenses for launching new shelter programs. The totals do not include HSH internal personnel costs for salary and fringe benefits.

The total amount of money spent on the shelter system has expanded steadily from FY20 through FY25.²⁰

Shelter Budget as a Portion of Total HSH Budget, FY24



The Shelter Budget has Increased from FY20-FY25 and Includes Many One-Time Funding Sources



¹⁹ See <https://www.sf.gov/resource/2024/hsh-budget> for more information.

²⁰ Total shelter funding appears to decrease significantly in the FY26 budget due to HSH’s method of allocating one-time state funds. State funds that HSH will collect in FY25 appear in the FY25 budget line but will support program spending over multiple years.

These budgets include agreements with CBO providers for services, leases, one-time capital, and one-time start-up funding. The shelter budget totals do not include HSH internal personnel costs for salary and fringe benefits for staff working on shelter.

The City's general fund, Our City, Our Home (OCOH) funding, and one-time funding sources from the State are the primary budget sources for shelter. OCOH is a fund created by a voter-approved business tax passed in 2016 that funds support services for people experiencing homelessness and to prevent homelessness. The primary one-time funding source funding shelter is the State Homeless Housing Assistance and Prevention (HHAP) grant, which "makes available grant allocations to cities, counties, and continuums of care with flexible funding to prevent and end homelessness in their regions."²¹ As of publication, the State just approved the sixth round of HHAP funding.

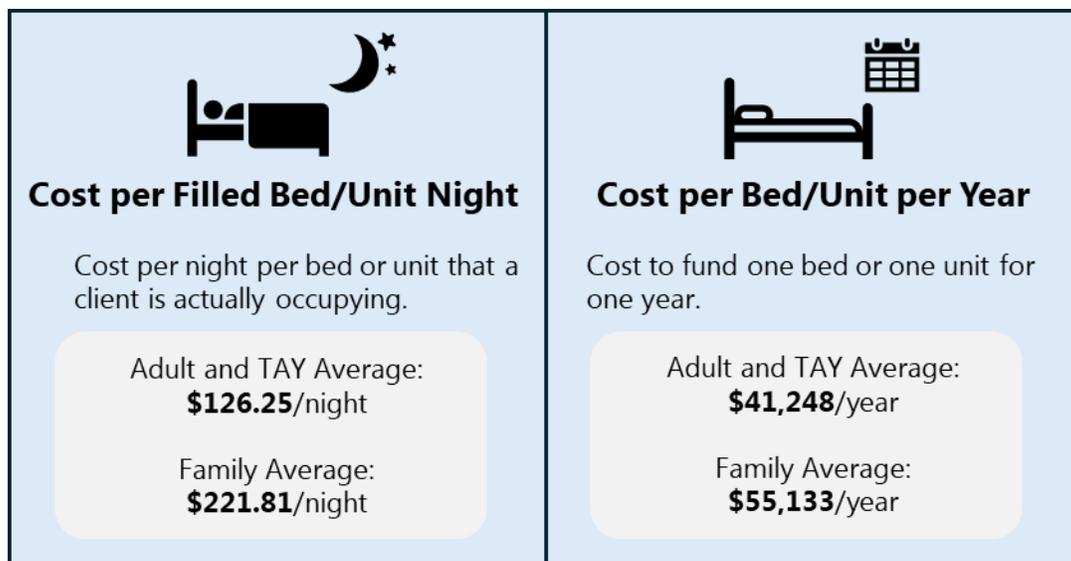
²¹ For more information, see the California Department of Housing and Community Development website, here: <https://www.hcd.ca.gov/grants-and-funding/programs-active/homeless-housing-assistance-and-prevention-grant-program>

ACTUAL SPENDING BY POPULATION AND SHELTER TYPES

This section analyzes costs by populations and shelter types, using actual spending from FY23. We assess costs using two measures:

- **Cost per Filled Bed/Unit Night.** This measure estimates the cost for each night that a unit or a bed was actually occupied by a client. We use this measure to assess the costs of actually sheltering someone, rather than the costs of making a bed or unit available.²²
- **Cost per Bed/Unit per Year.** This measure estimates the cost of funding a bed/unit annually, regardless of occupancy of that bed or unit.

Note that congregate shelter is measured in beds, while non-congregate shelter is measured in units. Family shelter units have multiple beds and serve multiple clients within the same family.



These calculations combine costs across multiple shelters to calculate averages; however, there is substantial variation from shelter to shelter, ranging from under \$100 per night to well over \$300 per night. While some of this variation may be due to operational decisions made by each provider, the variation is also due to other factors. This may include which costs we were able to capture in our analysis (e.g. if a provider owns their own building, those costs wouldn't be covered by the contract and so costs would appear lower than they actually are) and shelters appearing more expensive if there were associated start-up costs, a slower ramp up period, or a ramping down of the shelter program during the fiscal year we analyzed.

²² When occupancy is high, the cost per filled bed/unit night will be similar to the cost per bed/unit per night, which is a measure that is not impacted by whether or not that bed or unit is occupied. Most Adult, TAY, and family shelters in HSH's shelter system have high occupancy, but there are some outliers. This makes it useful to have both measures that illustrate the costs. For more detail on our methodology, see Appendix 1G.

Our analysis found that:

- Non-congregate shelter costs more than congregate shelter in adult populations. Crisis intervention programs are costlier than either shelter model despite providing lower levels of service.
- The costs of family shelter vary depending on the shelter program and types, and the differences in how families use and access shelter make comparisons to adult shelter costs difficult.
- The cost per occupied bed night in FY23 was less than the average daily rate of a hotel room in 2023.²³ Shelter costs are inclusive of food and services and the staff required to deliver those services, ranging from case management and health care to personal laundry and community building programs.
- There are no clear differences in spending by race and ethnicity.

Methods

We use actual expenditures on FY23 contracts for shelter programs and shelter services, pulled from SF OpenBook, the City's financial transparency portal. We also include lease costs by site, if HSH is responsible for paying that lease, and estimated per bed costs of DPH-provided shelter health.

Costs Include

- Actual expenditures on shelter contracts, which includes:
 - Staff salaries
 - Operational costs paid by the contractor,
 - Rent paid by the contractor,
 - Services such as case management if included, meals, other support services, etc.

As long as these expenses are paid by HSH
- Expenditures on contracts for non site-specific services, that are for a specific site type (e.g. meals for navigation centers)
- Actual lease costs paid by HSH
- Estimate of shelter health contract costs

Costs Exclude

- Other types of maintenance costs for the building if paid by the City (e.g. any DPW costs for building repair)
- Services that HSH provides directly, such as transportation
- Utilities, if the City pays utilities directly
- Provider costs for building if building is owned by the provider
- Shelter related costs, if those costs aren't directly associated with a specific shelter type or population (e.g. shelter storage available to any client)
- Any operational costs covered by the provider's own outside fundraising rather than by HSH

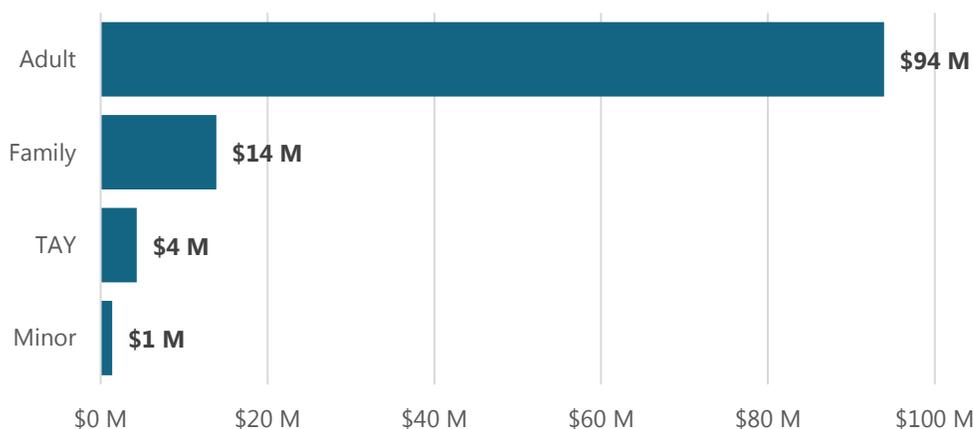
²³ See the [Status of the San Francisco Economy](#) reports and [SF Travel's website](#) for more information.

HSH has previously published estimates of shelter costs when planning for future expansion in the [Home by the Bay Strategic Plan](#) and the [A Place for All Report](#). These estimates will differ from the **actual spending** discussed in this report. The HSH **estimates for future expansion** include the costs of expanded services (such as additional case management, transport, and behavioral health services) and include estimated start-up costs per unit. Their estimates also include an annual cost of living or inflationary adjustment. As a result, the estimates for future expansion will be higher than the actual costs in this report. While understanding the true costs of shelter is useful, conducting this analysis was more difficult than anticipated due to factors including accounting for contracts that may correspond to one or more shelters, determining how to add in costs shared by multiple shelters, accounting for spending that is not captured in contract spending. As a result, this analysis should be viewed as estimates of the true costs. For more information about data challenges and a more in-depth explanation of our methods, see [Section 4. Findings: Shelter Policies and Operations](#) and Appendix 1, G. Spending Analysis.

Adult shelter received most funding in FY23

Because Adult Shelter comprises the majority of the programs and the shelter beds in San Francisco's Homeless Response System, it also uses the majority of the funds. Over 80% of HSH's spending on contracts that fund shelters goes to adult shelter models.²⁴ As noted in the [section](#) discussing the size of the shelter system, adult shelter comprises over 87% of the bed/units across the shelter system, which is roughly comparable to the proportion of total spending.

In FY23, Adult Shelter Received the Majority of Spending



²⁴ Note that there is approximately a \$40 million difference between the total represented in this graph and the total budget for FY23 in the prior section. This gap appears for several reasons. In addition to the excluded items outlined above, this graph also does not include the actual spending on the MOU with DPH for shelter health services. During FY23, the City was also winding down its Shelter-in-Place (SIP) hotels and COVID emergency shelter operations and due to the uncertainty caused by this, HSH opted to end some COVID-specific contracts early and use general fund savings to fund any gaps during wind-down. This difference between budget and spending for FY23 is an outlier as a result of the transition back to regular operations.

Within adult shelter, non-congregate shelter is significantly more expensive than congregate shelter

While there is an interest in expanding non-congregate shelter models or more innovative models, there is a trade-off between types of shelter that may be more appealing people experiencing homelessness and the number of beds that can be opened with a given budget.

Adult Shelter: Costs By Site Type			
	FY23 Average Capacity	Estimated Cost per Bed/Unit Annually	Estimated Cost per Filled Bed/Unit Night
Congregate	1,426	\$38,854	\$119.21
Non-Congregate	669	\$58,368	\$170.76

Crisis intervention models tend to be more expensive than standard emergency shelter or navigation center alternatives. This may be due to the costs of maintaining sites that are not otherwise intended for overnight stay. For example, to set up a safe sleeping program or safe parking program, HSH may need to pay for power, water, and hygiene facilities to be brought in and maintained. Emergency shelter is the cheapest model, however these data are from FY23 so emergency shelter may not include all the services a navigation center has, which may contribute to the difference in costs.

Adult Shelter: Costs By Program Type			
	FY23 Average Capacity	Estimated Cost per Bed/Unit Annually	Estimated Cost per Filled Bed/Unit Night
Crisis Intervention	105	\$64,271	\$176.17
Emergency Shelter	1,391	\$39,767	\$123.90
Navigation	928	\$48,466	\$138.76

In the family shelter system, there are similar differences in costs between non-congregate and congregate shelter, however, the way HSH uses different types of family shelter affects interpretation of data

Costs per bed or unit in family shelter show similar differences between congregate shelter and non-congregate shelter.²⁵ The cost per bed is lower in congregate family shelter than in non-congregate shelter or in programs that have both congregate and non-congregate beds within the same contract. This is likely for several reasons:

- HSH uses congregate and non-congregate programs differently than the adult system. Congregate beds are more likely to be temporary solutions when a family first enters the system, but families may be on the waitlist for a non-congregate unit and move as those become available.²⁶
- If a family household has small children, that child may share a congregate bed with a parent. Because that bed is then serving multiple clients, the costs per filled bed night appear lower.
- There are fewer programs in the family system, so differences in provider financial models and program nuances have a greater impact on aggregated costs.

In addition, costs for non-congregate units appear higher in family shelter than in adult shelter. In the family system, each unit contains multiple beds (HSH typically estimates three beds per unit). In the adult system, non-congregate sites have one bed that may serve either an individual or a couple, so serve fewer clients than a family unit does.

Family Shelter: Costs By Program Type			
	FY23 Average Capacity	Estimated Cost per Bed/Unit Annually	Estimated Cost per Filled Bed/Unit Night
Non-Congregate	122	\$75,212	\$282.68
Both Congregate and Non-Congregate	62	\$53,622	\$227.88
Congregate	50	\$25,107	\$111.85

²⁵ For one site, we are unable to separate the costs between congregate and non-congregate beds/units because all costs are under one contract.

²⁶ This was how the Family Shelter System policies worked in FY23. As of December 2024, HSH has adjusted policies around waitlists and time limits for shelter stays.

The TAY shelter system has less variation in cost

There are only two TAY focused programs, so we analyze the costs for both programs together. In the TAY system, the cost per bed annually averages \$44,316, which falls between the annual cost for an adult bed in emergency shelter and in a navigation center. Because the TAY system models are similar to the adult system models, there are not large variations in cost.

Tay Shelter: Costs For All Programs			
	FY23 Average Capacity	Estimated Cost per Bed/Unit Annually	Estimated Cost per Filled Bed/Unit Night
All programs	102	\$44,316	\$131.68

Minor shelters are more costly than other models due to the specific need that these shelters are meeting and the small number of beds

Shelters that serve minors operate under a different approach, and there is no expectation of minimum occupancy. These shelters are small, but it is critical that they exist when the need arises. As a result, costs tend to be substantially higher for these programs both because the occupancy tends to be significantly lower than in adult, TAY, or family shelter and because the total capacity is much lower. In FY23, the average minor system capacity was fewer than 20 beds. Because this is a unique model, we also include the cost per bed per night, which does not take into account whether or not the bed was occupied.

Minor Shelter Costs				
	FY23 Average Capacity	Estimated Cost per Bed Annually	Estimated Cost per Filled Bed per Night	Estimated Cost Per Bed per Night
Total	17	\$83,567	\$1,998.79	\$228.95

There are many considerations in assessing the reasonableness of shelter costs

Interpreting cost data may include assessing whether or not the amount the City is spending on shelter is reasonable. There are multiple considerations when determining the reasonableness of costs. One consideration is the economies of scale in play when it comes to costs for different shelter programs. This can be seen in the data above. Minor shelter is significantly more costly than other forms of shelter, but that is due to the very small number of beds available. We see similarly high costs among crisis intervention programs, which also have significantly fewer slots than other types of adult shelter. An additional consideration is the potential start-up costs that may be included in FY23 spending, since multiple programs

either re-opened or newly opened in FY23. Start-up costs may include facility costs to enable a site to serve as a shelter and resource costs to purchase items such as lockers, beds, and furniture.

Another way to assess whether these shelter costs are reasonable is to compare the estimated cost per filled bed night to other accommodations or programs. For example, the average daily rate of a hotel room in FY23 in San Francisco fluctuated from approximately \$160 to over \$350 per night. The 2023 calendar year average was \$243.80 per night, according to data from STR, reported in Controller's Office economic reports and SF Travel reports.²⁷ Shelter costs are inclusive of food and services and the staff required to deliver those services, ranging from case management and health care to personal laundry and community building programs.

²⁷ See the [Status of the San Francisco Economy](#) reports and [SF Travel's website](#) for more information.

3. Findings: Client Experiences and Outcomes

The fundamental purpose of shelter is to provide a safe, clean place for people who would otherwise be unsheltered to meet their most basic needs while they search for stable housing. The shelter system appears to meet that goal for clients in most circumstances. While shelter is by no means an ideal environment for people to stay long-term, we found that most shelters provided a reasonably safe and clean environment for clients to eat, sleep, and meet basic hygiene needs. Shelters provide a high degree of oversight for client safety, particularly around overdose prevention. Dozens of shelter clients die each year, but deaths have consistently declined over time.

The Controller's Office engaged a consultant²⁸ to conduct five focus groups with fifty shelter clients to gather in-depth insights into client experiences. Focus groups were held at adult, family, and TAY sites representing a mix of congregate and non-congregate, emergency shelter and navigation centers, and locations were chosen to be representative of HSH's entire shelter portfolio.²⁹ Focus groups may not represent every shelter client's experiences, but these qualitative insights, paired with data analysis and interviews with shelter providers and HSH staff, help present a well-rounded picture of clients' experiences in shelter.

CLIENT SAFETY

Clients generally view safety in shelters as adequate

Shelter clients who participated in our focus groups generally perceived safety as adequate, with a few exceptions. Notably, clients felt unsafe when staff took breaks simultaneously, and clients at one congregate shelter felt like they had to be constantly "on guard" to avoid confrontations over space and privacy.

Female participants reported more safety concerns than their male counterparts at adult congregate shelters. This gender difference did not come up at adult non-congregate, or at family or TAY shelter focus groups. While suggestive, this finding does not rule out gender differences in safety across these sites. Focus groups are intended to draw out deep qualitative insights but cannot draw statistically significant conclusions about the populations. Further work should be done to understand safety differences across gender, as well as race, sexual orientation, age, and other characteristics.

"I feel safe to a degree, but when staff take breaks at the same time, I have found people who don't live here in the dorms."

Focus Group Participant

Clients appreciated HSH's weapon check policy, which requires clients to hand over any weapons to security personnel each time they enter the shelter. Sites typically tag and securely store items like knives or pepper

²⁸ Talent Poole had an existing contract with HSH and experience in collecting information from marginalized groups.

²⁹ Focus groups were held at Hamilton Family Shelter, Lower Polk TAY Navigation Center, Bayview Navigation Center, Next Door Shelter, and 33 Gough Cabins/711 Post (combined focus group). The Controller's Office paid for four focus groups and HSH paid for one as information from TAY was particularly high priority for the department.

spray and allow clients to check these out if they wish to carry them off-site. Shelter sites do not allow or store firearms.

HSH has a number of policies to ensure safety and security at shelter sites.

- HSH requires shelters to have security personnel or safety staff on-site during operating hours. These staff control entry and exit to the building and may assist with de-escalation or intervention in conflicts that occur on-site.
- Security personnel are instructed to call 911 if any person is in danger or in need of immediate medical assistance. During our interviews, multiple shelter providers noted frustrations with slow 911 response times and that police were not always helpful when they did arrive.
- Clients may be immediately expelled from shelter and suspended for up to six months for violating certain safety rules, such as committing an act of violence, possessing a weapon on-site, or issuing a credible threat of violence. Clients may also be expelled and suspended for up to three months for repeated unsafe behaviors, such as issuing general threats that lack specificity, verbal harassment, destruction of property, or sexual harassment.
- HSH's guest placement team attempts to avoid placing individuals with a shared history of violence at the same site. Shelter providers noted this can be challenging in the TAY system, with only two shelter sites. In these cases, HSH will attempt to place transitional aged youth into adult shelters instead. HSH also routinely transfers clients between shelter sites to ensure their safety.

Safety incidents still occur at shelter sites on a regular basis.

- Between October 2022 and May 2023, shelter providers submitted 293 Critical Incident Reports (CIRs) labelled "Act/Threat of Violence," an average of 37 incidents per month across the entire shelter system. These made up about 13% of all CIRs submitted by shelters during this time period. Some sites did not report any acts or threats of violence.
- A [separate analysis by City Performance](#) found about half (51%) of specific incident subtypes for acts or threats of violence corresponded to a physical assault, over a third (36%) corresponded to a verbal threat, and the remainder corresponded with other categories including attempted assault.

Clients and providers felt theft of personal belongings was an issue

Both shelter clients and providers expressed some frustration with the amount of locker space provided on-site and frequently noted issues with theft of personal belongings.

HSH rules limit personal belongings to roughly two large bags (approximately 30 gallons) worth of items per person. The goal is to ensure personal items can be properly stored in secure lockers without taking up shared space. Many sites also include limited storage for bicycles, scooters, and other large bulky items. HSH also maintains two off-site storage facilities where clients can securely store excess personal belongings.

Clients frequently noted issues with theft and expressed a strong desire for larger and more secure storage options. Clients noted that theft and safety concerns increased when staff took breaks simultaneously. In adult and TAY sites, we heard about both clients and staff stealing and having items stolen.

In addition to theft, some clients noted instances where their personal belongings were simply discarded by staff. Providers, meanwhile, noted the challenges with enforcing limits on personal belongings. Many staff felt uncomfortable asking clients to discard personal items or issuing written warnings or denials of service. Providers noted that clients tended to accumulate more items the longer their stays.

LIVING CONDITIONS

Clients generally perceived shelters as clean

Most clients agreed that the facilities were as clean as they could be, with staff cleaning constantly. While clients acknowledged that messes were often made by other clients, this was not seen as a reflection on the efforts of shelter staff.

Shelter staff agreed that cleaning was a round-the-clock effort, and that they did the best they could to keep their sites clean and pest-free. This could be difficult with many people sharing a confined space. Staff noted that bathrooms in particular were difficult to maintain, especially at larger sites with hundreds of people.

Shelters attempt to provide welcoming environments, but clients felt the limitations in programming

Many shelter providers attempt to create welcoming environments for clients. For example, a few sites we visited attempted to create a “living room” type of environment in their common spaces with couches, comfortable chairs, televisions, and client artwork. Others included central courtyard areas with tables, benches, and plants. Multiple sites pointed out fresh paint or murals designed to make common spaces feel less institutional and more welcoming. One site kept plants in all dorms.

Despite these efforts, shelters are fundamentally institutional spaces that typically lack the same privacy and comfort as housing. Congregate shelter dorms often house dozens of clients in a shared space, with minimal distance between beds.

Clients also spoke about wanting more social programming at some sites. Some providers said that on-site programs meant to build community among shelter clients stopped during the pandemic and hadn’t been fully re-started.

"They used to have programs and activities here, but now we just walk around like zombies. No movie nights, bingo nights, coffee days, nothing."

Focus Group Participant

Clients were dissatisfied with the quality of meals at shelters

HSH encourages shelters to offer flexible mealtimes to allow shelter clients to eat at times that work best for them, and contracts with Meals on Wheels to provide frozen meals that can be heated on-demand for shelter clients. However, clients at many shelters complained about the quality of the meals provided on-site, with specific concerns about frozen meals. Clients complained about both the taste of the meals and the food handling practices of shelter staff, with specific complaints about over- or undercooked food.

HSH, through a partnership with a DPH-employed Registered Dietitian, has recently issued new standard operating procedures and forms to track that food is safely stored and reheated by shelter sites. HSH has also worked with DPH to update the menu pattern for these meals to more accurately reflect the nutritional needs of the typical shelter client and to comply with San Francisco Shelter Standards of Care legislation guidelines around nutrition. Still, HSH noted challenges providing frozen meals that are healthy, delicious, and affordable. Some sites received fresh food donations through Replate, which were greatly preferred by clients. Other sites are responsible for preparing meals on-site but noted challenges with limited resources.

OVERDOSES AND DEATHS

Overdoses and overdose reversals occur frequently in shelter

Many of the adult and TAY providers we interviewed said that overdose reversals happen frequently. Some shelter sites estimated they are at least a weekly occurrence. We sought to validate this claim by looking at Critical Incident Reports submitted by shelter providers to HSH. Between October 2022 and May 2023, 154 overdoses and overdose reversals were reported by the shelter sites in our analysis. These largely occurred at congregate shelter sites (68%), and shelters serving adult populations (97%). A [separate analysis by City Performance](#) into HSH's Critical Incident Reporting found that most (71%) shelter providers interviewed believed that critical incidents, such as overdose reversals, are underreported to HSH, largely due to unclear reporting guidelines. This suggests that the true number of overdoses and overdose reversals is likely higher than reported. That project led to suggested improvements in reporting tools and processes which HSH has begun to implement.

What is Harm Reduction?

Harm reduction is an evidence-based approach to engaging with and providing services to people who use drugs. Harm reduction strategies aim to minimize the negative effects of drug use, such as overdoses and infectious disease transmission, while improving the health and wellbeing of drug users.

As a harm reduction organization, HSH does not exclude people from accessing services or housing based on substance use or diagnosis of a substance use disorder. HSH and the Department's service providers focus on behaviors that promote safety of the client and community rather than sobriety compliance.

The shelter system takes numerous precautions to prevent fatal overdoses, given the high instances of drug use among shelter clients

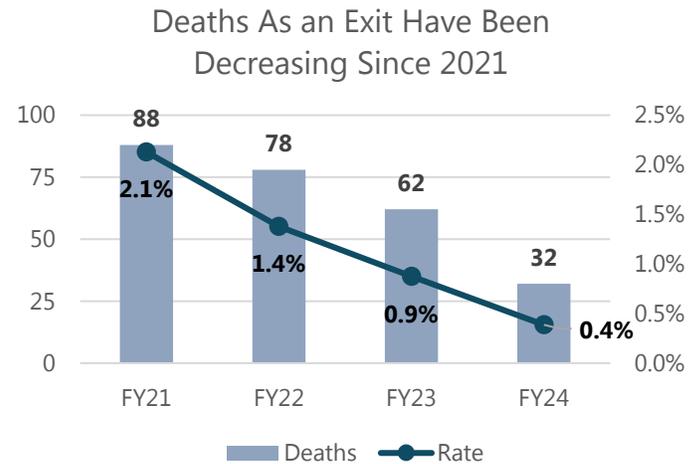
HSH maintains an Overdose Prevention Policy as legislatively required. It outlines strategies to prevent overdoses by clients who use drugs. Shelters take several precautions, which likely save lives:

- All shelter staff are required to complete an online Harm Reduction/Overdose Prevention Training developed by DPH, which includes how to respond to and reverse overdoses.
- All shelter sites stock doses of Naloxone, an overdose reversal drug, and all shelter staff are trained to administer it.
- Shelter staff conduct regular wellness checks, in some cases as frequently as every fifteen minutes. Staff typically require visual or verbal confirmation from each client that they are ok, and track this against a roster to ensure all clients are healthy and accounted for.
- All shelter sites must have a documented onsite overdose response policy and protocols that provide specific guidance on what to do if an individual overdoses at the shelter.
- Behavioral health services are available to shelter guests, often through DPH staff at the site.

There is evidence of decreasing deaths of shelter clients

HSH tracks shelter client deaths when a client dies on-site or a provider is informed of a death and records those as the reason for exit from shelter. This provides an estimate of deaths for people who were considered shelter clients at the time of death. This does not mean the client died at the shelter and does not provide the cause of death.

Between July 2020 and June 2021, death was cited as a reason for an exit from shelter 88 times. Between 2023 and 2024, that number was 32. This period mostly covers the COVID-19 pandemic and its aftermath, and the trend of the data may reflect impacts from that. Without more detailed data we are limited in what we can say about this trend, but it is a positive indicator.



One potential explanation is an increase in supervision in emergency shelter, both in comparison to some types of housing and to past practices. HSH and nonprofit partners have iterated on oversight practices since the first Shelter-in-Place hotels were managed in 2020 and 2021. Creation of the Overdose Prevention Policy and subsequent training and implementation may also be responsible for decreasing deaths.

Shelters may do a better job preventing overdoses than more private settings like housing

There is a high level of oversight and safety precautions in shelter, especially in congregate settings where there are many people around, which creates a safer environment for drug users. This high degree of oversight allows staff to quickly catch drug overdoses when they happen and step in to reverse them. We heard many stories of shelter staff administering Naloxone to reverse an overdose, and providers frequently cited the importance of regular, thorough wellness checks throughout the entire building. Private areas like bathroom stalls were considered hotspots for drug use, and staff noted the importance of frequently checking in and getting verbal confirmation that clients were ok.

This apparent success in preventing or reversing overdoses is not necessarily evidence that shelter is the most appropriate location for clients with active substance use disorders. Shelter remains a temporary solution, and providers struggle with the level of care high-need clients require and believe there is a shortage of supportive treatment options.

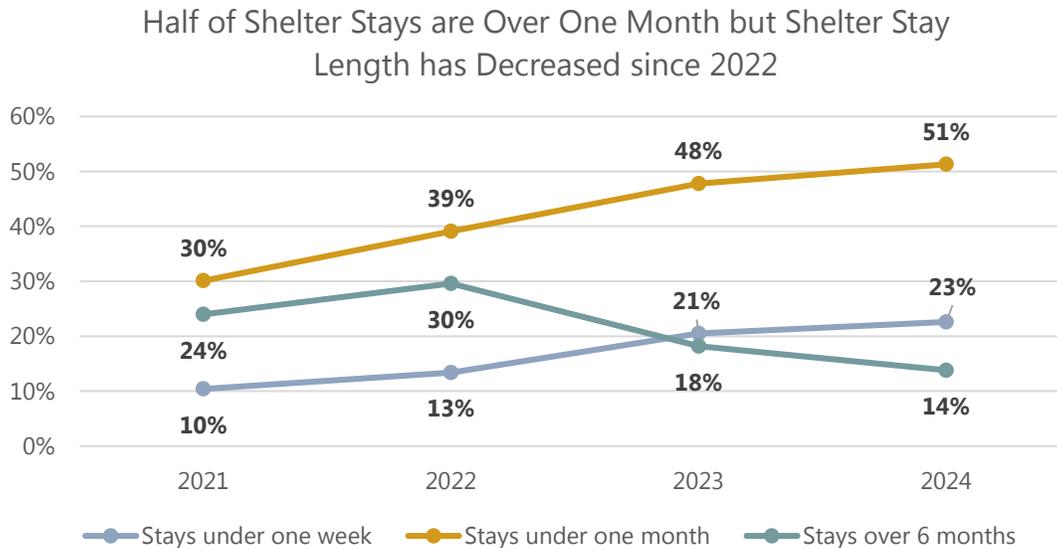
PATTERNS AND LENGTH OF SHELTER STAYS

Emergency shelter is only meant to be a temporary resource while clients seek permanent housing. Prior to the COVID-19 pandemic, HSH limited most shelter stays to 90 days, with the ability for clients to request additional extensions. Stay limits were lifted during the pandemic in order to stabilize shelter communities and reduce the spread of the virus, but HSH is currently evaluating stay-length data and recently reinstated limits on family shelter stays.

Client flow is a combination of the length of individual shelter stays, overall time in the shelter system, and the extent to which clients have multiple stays or instances of homelessness. Identifying patterns in how shelter clients move through the system helps understand the costs of the system, whether there are groups of people with different needs using the system in different ways. In the long run, identifying profiles of shelter clients could support the department in targeting different shelters or interventions based on need.

Half of shelter stays are over one month

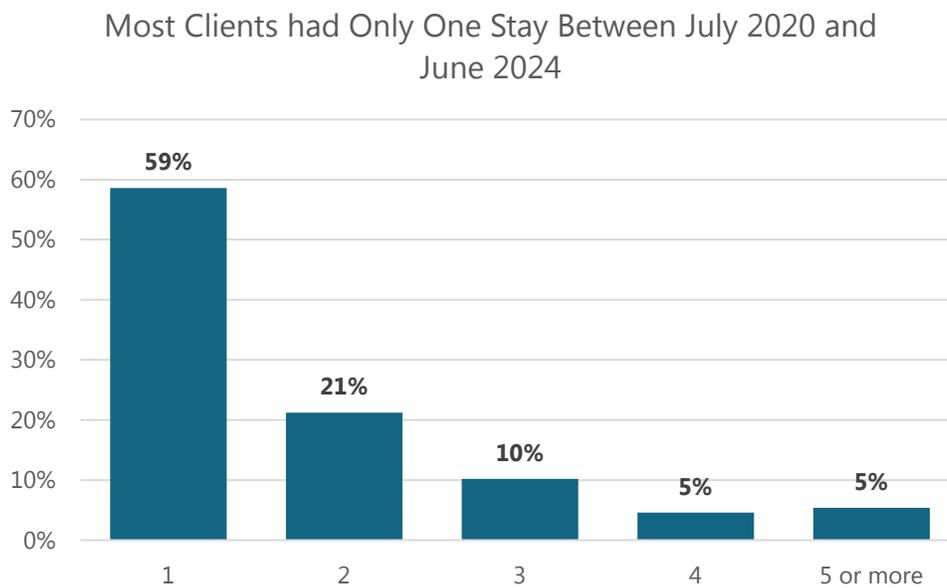
While shelter is an emergency intervention rather than a housing solution, most stays are for more than a week, and almost half are for more than one month. Median length of stay was highest during the COVID-19 pandemic when the City removed any length of stay limits and managed a large number of Shelter in Place hotels. Length of stay has decreased over the last two years as the overall system has worked to return to normal functioning but has not reinstated a length of stay limit for adult or TAY shelter.



These numbers are estimates based on the internal HMIS system.³⁰ Because that system is administrative stay data, length of stay is calculated by individual shelter program enrollment. Clients who move directly from one shelter to another are represented with separate stays and separate lengths of stay per shelter.

The majority of shelter clients appear in shelter once

Over the last four years, over half of people who appear in the shelter system have a single stay. These individuals may still be experiencing homelessness or they may no longer require shelter due to having resolved their housing instability or left San Francisco.



Relatively few shelter clients have stays spanning more than two years

About 12% of people who stayed in shelter at least once between FY21 and FY24 have stays spanning three or four years. This may be one long stay or multiple instances. This is an indicator of people remaining homeless in San Francisco for long periods. In contrast, over 60% of people have a stay in only one fiscal year. Removing shelter clients who only stayed in FY24, almost half of shelter clients only appear in the emergency shelter system for one year.

Of people who exited from shelter any time during FY23, approximately three-quarters did not have a stay during FY24, meaning they did not return to the emergency shelter system for over a year. This does not necessarily indicate they found permanent housing, and available data don't show that they were significantly more likely to exit to a permanent housing situation than clients who returned within a year.

³⁰ Length of stay and number of stay calculations exclude stays with a duration of zero days or any stays with negative durations (an exit date prior to an entry date) since they are unlikely to be valid shelter stays.

This suggests that while there are many people who experience homelessness for long or repeated periods of time, there are many more who use the shelter system either intermittently or only once while experiencing housing instability. To assess use of the shelter system or the long run outcomes of those leaving would require much more in-depth analysis. There is additional discussion of the limitations of available data in Section 4 on [Data Availability and Quality](#).

The average adult shelter bed served 3.5 people per year

The most basic measure of flow through the system is the number of people served by the average shelter bed in the system over the course of the year. The higher the number, the shorter the average length of stay in shelter for each person. People move through congregate shelter much faster than they move through non-congregate shelter. This means that one congregate bed will serve more people than one non-congregate bed. This can be good or bad: it may mean that people are using congregate shelter as temporary stabilization to move on to permanent housing solutions, or it may mean people are quickly cycling through congregate shelters back to the streets.

In the Adult Shelter System, One Bed Serves More Clients in the Congregate System than One Unit Serves in the Non-Congregate System



Congregate
4.3 clients served
per bed



Non-Congregate
2.1 clients served
per bed/unit

SHELTER CLIENT HOUSING OUTCOMES

Shelter providers are generally expected to record where a client goes when they leave shelter. The exit destinations help the City understand if shelter clients leave the system entirely, move elsewhere in the homeless response system, or move into permanent housing. This helps HSH understand how clients move through the system and is one measure they can use to evaluate the success of shelter. Providers use the Online Navigation and Entry (ONE) System to track these exits and input a client's exit destination using set categories required by HUD. Ensuring a positive exit from shelter is not the sole responsibility of the shelter operator. Housing and exits from homelessness are primarily a function of the City's coordinated entry and housing placement work.

Over half of clients don't have a record of where they went upon leaving shelter, which limits the conclusions we can draw about shelter outcomes

Across all shelters, **51% of clients had unknown exit destinations**. This varies across shelters, ranging from over 95% of clients with unknown exit destinations, to shelters with higher data quality with under 10% of their clients with unknown exit destinations. Generally, family shelters appear to have higher data quality than adult shelters. Shelters that closed down during the reporting period also have higher data quality around exit destinations.

While there are a variety of reasons why data on exits are missing, it means there are limited conclusions we can draw about housing outcomes. In particular, while we initially intended to estimate how much the City is paying for a client to have a positive housing outcome (i.e. exit to a permanent housing situation), the number of unknown exit destinations impacts the utility of that type of analysis. This section discusses the limited conclusions we can draw. We further discuss why so many exit destinations are missing and data quality challenges more generally in [Section 4. Findings: Shelter Policies and Operations](#).

Clients experience mixed outcomes even in available exit data

HUD defines a positive outcome from shelter as a client exiting to any permanent housing situation. Across all clients in the reporting period, **only 13% exited to permanent housing**. Aside from unknown exit destinations, the other largest category is clients exiting to either sheltered or unsheltered homeless situations. The other exits tracked are categorized as temporary housing situations, institutional situations, or other situations. Temporary housing situation includes transitional housing which is part of the homeless response system, temporary stays with family or friends, etc. Institutional situations include hospitals, long-term care facilities, or jail or prison.

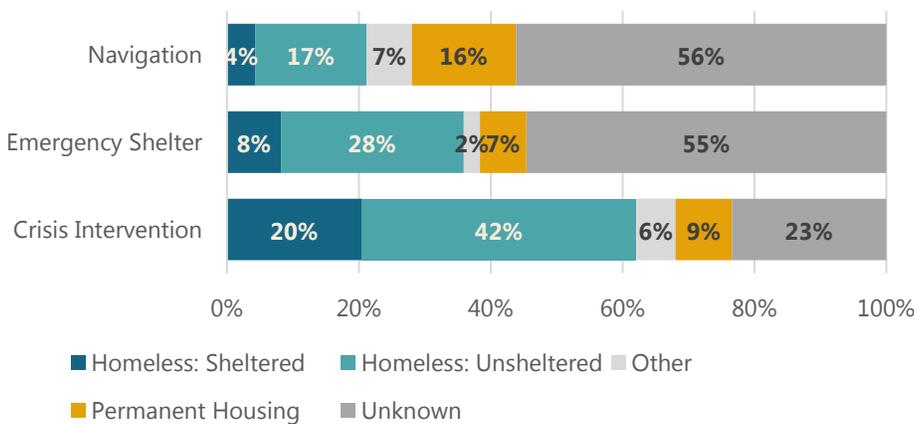
Shelter can provide non-housing benefits to clients. Providers often mentioned more expansive definitions of success, including clients taking the first steps towards accessing substance use disorder treatment, shelter preventing overdose deaths, clients getting access to healthcare, and more, even if those clients do not then immediately move on to permanent housing. While these successes are important, this section focuses on where a client goes when they leave shelter.

In adult shelter, only a small proportion of clients exit to permanent housing

In adult shelter, 54% of clients exited to unknown destinations in FY23 and FY24. While this limits the conclusions we can draw about differences in successful outcomes between types of adult shelter, there are still some insights. Crisis intervention data is slightly skewed because many of the largest safe sleep and safe parking programs wound down in the reporting period. Shelter staff there may have been better equipped to gather data on exits, since they were helping clients determine where to go once the program closed.

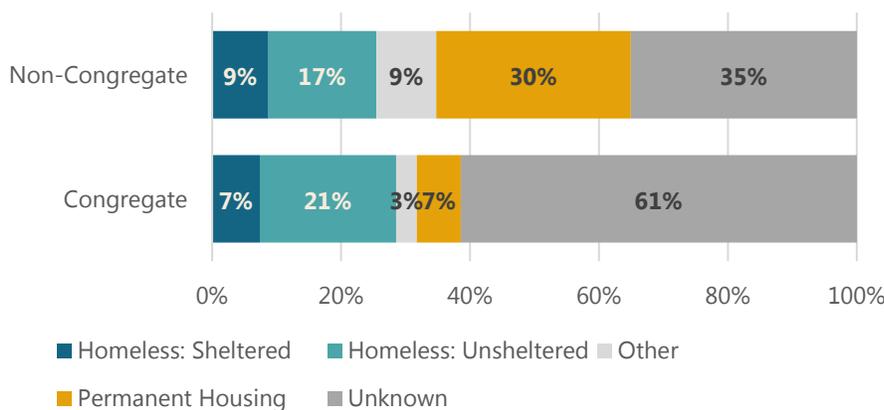
Across all adult shelter types, data show that relatively few clients exit to permanent housing.

Adult Shelter: There are Many Unknown Exit Destinations and Many Exits to Homeless Situations



Clients appear to have slightly better outcomes in navigation centers than in emergency shelter. In navigation centers, 16% exit to permanent housing, while 21% exit to homeless situations. In comparison, 7% of emergency shelter clients exited to permanent housing, about half the proportion in navigation centers, while 36% exited to homeless situations.

Adult Shelter: Clients in Non-Congregate Shelter More Likely to Exit to Permanent Housing

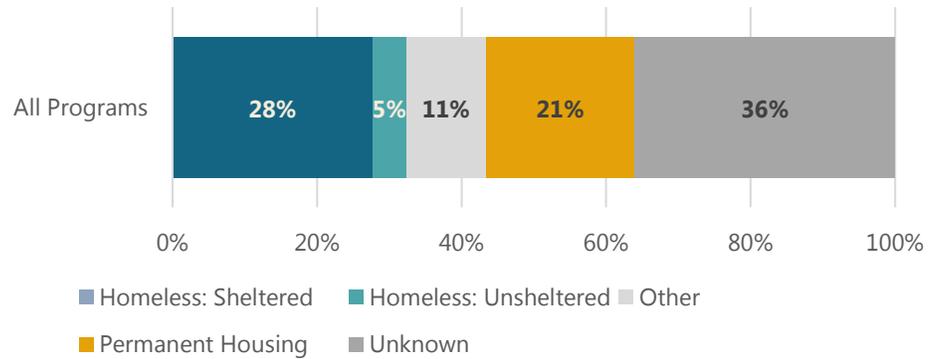


Clients in non-congregate shelter were more likely to exit to permanent housing situations than those in congregate shelter: 30% compared to 7%. This may be because non-congregate programs typically prioritize clients who are eligible for PSH. Data quality also appears to be better in non-congregate sites where 35% of clients have unknown outcomes compared to over 60% in congregate shelters.

In family shelter, data quality and outcomes are better, but a majority of households still exit to unknown destinations or return to homelessness

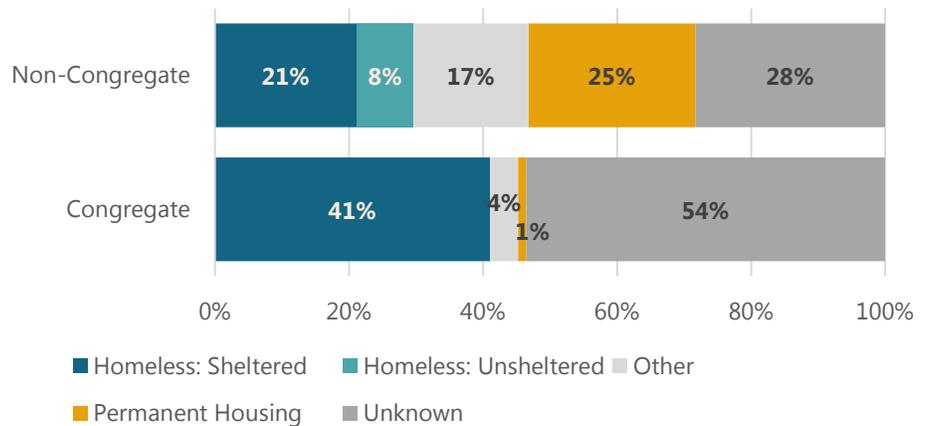
We look at exits in the family system by household rather than by individual client. Across all family shelter, there is higher data quality than in the adult shelter system and better outcomes overall. Thirty-six percent of outcomes are unknown and 20% of exits are to permanent housing. While this is better in adult shelter, only one in five families are known to exit shelter to housing.

Family Shelter: Fewer Unknown Exit Destinations; More Households Exit to Permanent Housing than in the Adult System



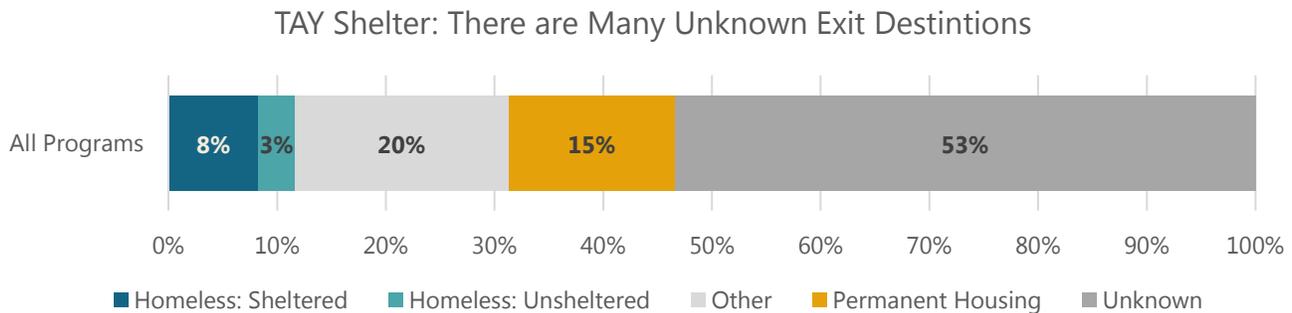
Comparing family shelter household exits in congregate and non-congregate shelter illustrates how clients flow through these different types of shelters. Very few households exit congregate shelter to permanent housing and 41% exit to sheltered homeless situations. This is likely because when families first enter the system, they are often placed in congregate shelter before moving into non-congregate units. This likely accounts for most of those exits. One quarter of households in non-congregate shelter exit to permanent housing. Interestingly, no households with outcome data exited congregate shelter to unsheltered situations. Eight percent of households exited non-congregate shelter to unsheltered homeless situations. While this is better than the adult system, where 28% of all clients exit to unsheltered homeless situations, that still represents almost one in 10 families in non-congregate shelter ending up unsheltered in the reporting period.

Family Shelter: More Households Exit to Permanent Housing from Non-Congregate Shelter than Congregate Shelter



TAY shelter has slightly better outcomes than adult congregate shelter, although there are still high numbers of unknown exits

Exit destination data quality is low in TAY shelter programs; over 50% of exit destinations are unknown. This is comparable to the data quality in the adult system. A large proportion of TAY shelter clients exit to other destinations, the majority of which are temporary housing. Fifteen percent exit to permanent housing and around 11% exit to homeless situations. Both statistics are better than outcomes in congregate adult shelter.



Providers report challenges with helping clients exit shelter to permanent housing

Providers report struggling with helping people who aren't eligible for PSH find housing. The ability for clients to exit to permanent housing situations is dependent on the availability of option for clients.

HSH administers several permanent housing programs for people experiencing homelessness, including Permanent Supportive Housing (PSH), Rapid Rehousing (RRH), and other housing voucher programs (e.g., Emergency Housing Vouchers). HSH prioritizes clients for these programs based on population-specific assessments via the Coordinated Entry system. These assessments are scored to assess vulnerability to homelessness, barriers to housing, and chronicity of homelessness. Based on their score, clients may either be assigned to Housing Referral Status, which makes them eligible for HSH's permanent housing options, or Problem Solving Status, which does not. Clients who are referred to Problem Solving status will receive help and financial assistance to explore options outside of HSH's housing programs.

People who are experiencing homelessness may also be eligible for other subsidized housing programs available to low-income households, including City-sponsored affordable housing, federal housing vouchers (e.g., Housing Choice Vouchers), local housing subsidy programs (e.g., Emergency Rental Assistance Program), or public housing. These programs are not administered by HSH, but shelter case managers can help clients explore which programs they may be eligible for and fill out applications.

Clients may also self-stabilize by finding their own market rate housing, permanently finding a place with friends or family, or some other solution without any assistance.

One of the reasons for the low exits to permanent housing may be the limited availability of permanent housing options both within and outside of the homelessness response system. Providers regularly reported that they struggle to figure out how to help clients if they don't qualify for PSH. HSH is currently in the

process of re-designing Coordinated Entry but estimates as of January 2023 show that 10% of adults,³¹ 40% of families, and 10% of TAY who complete a Housing Primary Assessment will be eligible for PSH. An additional group will be eligible for RRH, a time-limited support. This leaves many people looking for solutions outside of the homelessness response system.

Subsidized housing programs outside of the homelessness response system often have long waiting lists or many applicants for a limited number of housing units. Further, clients may not be eligible for certain local or federal housing programs due to lack of income, immigration status, criminal background, or other factors. Most options in the private rental market are likely out of reach without a rental subsidy.

The shelter system is limited in its ability to provide services that support flow into housing

While San Francisco's shelter system stabilizes people in crisis, it struggles to connect those people with permanent housing solutions to resolve their homelessness. Just 13% of shelter clients exit to permanent housing. Shelter providers, clients, and HSH staff all expressed a desire for more programming and services to support people in moving from shelter to housing.

HSH has expanded shelter services meant to connect clients to permanent housing solutions in recent years. In FY23, HSH provided additional funding to expand housing-focused case management at the adult shelter system and ensure minimum case management staffing ratios across all programs (1:25 in adult shelters, and 1:15 in family shelters). Case managers work with each client to develop personalized housing-focused care plans, complete coordinated entry assessments, and gather any documentation needed to move into permanent housing (e.g., government-issued ID, proof of income, disability certification, etc.).

While case management is undoubtedly a step in the right direction, clients had mixed opinions about the efficacy of their case managers. Many expressed that their case managers were unhelpful or unprofessional. Case managers expressed that many clients were reluctant to engage with them. **In the future, HSH should evaluate the efficacy of case management services to better understand whether this investment is impacting client wellbeing and housing outcomes.**

In addition to case management, both providers and clients expressed a desire for **more wrap-around services to meet clients' needs**. There was a strong desire for more programs to support clients' physical and behavioral health, including programs to support clients with addiction. Multiple providers cited a lack of recovery programs and noted that clients who struggle with addiction often don't succeed in permanent housing. We also heard a desire for additional programming to help "bridge the gap" from shelter to housing, like group therapy, job training, financial literacy programming, and immigration or legal services.

Additional Services Desired

- Expanded shelter health capacity
- Expanded behavioral health capacity
- Addiction recovery programs
- Job training
- Financial literacy programming
- Immigration or legal services

³¹ This estimate is larger for certain populations, including Veterans (30%) and Adults who are actively enrolled in CAAP (20%).

EQUITY IN EXPERIENCES AND OUTCOMES

We look at both client experiences and client outcomes to assess equity in the shelter system.

Client focus groups revealed some differences in perceptions of treatment by race, but limited outcome data make it difficult to draw conclusions

Across focus groups clients reported varied experiences with staff support and with the quality of support received through case management. Some clients felt there was a lack of empathy and lack of support from shelter staff, while others had more positive experiences. The size of population and collection methodology limits nuance in understanding if those differences fell along racial lines. The contractor conducting the focus groups reported a few notable differences. **Latine or Hispanic and monolingual Spanish speakers were somewhat more likely to report that they felt shelter staff were not empathetic or supportive.** In addition, they felt there were limited services available in Spanish which was a barrier to accessing resources. This finding around differences in experiences from Spanish speakers and Latine or Hispanic clients suggests that HSH may need additional culturally competent programs or staff to adequately serve this population.

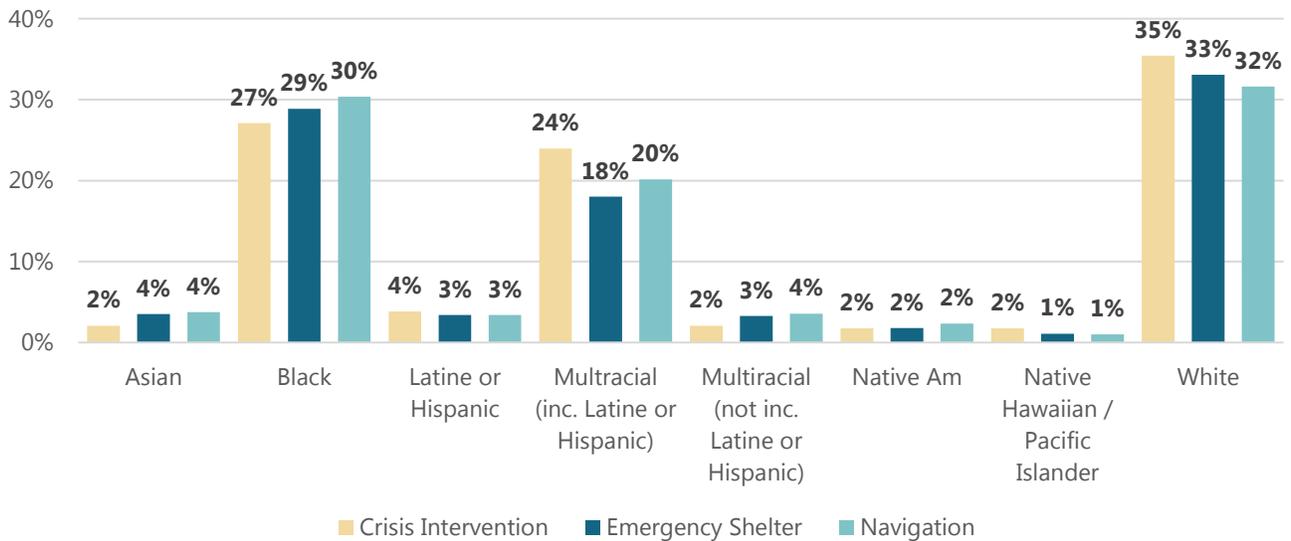
There are differences in the racial and ethnic groups served by different adult shelter programs, but those differences do not show specific groups receiving more investment or more services than others

There are some differences by race and ethnicity in the populations of different shelter models.

In the adult system, there is some variation in comparing crisis intervention to emergency shelter to navigation center models:

- Navigation centers are more likely to serve Black clients.
- Crisis intervention or emergency shelters are more likely to serve White clients than navigation centers.
- Crisis intervention or navigation centers are more likely to serve Multiracial including Latine or Hispanic clients than emergency shelter.
- Crisis intervention programs are less likely to serve Asian clients.

In the Adult System there is Variation in the Distribution of Clients by Race/Ethnicity in Different Shelter Program Types



In assessing whether or not these disparities in race and ethnicity by shelter type leads to equity concerns, it’s important to assess whether other factors could contribute to these discrepancies, such as age or housing referral status.

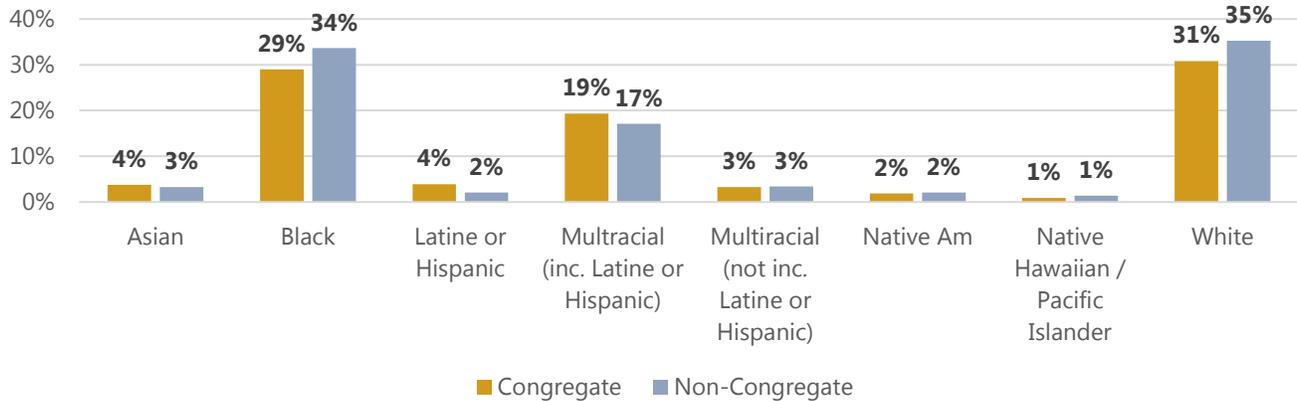
It’s also important to look at both the spending on each type of shelter and the level of services provided in each shelter. Cost does not correlate to the level of services provided. While Crisis Intervention models are the costliest, they also provide the lowest level of service. This means that even though White clients are more likely to be in the costlier shelter, they are not receiving higher levels of service. The data here does not tell a clear story from an equity perspective.

Note that we did not include TAY shelter in the analysis because there is only one emergency shelter and one navigation center serving TAY clients, both of which are congregate, which makes for limited analysis.

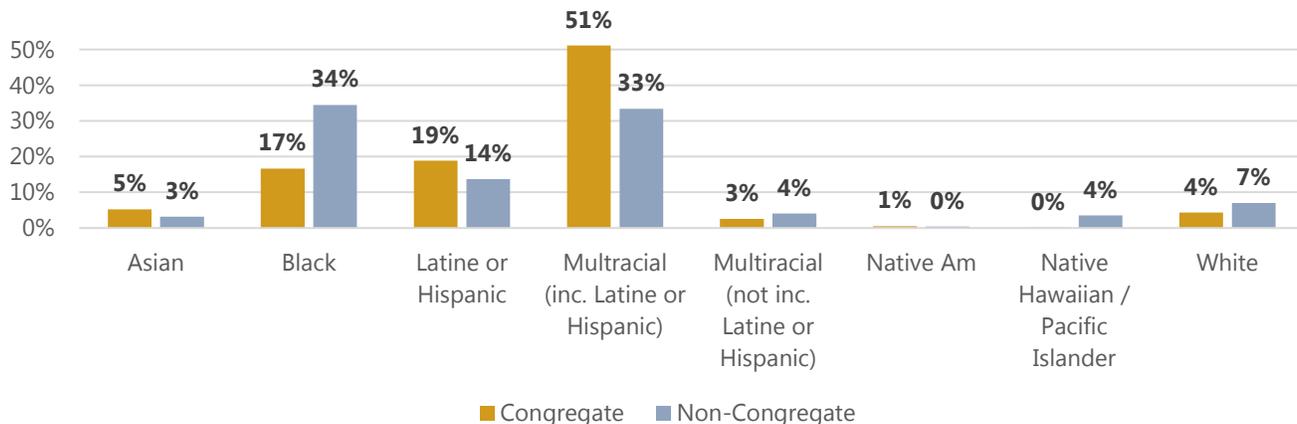
In both the adult and family systems, congregate shelters are more likely to serve clients with any Latine or Hispanic identity than non-congregate shelter models

Looking at adult shelter and family shelter separately, in each system non-congregate shelters are more likely to serve Black or White clients while congregate shelters are more likely to serve clients with any Latine or Hispanic identity. These differences are more pronounced in the family shelter system.

In the Adult System, Non-Congregate Shelter is More Likely to Serve Black and White Clients While Congregate Shelter is More Likely to Serve Latine or Hispanic Clients.



In the Family System, Non-Congregate Shelter is More Likely to Serve Black Clients while Congregate Shelter is More Likely to Serve Latine or Hispanic Clients



As above, it's important to consider what other factors could lead to these differences to assess if these differences are indicative of system inequities. For example, during the reporting period family shelter policy was that households entering shelter could be on the waitlist for non-congregate units while in congregate shelter. Provider interviews suggested that clients in adult non-congregate shelter were more likely to have housing referrals and be awaiting placement. If Latine or Hispanic households have been in the shelter for less time or Latine or Hispanic clients are less likely to be referred into permanent housing placements, then they would then be less likely to be in non-congregate models. We recommend that HSH assess if these discrepancies still exist under current shelter policies, and if so, they should look into why these discrepancies may exist to determine if the shelter system is serving clients with Latine or Hispanic identity equitably.

Few differences in exit outcomes exist by race or ethnicity, and differences may be attributable to other client characteristics

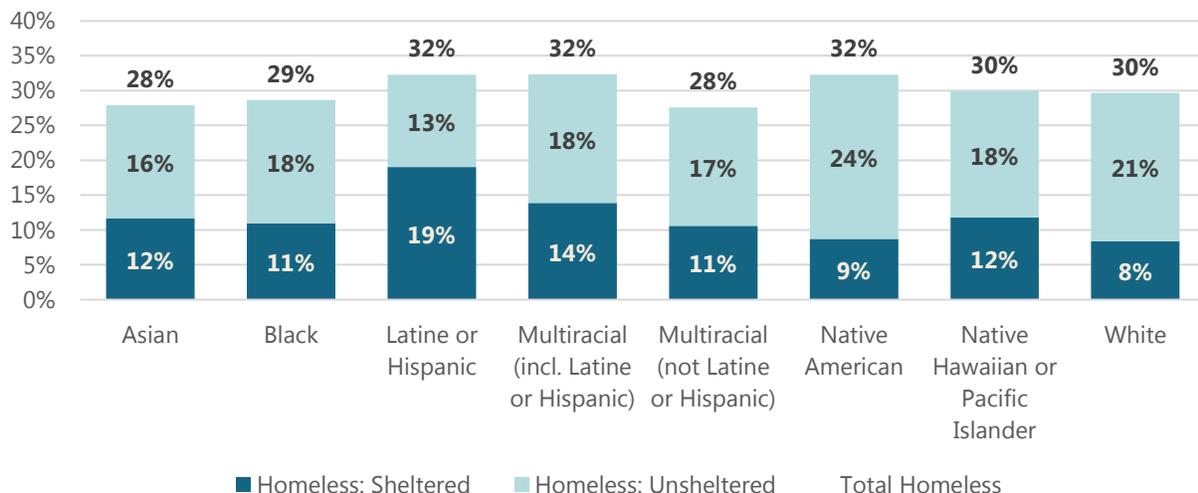
Equity does not necessarily mean that clients of all races and ethnicities are equally likely on average to exit to a positive housing destination. There are a few key points of consideration when assessing if the system results in equitable outcomes:

- Historic and systemic racism has prevented BIPOC residents from accessing the same housing opportunities as White San Franciscans. As a result, an equitable shelter system may result in BIPOC clients receiving more support to enter into permanent housing solutions.
- Equity should be analyzed through multiple demographic dimensions. For example, if one racial group experiences better outcomes, is that a sign of system inequity? Or, is that group more likely to have other demographic dimensions that impact eligibility for housing programs (such as age or disability status)?
- We have limited nuance in our exit destination data. It does not contain data on whether people remain in the city, the quality of housing or other destination, or whether people stay there.

We note this to illustrate that defining an equitable system is challenging and nuanced. However, due to data limitations mentioned above, this report’s primary way of assessing equity is looking at outcomes by race and ethnicity and gender. We can also look at race and ethnicity crosstabs, as explored in the demographics section above, to understand if other factors may be at play.

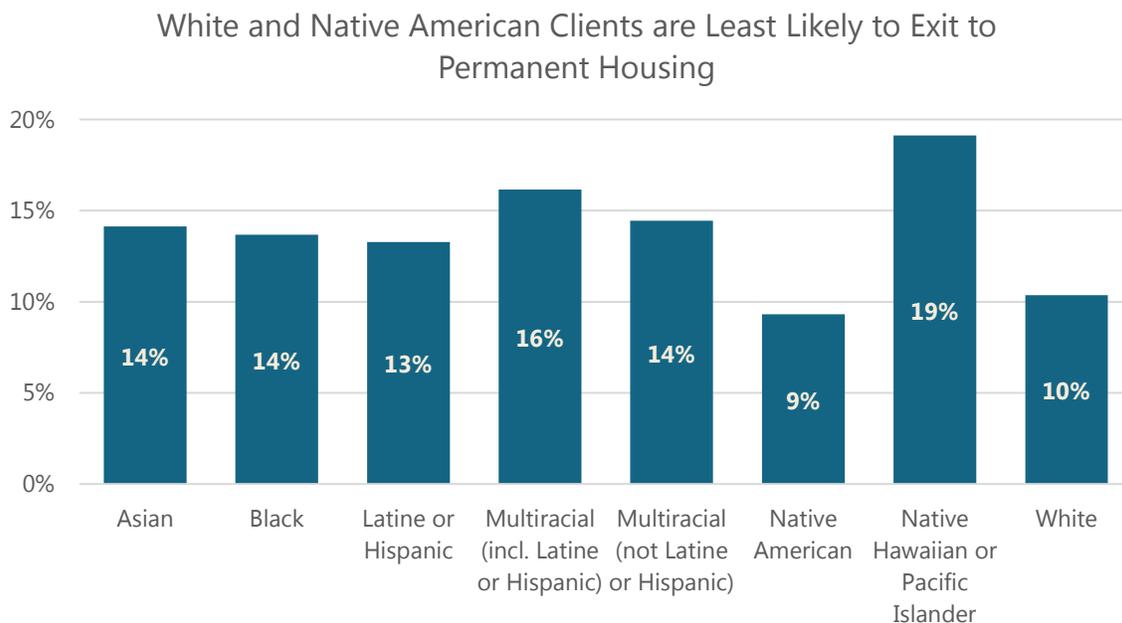
As stated above, the number of unknown exit destinations makes it difficult to get clear takeaways. However, overall, there is little variation in exits to homelessness by race/ethnicity. Latine or Hispanic, Multiracial (Including Latine and Hispanic), and Native American clients are slightly more likely to exit into homeless situations. However, as explored in the demographics section, any client identifying as any identity that includes Latine or Hispanic is much more likely to be part of a family household than those identifying as other racial or ethnic groups. We also know, due to the data above, that families often start in congregate shelter then move to non-congregate shelter, which is recorded as an exit to sheltered homelessness. This is likely what this data is capturing.

There are Limited Differences in Total Exits to Homelessness by Race/Ethnicity



White and Native American clients are slightly more likely than other clients to exit to unsheltered homelessness, while other racial groups have relatively similar proportions exiting to unsheltered homelessness. Note that Native American and Native Hawaiian Pacific Islander identities have the fewest clients in this data, so large differences may be due to the small number of clients rather than actual underlying differences.³²

Similarly, White and Native American clients are least likely to exit to permanent housing.³³ Most other demographic groups have similar proportions of clients exiting to permanent housing.



There is some evidence of inequity by gender

At one site, **female clients noted more concerns with safety and cleanliness** than male clients did.

Shelter operators struggle to balance safety for female guests with low barrier models. Some providers reported that they did not feel the shelter grievance policy gave them sufficient control over removing shelter clients that were causing issues among the client population. We discuss this further in [Section 4](#) of the report. One specific example given was that the provider couldn't deny service to a client for sexual harassment unless staff witnessed harassment. This left the provider feeling as though they were leaving

³² For Native American clients n = 302, of which 104 exited to homeless situations. For Native Hawaiian or Pacific Islander clients n = 204, of which 61 exited to homeless situations.

³³ For White clients, n = 4,227. 438 exited to permanent housing. For Native American clients, 30 of 322 exited to permanent housing.

some clients in close contact with someone who had harassed them. HSH has limited ability to adjust the shelter grievance policy as it is written in the San Francisco Administrative Code. The department has a policy to offer safety transfers to victims as one way to address safety concerns in situations like this.

In addition, aside from the domestic violence shelters, which are out of scope for this report, there is only one shelter that exclusively serves men, one that exclusively serves women, and one that exclusively serves transgender and gender non-binary clients. Most shelters do not have separate dorms or spaces for men and women. This allows the system to be responsive to the actual population seeking shelter and place someone anywhere there are beds available, but may contribute to feeling a lack of safety.

4. Findings: Shelter Policies and Operations

HSH is generally aware of both the strengths and weaknesses in the shelter system's operations and policies. They continue to actively work on most areas included in this analysis. Many areas have been challenges for years, and while HSH has significantly expanded the shelter system, progress on many issues remains slow.

PARTNERSHIP BETWEEN HSH AND PROVIDERS

Day-to-day collaboration between HSH and providers is going well

Shelter providers interviewed universally reported positive experiences with their HSH Program Managers. HSH Program Managers reported that being a problem-solving partner and providing day-to-day support to providers was a key part of their job and they saw it as one of the benefits of working with the City. Providers expressed dissatisfaction with some of HSH's mandated policies but not with the HSH staff they work with regularly.

Because Program Managers are so responsive to providers, they constantly toggle between higher-level systems work and operational support or emergency response. Program Managers we interviewed mentioned their heavy workload, and the feeling that the "days blur together because the work never stops." HSH's shelter team should continue to be highly communicative, collaborative, supportive partners for shelter providers. However, HSH may wish to evaluate what the appropriate staffing levels and roles and responsibilities for Program Managers are to maximize their impact and prevent burnout.

Maintaining fair and comprehensive shelter policies that satisfy all stakeholders is challenging

Interviews and focus groups suggest it is difficult to develop shelter policies that satisfy the needs of shelter clients, providers, and community members. In general, all stakeholders expressed a desire for fair and transparent shelter rules that created low barriers to entry while maintaining a safe environment for clients. However, clients and providers often disagreed about what this should look like in practice.

Shelter clients and providers both expressed frustration with the application of shelter rules.

One of the most frequent client complaints was perceived inconsistent rule enforcement by shelter staff. Many focus group participants felt that staff displayed favoritism toward certain clients and applied shelter rules unfairly. The Shelter Grievance Ordinance provides

Low-Barrier Shelter

- 24/7 access (no curfew)
- Multi-day stays (clients don't need to line up for a bed each night and vacate their bed each morning)
- Allows people to shelter with their partners, pets, and possessions
- Flexible mealtimes
- Few or no entry requirements (e.g., drug/alcohol testing, criminal background checks)
- No service participation or work requirements to stay in shelter

a measure of due process and protections to clients when they feel like a denial of service was issued unfairly by allowing a client to appeal that denial, first to the shelter and then to an independent arbitrator.

Providers, meanwhile, generally sought more discretion to enforce consequences for unsafe client behaviors. Staff frequently cited examples of times when they believed a rule violation occurred, but they were unable to hold clients accountable. For example:

- Shelter staff must witness a rule violation to issue a warning or a denial of service. Providers were frustrated when they felt they had sufficient evidence that a rule violation occurred, but no staff person had witnessed the violation firsthand.
- Providers felt that clients sometimes found “loopholes” that allowed them to violate the spirit, if not the letter, of a rule. For example, clients may issue veiled threats to avoid an immediate denial of service (e.g., “let’s take this outside”), or walk 200 feet away from the property before breaking a rule to avoid any consequences (e.g., fighting with another client).
- Providers were frustrated when denials of service were overturned by independent arbitrators. Our analysis shows this happened infrequently, but these instances were quite salient to providers. Two percent of all denials issued between July 2022 and December 2023 were overturned in arbitration.

Clients and providers had specific feedback on certain shelter policies.

- Families were frustrated with a policy that prohibits shelter clients from watching each other’s children. This policy likely exists because there are liability concerns, but was frustrating for clients who wanted to share childcare responsibilities with one another, especially if they needed to work.
- Most providers had specific feedback on what should constitute an immediate denial of service. One example was for sexual harassment, which is currently classified as a non-immediate denial of service. This means that a client must receive three warnings in a 30-day period for the same offense before being asked to leave shelter. The result was that clients may be forced to remain in shelter with a person who harassed them multiple times.
- Most providers supported re-instituting a length-of-stay policy. They felt that placing a cap on length of stay, with extensions possible for people who were actively working toward housing, motivated clients to engage with services and work toward housing.

Shelter policies must balance multiple competing goals and priorities.

- Maintaining low-barrier shelters sometimes comes into conflict with the goal of clean and safe environments for all clients. Removing barriers to entry like drug or alcohol testing or allowing additional belongings or pets helps to increase acceptance of shelter but can create additional challenges like higher levels of substance use within shelters or conflicts or cleanliness issues around pets or belongings.
- Maintaining uniform policies across shelters is meant to ensure equitable treatment of shelter clients while shelter providers desire discretion to allow for differences in populations and circumstances. HSH currently issues consistent rules across sites but attempts to balance this by allowing sites to propose new rules, which may be adopted system wide.
- The City maintains policies and procedures meant to guarantee shelter clients some due process to protect from arbitrary or discriminatory treatment. Providers and sometimes other clients feel that can create unreasonably high standards for proof. This type of conflict is not unique to the shelter system but can be challenging none-the-less.

HSH should continue work to make monitoring more comprehensive and outcomes focused

HSH is in the process of developing a Performance Measurement Plan (PMP), which will define a set of metrics that HSH will track to evaluate whether they are making progress on departmental goals. Once completed, the PMP will inform the performance measures and targets that HSH includes in new contracts with nonprofit providers. Currently, all shelter contracts include some performance measures. However, many of these measures track inputs and outputs, but not outcomes that the City is focused on improving. HSH should develop a coherent theory of action that clearly states how inputs, efficiency, and outputs will lead to outcomes that are aligned with HSH's departmental goals.

Many shelter contracts only include a single outcome measure, which tracks client satisfaction with services on site. The wording of the measure varies from contract-to-contract, but HSH typically sets a target of 75% satisfaction for providers.

- "75 percent of those completing the quarterly satisfaction survey will Strongly Agree or Agree that they are satisfied with the services on site."
- "Grantee shall ensure that a minimum of 75 percent of clients participating in a Satisfaction Survey will rate the treatment by staff, quality of meals, connection to services and safety as good or excellent."

Some contracts include a confusing mix of performance measures. For example, one contract requires that 100% of clients receive case management, 100% receive housing advocacy support, but only 60% receive case management which includes housing advocacy support.

Overall, HSH is collaborating closely with providers to monitor day-to-day operations, but should continue ongoing work to develop a consistent and meaningful set of performance measures by which they measure performance. These measures should:

- Be consistent across contracts within the same service area, even if targets differ by population served.
- Be simple and easy to understand.
- Be relevant to the services and outcomes a provider is contracted to deliver.

RESOURCE CHALLENGES FOR PROVIDERS

Both shelter providers and HSH staff noted a significant gap between people's expectations of shelter and the resources allocated to meet those expectations.

Managing street conditions is difficult for providers

Shelter providers must adhere to HSH's Good Neighbor Policy, which requires them to minimize the impact of clients on the neighborhood. However, providers continually mentioned that they lacked adequate resources and authority to manage street conditions around their site. The most common concern was a lack of staffing. For example, one site noted that their contract only included funding for one security guard per shift, and that it was unrealistic to expect this person to monitor entry and exit from the building while also managing conditions outside. Another site noted that they do send shelter staff on routine "block walks," but it is challenging to find coverage for these. A third site conducted regular "permitter checks" and maintained a 24/7 phone line for neighbors to report concerns. However, they noted this took considerable resources and they struggled to keep up.

Even when shelters could find staff coverage, they felt limited in their ability to manage loitering or drug activity outside the building. HSH's Denial of Service policy only extends to acts or threats of violence committed within 200 feet from the building; staff cannot deny clients for other behavior outside the shelter. Staff felt unable to enforce consequences for clients who broke other shelter rules or engaged in violence beyond this limit short of calling the police. Staff also noted safety concerns and wished that street ambassadors or other resources could help manage drug activity and threats of violence nearby. For example, one site noted that there were multiple drug dealers who routinely set up on their block, but staff did not feel safe confronting them and worried about retribution if they called the police.

Providers don't feel adequately resourced to provide necessary support to high-need clients

Shelter clients are more likely to report a disabling condition or substance use disorder than the general population (see [Shelter System Demographics](#)). This is evident even with a large volume of missing data for the two characteristics. There is some suggestive evidence in shelter stay data that the number of clients with disabilities or substance use disorder has increased in the past two years, though it is not conclusive given data quality.

Providers also reported high levels of clients with significant physical, mental, and behavioral health needs. During interviews they uniformly felt under-resourced to care for clients with the most acute needs. These clients often require skilled nursing, social work, and/or therapy at levels that shelter does not have the resources to provide. Shelter clients may receive In Home Supportive Services (IHSS) like other San Francisco residents, but those services have limitations which often do not bridge the entire need for those with significant physical limitations. HSH has explored models that exist elsewhere to provide senior-specific shelters which could provide more active and concentrated supportive services for populations most likely to have physical disabilities. There is no confirmed plan or timeline at this stage.

Shelter providers and HSH staff noted that HSH's Harm Reduction policy is working well for getting drug users into shelter and engaging with services. However, they felt that Harm Reduction needed to be paired with treatment options for clients who want them. Most people interviewed felt there were not enough treatment options available. HSH is currently running a 20-room pilot program with DPH which provides immediate shelter and access to prescription addiction medication and moves people directly into residential treatment programs if appropriate. If the program is successful and able to be scaled up significantly it could reduce some issues within the shelter system but is unlikely to be a comprehensive solution to high levels of need within emergency shelter.

HSH works to provide medical and behavioral health at shelter sites through DPH as well as additional training to providers on managing clients with high needs.

Low paying jobs for difficult work makes hiring and retaining staff challenging

Direct services roles within shelters are frequently difficult and demanding. Clients often need a higher level of care than shelters have the resources to provide. We heard stories of front-line staff who provide intensive physical caretaking, reverse drug overdoses, de-escalate psychotic episodes, and break up fights. Many of these roles are staffed as entry-level positions despite requiring significant training and experience to perform successfully.

Despite the challenging work performed by shelter staff, their salaries are exceedingly low. As a result, providers and HSH staff both noted the difficulty attracting and retaining nonprofit shelter workers with the skills to succeed in their roles. [The Nonprofit Wage and Equity Survey](#) that the Controller's Office published in 2023 supports these observations. The report notes that 36% of workers in organizations focusing on homelessness made \$25 per hour or less. Case management is another example of difficult work that is low paid yet is an essential and expanding job class in shelters. The survey found that most Case Management jobs paid under \$30 per hour and that the role had high vacancy rates across the City-funded nonprofit sector.

DATA AVAILABILITY AND QUALITY

Data quality and availability is a longstanding challenge for HSH. Since the department was created almost a decade ago it has worked to implement a new Homeless Management Information System (HMIS) for client tracking and reporting, but there are remaining shortcomings both in that system and in other areas of data tracking and collection which limit possible analysis.

There are significant challenges in working with HMIS data that make it difficult to assess the impact of services or answer key questions about how the shelter system is functioning

- **System purpose:** HSH's HMIS system is built to be compliant with Federal HUD requirements around reporting as well as to manage program openings, referrals, and enrollments. It is not a system designed specifically for more nuanced performance metrics or long-run outcomes tracking.
 - It can be difficult to define and calculate a shelter stay or instance of homelessness because clients may show changes in shelter or multiple stays at a single shelter if they were re-entered or moved in the system for a technical reason, even if in practice it is a single stay.
 - There are also a number of overlapping stays that suggest lags in or inaccurate data entry.
- **System migration challenges:** HSH implemented their current HMIS system, the ONE System, in 2017. This was a slow migration and so over the past few years data has been dispersed across multiple systems which led to challenges collating data to get a full understanding of the shelter system. As of Fall 2024, all shelters have been migrated to the ONE System. Additionally, many providers also use their own data systems to track clients, so inputting data into the ONE System requires double data entry.
- **Missing demographic information or exit destinations:** Half of exit destinations in FY23 and FY24 were recorded either as missing or "other", and some demographic information, particularly reported disabilities or substance use disorder have large numbers of missing reports. There have been observed improvements in the availability of demographic information over the past few years and there is variation in how different demographic characteristics are tracked in the ONE System that may contribute to missing data. However, there were some instances where data quality issues seemed to stem from incorrect or incomplete data entry by providers. Other providers maintained separate, internal data systems with higher-quality exit data than what they reported in HSH's ONE System.
 - **Lack of nuance in types of exits:** Some providers appeared to be incorrectly coding client exit destinations as "unknown," when they didn't fit neatly into another category in the list of HUD-mandated exit destinations that HSH uses. Both providers and HSH stated that some data availability issues in exit destinations may be due to "48 hour exits," where a client abandons their bed for over 48 hours without notifying shelter staff that they are leaving and are exited from program enrollment. Providers said they sometimes returned a few days later which may account for a large number of unknowns exit destinations.
 - **Gaps in communication and lack of focus on data:** There were discrepancies between the amount of outcome data missing and the extent to which providers reported knowing where clients were departing to. This may be because providers are encouraged to only enter data that they absolutely know. So, for example, if a client mentions going to stay with family for a little but leaves a couple days later without explicitly telling the staff that is where they are

- going, providers would enter that as an “unknown” exit destination. Interviews also suggested that given the amount of work it takes to run shelters, providers and HSH may deprioritize data collection. Finally, we uncovered some data quality issues during our analysis. This included that providers may be reporting Denial of Service data incorrectly, and some providers not entering any exit data due to errors in how their data system was set up.
- **Mismatch in demographic characteristics:** HSH uses HUD-mandated categories for demographics which do not always match other data sources like the ACS. In addition, HUD adjusted the demographic categories in FY24 which impacted the ability to directly compare ONE System data to PIT data collected using prior categories. This complicates our ability to compare people experiencing homelessness within the shelter system to the rest of the unhoused or general population. There is additional detail in Appendix 1, F. Demographics Analysis.
 - **Inherent challenges in data collection in a low-barrier system:** While we do not believe this is the main challenge, there are upper limits to the data quality we would expect in a shelter system which strives to have low barriers to entry. Providers do not and should not refuse service or make clients uncomfortable in collecting demographic or other data. Some clients will always exit shelter without informing providers of their destination, either because they do not wish to, they do not know, or they did not plan to exit permanently when leaving.

There are challenges when working with other data sources that similarly impact the ability to assess different aspects of the shelter system

- **Shelter Grievance/Denial of Service (DOS) Data:**
 - For the time period analyzed, DOS data was not available at an individual DOS level or at a client level, limiting our ability to conduct an equity analysis of DOS. HSH has since begun implementing DOS tracking improvements in the ONE System.
- **Critical Incident Reporting:** A separate analysis by the Controller’s Office found that both HSH Program Managers and providers expressed confusion or had a different understanding of their role in the critical incident reporting process (e.g., when and how each group is expected to act during or after an incident). That project recommended a revised critical incident workflow and revisions to the form providers fill out after an incident occurs. HSH has adopted these recommendations and should continue to refine and improve process and reporting.
- **Tracking unique sites and providers to compare outcomes and costs across site types:** HSH tracks site and provider characteristics internally for operational purposes rather than analysis or reporting. Those data required significant manual clean up to match with other data sources, particularly with spending data. Unique IDs and site names differed between sources and the differences between programs and sites was not always consistent in reporting.
- **Shelter occupancy:** HSH tracks occupancy on a daily basis but data quality is reliant on providers entering accurate information each day. Occupancy information was generally available but there were some instances where it was missing and artificially lowered occupancy.
- **Client deaths:** Exit destinations in HMIS data was the best source of data for determining client deaths in shelter for our analysis. This does not allow tracking where or when death occurred or the cause of death. HSH has limited ability to improve the comprehensiveness of this data on their own. Information on deaths are confirmed by the Office of the Chief Medical Examiner and are not shared with HSH. Critical Incident Reports also have data on deaths but track only those where a death occurred onsite. HSH is in the process of making improvements to tracking and data quality in CIRs.

While data quality will always be a challenge, HSH can take some steps to improve data quality

- For several data challenges identified above training and additional guidance to providers on entering meaningful data may help. HSH has outlined their [Continuous Data Quality Improvement Expectations](#) around the ONE System previously but additional guidance on specific cases and ongoing training for providers as staff turnover would be appropriate.
- Data entry and paperwork can be an administrative burden on shelter providers. The most effective strategies, particularly around processes like Denials of Service and Critical Incident Reports are likely to be those that simplify existing processes and clarify roles and requirements without adding new work for shelter staff.
- HSH is continuing work on a longer-run effort to develop department and system-wide measures of performance to supplement their strategic plan. As part of that process they should work to create more nuanced outcome metrics for individuals that allow for tracking beyond a single shelter stay. Possible metrics include length of an episode of sheltered homelessness and returns within a year of leaving shelter (a possible measure suggested internally by HSH).
 - For instance, an unknown exit from shelter may be followed either directly or within a short period of time by entry to another program. Developing definitions of instances of homelessness tracked across program stays and maintaining data in a format that allows for easy reporting would provide more accurate understandings of positive or negative outcomes for individuals.
 - Though current data quality would remain a challenge with this type of deeper analysis, it would still be valuable information and some version is possible with existing data but would require internal discussion and agreement on clear parameters and definitions.

5. Conclusion and Considerations for Future Work

The HSH-funded shelter system served almost 10,000 clients with over 3,000 beds/units across 33 shelters in FY24. Data analysis, interviews with providers and HSH, and focus groups with shelter clients show that San Francisco's shelter system is generally providing a safe and acceptable place for people experiencing homelessness to stay temporarily. Despite this success in providing baseline services, there are significant ongoing challenges within the shelter system. These include challenges that providers face, such as meeting the level of care many clients require and moving clients to permanent housing. It also includes more systematic issues, like low data quality and the need for more robust performance measurement. While HSH is aware of and working to address many of these issues, progress is slow.

Considerations for future work

This analysis focused on clients within the shelter system itself and did not dive deeply into planning for the future of the shelter system or evaluating other components of the Homeless Response System that interact with the shelter system. Examples of analyses that are related but are out of scope for this report include:

- Evaluating supply and demand calculations in order to validate prior work determining the amount of shelter needed to meet the City's needs, and assessing the extent to which the City is meeting that existing need.
- Assessing the processes to access shelter.
- Assessing the process and requirements for clients to exit shelter to other parts of the homeless response system such as permanent housing or other resources.

The success of the emergency shelter system is dependent on flow through the system, including accessible pathways into shelter and the availability of appropriate services that enable clients to exit shelter, such as more permanent housing options and behavioral and/or medical care options. Future analysis on the availability and performance of those services, in addition to improvements to data quality, would help identify more detailed system improvements to address the challenges noted in this report.

Appendix

APPENDIX 1: METHODS

A. Methods Overview

This report uses a mixed methods approach to assess the effectiveness of the emergency shelter system, including interviews with shelter providers, focus groups with shelter clients, benchmarking with peer jurisdictions, and analysis of administrative data from HSH, the Department of Housing and Urban Development (HUD), and the U.S. Census Bureau.

B. Project Scope

HSH funds many programs that could be classified as temporary shelter, but we opted to include a subset of programs that make up the bulk of shelter beds and are most comparable. The shelter system is often in flux; many programs opened or closed since 2020 and during our analysis. Our different analyses cover different time periods based on data availability, data quality, and our assessment of what is most salient.

Overview of what types of programs are included and excluded

Included	Excluded
Emergency Shelter	Transitional Housing
Navigation Centers	Hotel/Motel Vouchers
Crisis Intervention Programs	Other pop-up shelter
Winter Shelter	Stabilization Programs*
	Shelter-in-Place (SIP) Hotel Programs*
	Resource Centers with drop in chairs

Time Periods of Different Analysis

Report Analysis Component	Time Period Covered
Benchmarking	2019-2023 HIC
Shelter Demographics	July 2022 – June 2023 (FY23) and July 2023 – December 2023 (first 6 months of FY24)
Shelter Spending	July 2022 – June 2023 (FY23)
Shelter Stay	2021 – 2024
Client Flow	July 2022 – June 2023 (FY23) and July 2023 – December 2023 (first 6 months of FY24)
Client Outcomes	July 2022 – June 2023 (FY23) and July 2023 – December 2023 (first 6 months of FY24)

* Note that due to the way HSH provided data, demographic analysis includes some SIP hotel clients and Kinney Stabilization clients.

Due to the variation in time periods covered in analysis, the specific shelters covered in each set of analysis may vary as well. For a complete list of shelters and an accounting of which analyses they were included in, see Appendix 5.

C. Interviews with Shelter Providers

Between March and April 2024, The Controller's Office toured eight shelter sites and conducted interviews with shelter staff. These sites were strategically chosen to be broadly representative of HSH's entire shelter portfolio, including a mix of populations served, program types, privacy levels, and neighborhoods served. The eight sites were managed by seven different nonprofit organizations.

Each visit included both a guided tour of the site and a semi-structured interview with staff. Twenty people sat down for formal interviews, though numerous others shared insights during the tours or sat for partial interviews (e.g., one Shelter Manager invited their Case Managers to join the portion of the interview about case management). Most interviewees were site-based staff (e.g., Shelter Manager), though some were nonprofit leadership (e.g., Chief Program Officer).

Interviews covered the following topics:

- Overview of shelter/programming
- Shelter staffing
- Shelter rules
- Shelter services
- Client experiences and exits from shelter
- Experience working with HSH

Shelter Site	Provider	Population	Program Type	Site Type
Lower Polk TAY Navigation Center	3 rd St. Youth Center & Clinic	TAY	Navigation Center	Congregate
The Sanctuary	Episcopal Community Services	Adult	Emergency Shelter	Congregate
The Cova	Episcopal Community Services	Adult	Emergency Shelter	Non-Congregate
33 Gough Cabins	Urban Alchemy	Adult	Cabins	Non-Congregate
Lark Inn	Larkin St. Youth Services	TAY	Emergency Shelter	Congregate
Bayview SAFE Navigation Center	Bayview Hunters Point Foundation	Adult	Navigation Center	Congregate
Embarcadero SAFE Navigation Center	Five Keys Schools and Programs	Adult	Navigation Center	Congregate
Hamilton Families Emergency Shelter/ Hamilton Families Residence	Hamilton Families	Family	Emergency Shelter	Congregate/ Non-Congregate

D. Focus Groups with Shelter Clients

The Controller's Office engaged Talent Poole Consulting to conduct focus groups with shelter clients to gather in-depth insights into client experiences. Between May and June 2024, Talent Poole held five focus groups with ten clients each. Four focus groups were held with clients from a single site, while the fifth focus group combined clients from two sites that are managed by the same provider. Focus group locations were strategically chosen to be broadly representative of HSH's shelter portfolio, and included a mix of client populations, program types, and privacy levels.

Shelter Site	Population	Program Type	Privacy	Participants
Lower Polk TAY Navigation Center³⁴	TAY	Navigation Center	Congregate	10
Hamilton Families	Family	Emergency Shelter	Both Congregate & Non-congregate	10
Bayview SAFE Navigation Center	Adult	Navigation Center	Congregate	10
Next Door	Adult	Emergency Shelter	Congregate	10
33 Gough Cabins/ 711 Post	Adult	Cabins/ Emergency Shelter	Non-congregate/ Semi-congregate	10
Total Stakeholders				50

Talent Poole recruited a diverse group of participants by age, gender identity, sexual orientation, race and ethnicity, disability, and veteran status.

- Focus group participants ranged in age from 19 to 72
- 51% identified as female, 45% identified as male, and 4% identified as genderqueer or transgender
- 69% identified as straight/heterosexual, 14% bisexual, 9% gay, 3% lesbian, and 6% declined to state
- 40% identified as Latinx, 32% Black, 20% white, 2% Asian, 4% Native American, and 2% declined to state
- 50% of focus group participants reported having physical disabilities or health conditions requiring additional support
- 6% of participants were veterans

Talent Poole conducted structured focus groups using the following twelve questions. Talent Poole used a bilingual Spanish facilitator, which allowed monolingual Spanish-speakers to participate.

³⁴ This focus group was conducted in the same way as the other four but was funded by HSH rather than the Controller's Office.

1. Before coming to this shelter, where were you living? What led you to move here? Why did you decide that shelter was a good option for you?
2. What steps did you go through to enter the shelter, and how long did it take? Which parts of the process were easy, and which were difficult?
3. How do you see the shelter fitting into your life? Is it a temporary solution, a safety net, or something else?
4. Can you describe your feelings about the cleanliness here?
5. Do you feel safe at the shelter? What makes you feel secure or insecure?
6. Do you feel that your belongings are secure here? What could be done to improve the security or privacy conditions?
7. What rules here have the most impact on your daily life? Are there any rules that you find particularly helpful or restrictive?
8. Do you feel supported by the staff in achieving your personal goals? How are you treated by both staff and other residents?
9. Have you experienced any issues at the shelter? If yes, have you spoken with site staff or management about it? What was that experience like?
10. Have you worked with a case manager during your time at the shelter or elsewhere? What has been most beneficial, and what improvements would you suggest for case management?
11. What other services have you used or participated in here? What additional support would be helpful to you?
12. Is there anything else you would like to add? Are there other people or services within the shelter system you think we should talk to or learn about?

E. Benchmarking with Peer Jurisdictions

We analyzed data from the Department of Housing and Urban Development's (HUD) Housing Inventory Count (HIC) to compare San Francisco's shelter system to those in peer jurisdictions. The HIC is an annual point-in-time inventory of housing and shelter resources that is completed by Continuums of Care (CoC) across the country.

All resources are categorized according to five program types: emergency shelter, transitional housing, rapid re-housing, safe haven, and permanent supportive housing. Because the data is reported in a standardized format, we were able to make comparisons across CoC's. Unless otherwise noted, we only included emergency shelter resources in our analysis. The HIC further breaks down emergency shelter resources into year-round, seasonal, and overflow beds. We chose to report on the total number of beds in each jurisdiction. We included overflow beds because San Francisco, San Jose, Sacramento, and Denver each reported large increases in overflow beds during the COVID-19 pandemic, and we included seasonal beds because they are typically open in the winter months when the PIT is conducted, and some analyses included both HIC and PIT data.

For some analysis, we counted the number of persons experiencing homelessness across jurisdictions and in different types of resources, such as emergency shelter. Here, we utilized Point-in-Time (PIT) count data. HUD requires CoCs to conduct an annual count of all persons who are sheltered in emergency shelter, Transitional Housing, or Safe Haven, and a biennial count of all sheltered and unsheltered persons experiencing homelessness. Unsheltered counts are typically conducted in odd-numbered years, but in 2021 many communities were granted [waivers](#) to skip the unsheltered count to prevent the spread of COVID-19. We use

2022 PIT data whenever including unsheltered counts, since all jurisdictions in our sample took advantage of HUD waivers in 2021 and completed their unsheltered counts in 2022 instead.

For one analysis, we sought to answer what percentage of people in need could be sheltered, given a jurisdiction's current resources. We computed a ratio for each jurisdiction by dividing the estimated number of people who need a shelter bed by the total number of emergency shelter beds. A ratio of one or greater indicates that a jurisdiction has enough shelter beds to accommodate everyone who needs one, while a ratio of less than one indicates there are not enough beds. To estimate total need, we used 2022 PIT data and added the total number of people in emergency shelter to the total number of people experiencing unsheltered homelessness. While imperfect, this estimates the total need on a single night in January.

Peer Selection Methodology

For this analysis, we selected twelve peer jurisdictions based on their similarity to San Francisco in terms of population, rental markets, homelessness rates, and governance structures. We considered five criteria, rated each jurisdiction according to the number of criteria met, then made qualitative judgements about which communities to include or exclude. Many cities were dissimilar to San Francisco across one or more metrics, but were included because of important qualitative similarities (e.g., Sacramento is significantly smaller and less expensive than San Francisco but was included because they are a major city in California with high rates of homelessness). Similarly, some cities met multiple criteria but were excluded because they lacked meaningful similarities in terms of housing markets and homelessness. We ultimately decided that communities must meet one of these criteria (4 or 5) in order to be included.

Criterion		Definition	Rationale
1.	Entire CoC	Denotes whether the Continuum of Care is comprised of a single city.	The nature of homelessness response may reasonably differ in a CoC that is comprised of a single, large city compared with a CoC that is comprised of multiple communities.
2.	City and County	Denotes whether the largest city within a CoC is both a city and a county.	As a consolidated city and county, San Francisco provides additional services beyond what most cities do.
3.	Population size	The largest city within a CoC has a population that is within 250,000 of San Francisco's population (source: 2022 ACS).	The nature of homelessness and homelessness response could reasonably differ in cities that are much smaller or larger than San Francisco.
4.	Median rent	Median gross rent for occupied units paying rent in the largest city in the CoC is within \$500 of San Francisco's median rent (source: 2022 ACS).	Rental prices have been shown to be associated with homelessness rates at the regional level. Ideal peer jurisdictions will face high housing costs, like San Francisco.
5.	Homelessness per 100k	Total number of people experiencing homelessness per 100,000 residents is within 300 of San Francisco's homelessness rate (sources: 2022 PIT and 2022 ACS).	The nature of homelessness response could reasonably differ in cities that have much lower rates of homelessness than San Francisco.

Peer Jurisdictions	
California	Rest of the U.S.
Alameda County CoC	Boston CoC
Long Beach CoC	District of Columbia CoC
Los Angeles City & County CoC	Metropolitan Denver CoC
Sacramento City & County CoC	New York City CoC
San Diego City & County CoC	Portland, Gresham/Multnomah County CoC
San Jose/Santa Clara City & County CoC	Seattle/King County CoC

F. Demographics Analysis

The Demographics Analysis uses the American Community Survey ([ACS 2022 5-year estimates](#)), the [2024 Point-in-Time \(PIT\) Count](#), and client data collected in the ONE System from FY23 (7/1/2022 – 6/30/2023) and the first half of FY24 (7/1/2023 – 12/31/2023). We use these data sources to conduct the analysis comparing overall San Francisco population demographics to the homeless population demographics to the shelter population demographics.

Race/Ethnicity

Due to HUD changing the demographic categories in FY24, the three data sources we used use different categories for Race and Ethnicity. The ACS collects race and ethnicity data separately and has fewer racial categories than the PIT count or the ONE System. As a result, to compare these groups we have to re-code the data in the PIT and the ONE System to match the more restrictive ACS categories. This means that some of the differences in demographic distributions seen between populations may reflect differences in how data is recorded rather than actual differences in population demographics. The analysis presented in the report takes this into account when reporting differences between populations. The table below shows a comparison of categories. Because the ACS race and ethnicity groupings are the least detailed, we edited PIT and ONE System data categories to make comparisons to the San Francisco population. Any reporting comparing just the homeless population uses the ONE System categories.

ACS Race/Ethnicity Categories	PIT Race/Ethnicity Categories*	ONE System Race/Ethnicity Categories*
American Indian and Alaska Native	American Indian, Alaska Native, or Indigenous	Native American
Asian	Asian or Asian American	Asian
Black or African American	Black, African American, or African	Black
Native Hawaiian and Other Pacific Islander	Native Hawaiian or Pacific Islander	Native Hawaiian or Pacific Islander
White	White	White
Some other race	Middle Eastern or North African	Middle Eastern or North African
Two or more races	Multi-Racial (not Hispanic/Latina/e/o)	Multiracial (not Latine or Hispanic)
Hispanic or Latino origin (of any race)	Hispanic/Latina/e/o	Latine or Hispanic
	American Indian, Alaska	Multiracial (incl. Latine or Hispanic)

	Native, or Indigenous & Hispanic/Latina/e/o	
	Asian or Asian American & Hispanic/Latina/e/o	
	Black, African American, or African & Hispanic/Latina/e/o	
	Middle Eastern or North African & Hispanic/Latina/e/o	
	Native Hawaiian or Pacific Islander & Hispanic/Latina/e/o	
	White & Hispanic/Latina/e/o	
	Multi-Racial & Hispanic/Latina/e/o	
		Doesn't know or prefers not to Answer

Sex and Gender Identity

The ACS, the PIT, and the ONE System sex and gender identity categories differ in our datasets in ways that make comparisons across groups challenging. Currently available ACS data only collects data on sex and not gender identity: a respondent can only select “male” or “female” and there are no options for a respondent to indicate that they are transgender or a non-binary gender identity. The PIT and ONE System data collect data on gender identity. As a result, to compare the homeless and shelter populations with the overall San Francisco population, we have to re-code the data in the PIT and the ONE System to match the more restrictive ACS categories. This means that some discrepancies seen between populations may reflect differences in how data is recorded rather than actual differences in population demographics. Any reporting comparing just the homeless population uses the ONE System categories that HSH provided to the Controller’s Office.

ACS Sex	PIT Gender Identity	ONE System Gender Identity
Male	Man (Boy if child)	Man
Female	Woman (Girl if child)	Woman
<i>No ACS options exist</i>	Transgender	Transgender
	Non-Binary	Non-binary
	Questioning	Questioning
	Different Identity	Other Identity ³⁵
	Culturally Specific Identity	
		Doesn’t know, prefers not to answer, or data not collected

³⁵ HSH notes that the ONE System is set up to capture the same categories as the PIT, but gave us the data for smaller identities rolled up into an “Other Identity” category. This table reflects that demographic categories that we were reconciling in our data analysis.

Other Demographics

We also used the ACS to compare the sheltered population to the San Francisco population by age and disability status. Age was a straightforward comparison: the ACS uses smaller age groupings than is salient to this report, so we aggregated numbers across age groups to match the ONE System data groupings.

Disability definitions differ from the ACS to the ONE System data, but each has one aggregated disability indicator. This allows us to directly compare proportions, but because the definitions differ it's a noisy comparison. These different definitions are outlined in the table below:

ACS Disability Data Definitions³⁶	ONE System Disability Data Definitions³⁷
<p>ACS questions on disability ask respondents to indicate if they have any of six disability types:</p> <ul style="list-style-type: none"> • Hearing difficulty: deaf or having serious difficulty hearing • Vision difficulty: blind or having serious difficulty seeing, even when wearing glasses • Cognitive difficulty: Because of a physical, mental, or emotional problem, having difficulty remembering, concentrating, or making decisions • Ambulatory difficulty: Having serious difficulty walking or climbing stairs • Self-care difficulty: Having difficulty bathing or dressing • Independent living difficulty: Because of a physical, mental, or emotional problem, having difficulty doing errands alone such as visiting a doctor's office or shopping <p>Respondents who report anyone of the six disability types are reported as having a disability in aggregated summary data.</p>	<p>The HUD-standard definition of if a client has a disabling condition is if they have any of the following:</p> <ul style="list-style-type: none"> • A physical, mental, or emotional impairment, including an impairment caused by alcohol or drug abuse, post-traumatic stress disorder, or brain injury that: <ul style="list-style-type: none"> ○ Is expected to be long-continuing or of indefinite duration; ○ Substantially impedes the individual's ability to live independently; AND ○ Could be improved by the provision of more suitable housing conditions. • A developmental disability, as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (42 U.S.C. 15002) • The disease of acquired immunodeficiency syndrome (AIDS) or any condition arising from the etiologic agency for acquired immunodeficiency syndrome (HIV).

³⁶ See <https://www.census.gov/topics/health/disability/guidance/data-collection-acs.html> for more information about the ACS disability questions.

³⁷ See <https://www.hudexchange.info/programs/hmis/hmis-data-standards/standards/universal-data-elements/308-disabling-condition/> for more information about the HMIS standard definition for a disabling condition.

G. Spending Analysis

The spending analysis primarily uses [Supplier Payment Data](#) from [SF OpenBook](#) for all relevant shelter contracts from FY23. This is supplemented by datasets related to shelter tracking and shelter information, a spreadsheet tracking lease costs paid by HSH, and the FY24 Shelter Health MOU between HSH and DPH, all provided by HSH. We opted to use FY23 data as we conducted the majority of the analysis during FY24 and before FY24 payments were finalized at the end of September, 2024.

As stated in the body of the report, these cost estimates cover the following:

Costs Include	Costs Exclude
<ul style="list-style-type: none"> • Actual expenditures on shelter contracts, which includes: <ul style="list-style-type: none"> • Staff salaries • Operational costs paid by the contractor, • Rent paid by the contractor, • Services such as case management if included, meals, other support services, etc. <p><i>As long as these expenses are paid by HSH</i></p> • Expenditures on contracts for non site-specific services, that are for a specific site type (e.g. meals for navigation centers) • Actual lease costs paid by HSH • Estimate of shelter health contract costs 	<ul style="list-style-type: none"> • Other types of maintenance costs for the building if paid by the City (e.g. any DPW costs for building repair) • Utilities, if the City pays utilities directly • Provider costs for building if building is owned by the provider • Shelter related costs, if those costs aren't directly associated with a specific shelter type or population (e.g. shelter storage available to any client) • Any operational costs covered by the provider's own outside fundraising rather than by HSH

Significant data cleaning had to be done to be able to use the supplier payments data to assess costs by shelter, shelter type, population, program type, etc. Each row in the summarized supplier payments data corresponds to one contract. HSH codes all shelter sites using an HSH Shelter ID. However, each contract may cover one or more shelter programs, or one site may have multiple applicable contracts. Some contracts are for services only, and those services may or may not correspond with a single site or program, population, or site type.

Data cleaning steps for payments data:

- Pulled all of HSH's supplier payments data for FY23 and filtered by a list of relevant contract numbers HSH provided to include only contracts related to temporary shelter. We subsequently manually deleted contracts for sites that were out of scope or not directly related to emergency shelter (e.g. contracts for stabilization programs, motel/hotel vouchers, programs only operating during the day, etc.).

- For any sites with multiple contracts, we summed the total payments in each contract so that we had one row per site. Note that we retained one row for contracts with multiple programs (e.g. Hamilton Families Emergency Shelter, Residence, and Pregnant Persons Pilot are all on one contract at one site).
- Cleaned the HSH Site ID numbers so that each contract row had one unique ID (named CON ID).

Data cleaning steps for shelter information spreadsheets included:

- Added the CON ID to spreadsheets provided by HSH that include detailed information about each site. This included creating new rows for programs that were combined under one contract. This also included adding in rows with CON IDs for services only contracts, and manually adding relevant information. For example, HSH has a contract with Meals on Wheels to provide meals for navigation centers. We added that contract in with a newly created CON ID and added in relevant information about the contract (e.g. program type is Navigation Center, site type is congregate).
- Added in actual site capacity data from three points in time (September 2022, December 2023, and September 2024). We chose these points that were the earliest in our reporting period with accurate data, at the end of the reporting period, and the most recent available data.

To create a final dataset, steps included:

- Merged the payments data with the updated HSH shelter information spreadsheet.
- Manually added in the lease costs for sites where HSH holds the master lease, using an HSH provided spreadsheet.
- Added columns that include the open date and/or close date for any site that opened or closed in FY23.
- Calculated the number of days each site was open in FY23.
- Created an annualized balance approximating how much each site would have cost if it was open the full year (e.g. if a site was open for 6 months, or 50% of the year, we annualized the cost by dividing the total actual payments by 50%).
- Merged the payments data with occupancy and capacity data. Occupancy is tracked by recording the total number of available beds/unit and total number of occupied beds/units on the 1st of every month.

How we calculated the figures we include in this report:

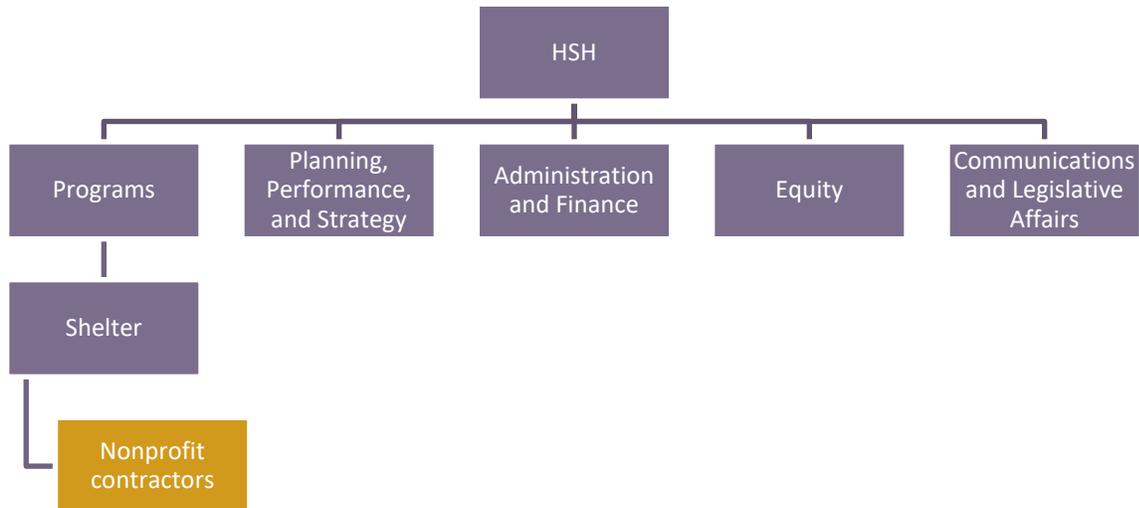
- Cost per filled bed/unit night:
 - We first calculated the estimated number of filled bed nights per contract in FY23 by multiplying the average occupancy by the number of nights open in FY23.
 - We then calculated the cost per filled bed night by dividing the sum of actual payments by the number of filled bed nights, for all contracts in each relevant category.
- Cost per bed/unit annually
 - From our data cleaning and merging, we had an annualized payment for each contract. From the capacity data, we had an average capacity per site. To calculate the cost per bed/unit annually, we summed the annualized payments and divided by the summed actual capacity for all contracts in each relevant category.
- Adding in shelter health costs:

- We wanted to include estimated shelter health costs in each of the above calculations. To do this, we used the FY24³⁸ MOU for Shelter Health between HSH and DPH.
- We excluded any sites that did not receive regular shelter health services under this contract. This was primarily family and minor sites, but also some shelters where healthcare is available on an as-needed basis (rather than part of the regular schedule) or where it is provided by another organization.
- We then divided the total FY24 shelter health budget by the sum of the estimated number of filled by nights to get the cost of shelter health per filled bed night. We divided the total FY24 shelter health budget by the sum of average capacity. We then manually added both of those sums to the cost numbers for adult shelter calculated above.
- The family system supports clients in accessing healthcare outside of the homeless response system, so those costs are not included in shelter costs. However, there is a behavioral health contract that we do similar calculations above to add in to cost estimates for family shelter.

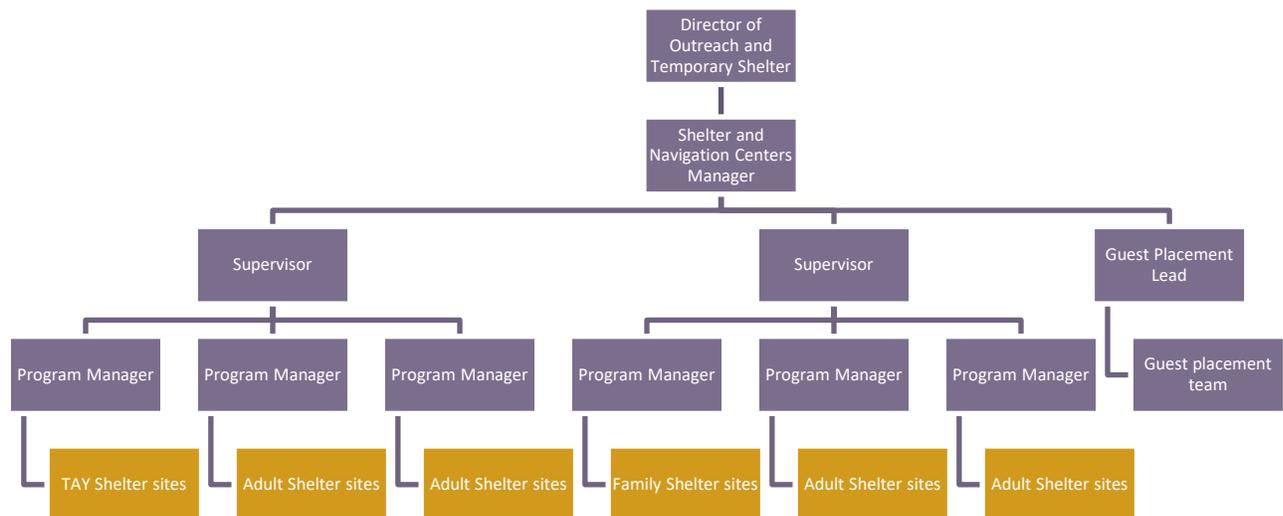
³⁸ The FY23 work order included roll-over funds from prior years, so the FY23 MOU did not reflect the true costs of shelter health services. Therefore, we opted to use the FY24 MOU instead.

APPENDIX 2: SHELTER SYSTEM STRUCTURE AND OVERSIGHT

HSH Org Charts



Note: this simplified version of HSH’s org chart is for illustrative purposes only. For more information, visit their website at <https://www.sf.gov/departments--homelessness-and-supportive-housing>



Note: this simplified version of HSH’s org chart is for illustrative purposes only. For more information, visit their website at <https://www.sf.gov/departments--homelessness-and-supportive-housing>

Shelter Oversight

Several bodies provide oversight over various aspects of the shelter system and issue public reports and recommendations.

[The Homelessness Oversight Commission](#) (HOC) launched in May 2023 after San Francisco voters approved the creation of the Commission through a ballot measure in November 2022. It is the main body that oversees HSH's work. There are seven seats on the HOC. The HOC's main responsibilities include approving budgets, formulating departmental goals, establishing performance standards, holding hearings, conducting public outreach, and auditing HSH's service delivery. The HOC also appoints all members of the Local Homeless Coordinating Board (LHCB), Shelter Grievance Advisory Committee (SGAC) and Shelter Monitoring Committee (SMC).

[The Shelter Grievance Advisory Committee](#) (SGAC) is a thirteen person body which advises HSH on the Shelter Grievance Policy, reviews complaints made under the policy, and issues written reports and recommendations. The Shelter Grievance Policy, established in Article XVIII of Chapter 20 of the San Francisco Administrative Code establishes transparent standards by which shelter clients may appeal a denial of service. Shelter sites may only deny service to clients for documented violation of shelter rules.

[The Shelter Monitoring Committee](#) (SMC) is a twelve person body, appointed by the Homelessness Oversight Commission, for the purpose of providing information about the conditions in and operations of shelters. Committee members conduct site visits to monitor health and safety conditions in shelters, assess the adequacy of shelter policies and procedures, and investigate the treatment of shelter clients. Every shelter is visited at least three times per year – one announced visit and two unannounced visits – and the frequency of visits is doubled for sites with significant number of client complaints or out-of-compliance findings. The SMC also hears Standards of Care complaints and conducts investigations as needed. The SMC submits both quarterly and annual reports to the Mayor, Board of Supervisors, Homelessness Oversight Commission, and others with findings and recommendations.

[The Local Homeless Coordinating Board](#) (LHCB) is an eleven person body which provides oversight and governance to San Francisco's federally funded homeless services, in accordance with applicable U.S. Department of Housing and Urban Development (HUD) rules and regulations. The LHCB serves an advisory body to the Homelessness Oversight Commission on issues relating to the City's participation in the Continuum of Care program.

[The Our City, Our Home Oversight Committee](#) (OCOH) tracks spending from the Our City, Our Home Fund and makes annual budget recommendations to the Mayor and Board of Supervisors about use of the Fund. The OCOH Oversight Committee strives to ensure the Our City, Our Home Fund creates permanent solutions to homelessness, mental health crisis, and housing insecurity.

APPENDIX 3: ADDITIONAL DEMOGRAPHIC DATA

This section includes expanded demographic data that was not included in the general analysis.

Note that because the "Latine or Hispanic" category in the PIT count and the Shelter Population demographics doesn't easily correspond with any race category in the ACS without additional race data, the proportions of each race/ethnicity for the PIT and shelter data sum to 100%, while the race categories for the ACS sum to 100%, and Hispanic or Latino origin are an additional percentage of the population. As a result, it's difficult to make precise one to one comparisons and small variations in data may be due to the different categorizations rather than due to actual underlying differences. Note that shelter populations demographics are calculated using total clients with race/ethnicity data as the denominator, and excludes clients where data was not collected or the client declined to answer.

Race/Ethnicity Demographic Comparisons between the San Francisco Population (ACS 5-year estimates), PIT Count (2024 total and unsheltered counts), and Shelter Population (FY23 and July-Dec FY24)

	ACS Estimate	Total PIT	Unsheltered PIT	Sheltered PIT	Shelter Population
American Indian and Alaska Native	0.60%	2.16%	2.87%	1.32%	1.77%
Asian	34.80%	3.98%	3.51%	4.14%	3.76%
Black or African American	5.20%	23.79%	22.92%	25.03%	29.36%
Hispanic or Latino origin (of any race)	15.50%	33.88%	31.01%	35.95%	31.05%
Native Hawaiian and Other Pacific Islander	0.40%	2.20%	2.89%	1.43%	1.48%
Some other race	7.70%	1.05%	1.56%	.38%	0.16%
Two or more races	9.50%	3.74%	4.73%	2.69%	3.33%
White	41.90%	29.21%	30.50%	29.06%	29.08%

Shelter Client Exit Destinations by Race/Ethnicity

	Asian	Black	Latine or Hispanic	Middle Eastern or North African	Multiracial (incl. Latine or Hispanic)	Multiracial (not Latine or Hispanic)	Native American	Native Hawaiian or Pacific Islander	White
Homeless: Sheltered	12%	11%	19%	14%	14%	11%	9%	12%	8%
Homeless: Unsheltered	16%	18%	13%	24%	18%	17%	24%	18%	21%
Institutional Situations	2%	1%	1%		2%	2%	0%	0%	1%
Deceased	0%	1%	0%		0%	0%	0%	0%	1%
Unknown	44%	47%	46%	52%	43%	47%	49%	34%	51%
Permanent Housing Situations	14%	14%	13%	10%	16%	14%	9%	19%	10%
Temporary Housing Situations	12%	9%	8%		7%	9%	8%	16%	7%

Sex and Gender Identity Demographic Comparisons between the San Francisco Population (ACS 5-year estimates), PIT Count (2024 total and unsheltered counts), and Shelter Population (FY23 and July-Dec FY24)

Note that Other Identity is a rolled-up grouping of gender identities. The disaggregated groups are presented along with the aggregated group.

	ACS	Total PIT	Unsheltered PIT	Sheltered PIT	FY23 Shelter Population	FY24 Shelter Population
Female	48.5%	33.55%	32.59%	33.21%	31.64%	30.86%
Male	51.5%	51.5%	56.02%	65.04%	63.49%	64.58%
Other Identity	0%	11.17%	16.86%	4.61%	4.92%	4.6%
Other Identity – Non-Binary	0%	6.07%	9.30%	2.44%	1.09%	1.13%
Other Identity – Other Identity	0%	1.08%	2.07%	0.00%		
Other Identity – Questioning	0%	0.55%	1.03%	0.03%	.07%	.02%
Other Identity - Transgender	0%	3.47%	4.46%	2.14%	2.06%	1.83%

APPENDIX 4: ADDITIONAL SHELTER BENCHMARKING DATA

In the main body of the report, we summarized benchmarking findings using averages for each peer groups – California Peers and National Peers. The tables below present raw data for each peer jurisdiction, including some additional fields that were not included in the main body of the report, such as gender identity and chronicity of homelessness.

San Francisco Serves a Higher Needs Shelter Population than Most Peer Jurisdictions (2023 CoC Homeless Populations and Subpopulations Reports)												
CoC Number	CoC Name	Total Shelter Population	Severely Mentally Ill		Chronic Substance Abuse		HIV/AIDS		Victims of Domestic Violence		Chronically Homeless	
CA-501	San Francisco CoC	2904	1139	39%	995	34%	108	4%	349	12%	1429	49%
CA-502	Alameda County CoC	1807	543	30%	420	23%	32	2%	183	10%	1057	58%
CA-606	Long Beach CoC	492	180	37%	88	18%	11	2%	97	20%	188	38%
CA-600	Los Angeles City & County CoC	15835	3252	21%	1634	10%	290	2%	3079	19%	4760	30%
CA-503	Sacramento City & County CoC	1986	443	22%	247	12%	28	1%	139	7%	967	49%
CA-601	San Diego City & County CoC	3895	615	16%	349	9%	42	1%	158	4%	1218	31%
CA-500	San Jose/Santa Clara City & County CoC	2186	404	18%	161	7%	22	1%	140	6%	913	42%
MA-500	Boston CoC	4738	580	12%	465	10%	28	1%	124	3%	669	14%
DC-500	District of Columbia CoC	3029	463	15%	277	9%	45	1%	569	19%	801	26%
CO-503	Metropolitan Denver CoC	5774	1431	25%	747	13%	46	1%	594	10%	1506	26%
NY-600	New York City CoC	81108	7256	9%	2871	4%	2077	3%	4395	5%	4077	5%
OR-501	Portland, Gresham/Multnomah County CoC	1821	689	38%	347	19%	21	1%	560	31%	845	46%
WA-500	Seattle/King County CoC	4885	974	20%	783	16%	3	0%	305	6%	1578	32%

San Francisco Serves More Adults and Fewer Children than Most Peer Jurisdictions (2023 Sheltered PIT Count)										
CoC Number	CoC Name	Total Shelter Population	Minors (Under 18)		TAY (18-24)		Adults (25-54)		Older Adults (55+)	
CA-501	San Francisco CoC	2904	227	8%	187	6%	1,786	62%	704	24%
CA-502	Oakland, Berkeley/Alameda County CoC	1807	209	12%	78	4%	930	51%	590	33%
CA-606	Long Beach CoC	492	23	5%	17	3%	270	55%	182	37%
CA-600	Los Angeles City & County CoC	15835	3960	25%	946	6%	7946	50%	2983	19%
CA-503	Sacramento City & County CoC	1986	316	16%	130	7%	964	49%	576	29%
CA-601	San Diego City and County CoC	3895	926	24%	248	6%	1773	46%	948	24%
CA-500	San Jose/Santa Clara City & County CoC	2186	537	25%	101	5%	999	46%	549	25%
MA-500	Boston CoC	4738	1938	41%	336	7%	2011	42%	453	10%
DC-500	District of Columbia CoC	3029	448	15%	170	6%	1474	49%	937	31%
CO-503	Metropolitan Denver CoC	5774	1066	18%	252	4%	3130	54%	1326	23%
NY-600	New York City CoC	81108	24991	31%	8723	11%	38235	47%	9159	11%
OR-501	Portland, Gresham/Multnomah County CoC	1821	175	10%	98	5%	1034	57%	514	28%
WA-500	Seattle/King County CoC	4885	1007	21%	314	6%	2541	52%	1023	21%

San Francisco Serves Fewer Women, More Men, and More Transgender Clients than Most Peer Jurisdictions (2023 Sheltered PIT Count)						
CoC Number	CoC Name	Female	Male	Transgender	Gender that is not Singularly Female or Male	Gender Questioning
CA-501	San Francisco CoC	31%	66%	2%	1%	0%
CA-502	Oakland, Berkeley/Alameda County CoC	40%	60%	0%	0%	0%
CA-606	Long Beach CoC	35%	65%	0%	0%	0%
CA-600	Los Angeles City & County CoC	46%	53%	1%	0%	0%
CA-503	Sacramento City & County CoC	49%	50%	0%	1%	0%
CA-601	San Diego City and County CoC	44%	55%	1%	0%	0%
CA-500	San Jose/Santa Clara City & County CoC	43%	56%	0%	0%	0%
MA-500	Boston CoC	53%	47%	0%	0%	0%
DC-500	District of Columbia CoC	32%	67%	1%	0%	0%
CO-503	Metropolitan Denver CoC	38%	60%	1%	1%	0%
NY-600	New York City CoC	44%	55%	0%	0%	0%
OR-501	Portland, Gresham/Multnomah County CoC	39%	57%	2%	3%	0%
WA-500	Seattle/King County CoC	39%	60%	0%	1%	1%

California Peers Added Shelter Beds Faster Than National Peers Since 2019
(Source: 2019-2023 HIC)

CoC Number	CoC Name	2019	2020	2021	2022	2023	Change in Shelter Beds	% Change
CA-501	San Francisco CoC	2721	2978	4474	3767	3420	699	26%
CA-502	Oakland, Berkeley/Alameda County CoC	1327	1576	2937	3277	2436	1109	84%
CA-606	Long Beach CoC	411	370	580	760	773	362	88%
CA-600	Los Angeles City & County CoC	12113	15888	19987	20868	20512	8399	69%
CA-503	Sacramento City & County CoC	1271	1326	2448	2592	2552	1281	101%
CA-601	San Diego City and County CoC	2138	2508	3878	4185	4525	2387	112%
CA-500	San Jose/Santa Clara City & County CoC	1410	1470	2437	2539	2888	1478	105%
MA-500	Boston CoC	5821	5723	5097	5380	5474	-347	-6%
DC-500	District of Columbia CoC	5490	5893	5001	5159	4026	-1464	-27%
CO-503	Metropolitan Denver CoC	3542	3472	4853	4708	6728	3186	90%
NY-600	New York City CoC	75593	74529	69731	62992	88366	12773	17%
OR-501	Portland, Gresham/Multnomah County CoC	1702	1678	1479	2053	1830	128	8%
WA-500	Seattle/King County CoC	4811	5060	4342	5422	5333	522	11%

APPENDIX 5: SHELTER PROGRAM INFORMATION AND INCLUSION IN ANALYSES

Overview of shelter programs and which specific analyses include them:

Note that open/close year is only included if in 2020 or later

Program/Site Name	Population	Program Type	Site Type	Program Type - Detail	Capacity	Opened	Closed	Included in what analyses?
33 Gough Cabins	Adult	Emergency Shelter	Non-Congregate	Cabin	70	2022		System Size Benchmarking Spending Shelter Stay Client data
711 Post Shelter	Adult	Emergency Shelter	Semi-Congregate	Emergency Shelter	250	2022		System Size Benchmarking Spending Shelter Stay Client data
A Woman's Place	Adult	Emergency Shelter	Congregate	Emergency Shelter (Women only)	25	2022 (re-opened)		System Size Benchmarking Spending Shelter Stay Client data
Adante Non-Congregate Shelter	Adult	Emergency Shelter	Non-Congregate	Emergency Shelter / Shelter Overflow	93	2020		System Size Benchmarking Spending Shelter Stay Client data
Baldwin SAFE Navigation Center	Adult	Navigation	Non-Congregate	Navigation Center (SAFE)	180	2022		System Size Benchmarking Spending Shelter Stay Client data

Program/Site Name	Population	Program Type	Site Type	Program Type - Detail	Capacity	Opened	Closed	Included in what analyses?
Bayshore Navigation Center	Adult	Navigation	Congregate	Navigation Center	128			System Size Benchmarking Spending Shelter Stay Client data
Bayview SAFE Navigation Center	Adult	Navigation	Congregate	Navigation Center (SAFE)	186	2021		System Size Benchmarking Spending Shelter Stay Client data
Bayview VTC	Adult	Crisis Intervention	Non-Congregate	Safe Parking	35	2022		System Size Benchmarking Spending Shelter Stay Client data
Bethel AME	Adult	Emergency Shelter	Congregate	Emergency Shelter (Women Only)	30		2020	Benchmarking Shelter Stay
Buena Vista Horace Mann Shelter	Family	Emergency Shelter	Congregate	Emergency Shelter	80			System Size Benchmarking Spending Shelter Stay Client data
Central Waterfront Navigation Center	Adult	Navigation	Congregate	Navigation Center	64			System Size Benchmarking Spending Shelter Stay Client data
Civic Center Hotel Navigation 2	Adult	Navigation	Congregate	Navigation Center	113	2022		System Size Benchmarking Spending Shelter Stay Client data
Compass Family Shelter	Family	Emergency Shelter	Non-Congregate	Emergency Shelter	22			System Size Benchmarking Spending Shelter Stay Client data

Program/Site Name	Population	Program Type	Site Type	Program Type - Detail	Capacity	Opened	Closed	Included in what analyses?
Cova Non-Congregate Shelter	Adult	Emergency Shelter	Non-Congregate	Emergency Shelter	95	2020		System Size Benchmarking Spending Shelter Stay Client data
Diamond Youth Emergency Shelter	Minor	Emergency Shelter	Congregate	Emergency Shelter	15			System Size Benchmarking Spending Shelter Stay Client data
Division Circle Navigation Center	Adult	Navigation	Congregate	Navigation Center	186			System Size Benchmarking Spending Shelter Stay Client data
Dolores Adult Shelter (includes Jazzie's)	Adult	Emergency Shelter	Congregate	Emergency Shelter	91			System Size Benchmarking Spending Shelter Stay Client data
Ellis Semi-Congregate Shelter	Adult	Emergency Shelter	Semi-Congregate	Emergency Shelter	131	2020		System Size Benchmarking Spending Shelter Stay Client data
Embarcadero SAFE Navigation Center	Adult	Navigation	Congregate	Navigation Center (SAFE)	200			System Size Benchmarking Spending Shelter Stay Client data
First Friendship	Family	Emergency Shelter	Congregate	Emergency Shelter	25		2020	Benchmarking
Fulton Safe Sleep	Adult	Crisis Intervention	Non-Congregate	Safe Sleep	108	2020	2022	Benchmarking Shelter Stay

Program/Site Name	Population	Program Type	Site Type	Program Type - Detail	Capacity	Opened	Closed	Included in what analyses?
Hamilton Families Emergency Center	Family	Emergency Shelter	Congregate	Emergency Shelter	36			System Size Benchmarking Spending Shelter Stay Client data
Hamilton Families Emergency Center--Pregnant Person's Pilot	Family	Emergency Shelter	Congregate	Emergency Shelter	4			System Size Benchmarking Spending Shelter Stay Client data
Hamilton Families Residence	Family	Emergency Shelter	Non-Congregate	Emergency Shelter	27			System Size Benchmarking Spending Shelter Stay Client data
Harbor House	Family	Emergency Shelter	Non-Congregate	Emergency Shelter	30			System Size Benchmarking Spending Shelter Stay Client data
Hospitality House Shelter	Adult	Emergency Shelter	Congregate	Emergency Shelter (Men only)	22	2022 (re-opened)		System Size Benchmarking Spending Shelter Stay Client data
Huckleberry House Emergency Shelter	Minor	Emergency Shelter	Semi-Congregate	Emergency Shelter	6			System Size Benchmarking Spending Shelter Stay Client data
Interfaith Winter Shelter	Adult	Emergency Shelter	Congregate	Winter Shelter				Spending Shelter Stay Client data
Jones Safe Sleep	Adult	Crisis Intervention	Non-Congregate	Safe Sleep	15	2020	2022	Benchmarking Shelter Stay

Program/Site Name	Population	Program Type	Site Type	Program Type - Detail	Capacity	Opened	Closed	Included in what analyses?
Lark Inn	TAY	Emergency Shelter	Congregate	Emergency Shelter	36			System Size Benchmarking Spending Shelter Stay Client data
Lower Polk TAY Navigation Center	TAY	Navigation	Congregate	Navigation Center	75	2021		System Size Benchmarking Spending Shelter Stay Client data
Mission Cabins	Adult	Emergency Shelter	Non-Congregate	Cabin	60	2024		System Size
Monarch Non-Congregate Shelter	Adult	Emergency Shelter	Non-Congregate	Emergency Shelter	100	2020		System Size Benchmarking Spending Shelter Stay Client data
MSC South	Adult	Emergency Shelter	Congregate	Emergency Shelter	327			System Size Benchmarking Spending Shelter Stay Client data
Next Door	Adult	Emergency Shelter	Congregate	Emergency Shelter	334			System Size Benchmarking Spending Shelter Stay Client data
PATH	Family	Emergency Shelter	Non-Congregate	Emergency Shelter	16			System Size Benchmarking Spending Shelter Stay Client data
Pier 94 Backlands	Adult	Emergency Shelter	Non-Congregate	Trailer	114	2020	2024	System Size Benchmarking Spending Shelter Stay Client data

Program/Site Name	Population	Program Type	Site Type	Program Type - Detail	Capacity	Opened	Closed	Included in what analyses?
Providence Adult Shelter	Adult	Emergency Shelter	Congregate	Emergency Shelter	110		2020	Benchmarking
Providence Family Emergency Center - Oasis Shelter	Family	Emergency Shelter	Non-Congregate	Emergency Shelter	54			System Size Benchmarking Spending Shelter Stay Client data
Sanctuary	Adult	Emergency Shelter	Congregate	Emergency Shelter	200			System Size Benchmarking Spending Shelter Stay Client data
Site V06: Jennings Safe Sleep	Adult	Crisis Intervention	Non-Congregate	Safe Sleep	20	2020	2023	System Size Benchmarking Spending Shelter Stay Client data
South Van Ness Safe Sleep	Adult	Crisis Intervention	Non-Congregate	Safe Sleep	40	2020	2023	System Size Benchmarking Spending Shelter Stay Client data
St. Joseph's Family Center	Family	Emergency Shelter	Non-Congregate	Emergency Shelter	10			System Size Benchmarking Spending Shelter Stay Client data
Taimon Booton Navigation Center	Adult	Navigation	Congregate	Navigation Center (Transgender, Nonbinary, Women)	84	2022		System Size Benchmarking Spending Shelter Stay Client data

APPENDIX 6: DENIALS OF SERVICE

We matched data on the number of denials of service (DOS) issued per shelter site per month with shelter occupancy data to analyze how frequently DOS’s were occurring. In total, we found that sites issued 7.6 denials of service for every 100 unique clients served. This rate was highest for TAY shelters, at more than double the rate of adult shelters and more than three times the rate of family shelters.

TAY Shelters Issued Denials of Service at a Higher Rate Than Other Shelter Types (July 2023 – December 2024)			
Population	Unique Clients Served	Denials of Service Issued	Rate per 100 Unique Clients
Transitional Aged Youth	736	119	16.17
Adults	14445	1148	7.95
Families	3037	138	4.54
Minors	223	0	0
Total	18441	1405	7.62

We also found that congregate shelter sites issued slightly more DOS’s than non-congregate or semi-congregate sites.

Congregate Shelters Issued Denials of Service at a Higher Rate Than Other Shelter Types (July 2023 – December 2024)			
Site Type	Unique Clients Served	Denials of Service Issued	Rate per 100 Unique Clients
Congregate	12234	1017	8.31
Non-Congregate	4472	292	6.53
Semi-Congregate	1735	96	5.53
Total	18441	1405	7.62

Item 3

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Response to Letter of Inquiry re: February 9, 2025 Vehicle Pursuit
Date: Tuesday, March 11, 2025 8:55:28 AM
Attachments: [Response to LOI re 2.9.25 Vehicle Pursuit.pdf](#)
[Clerk's Memo.pdf](#)

Hello,

Please see below and attached for communication from the San Francisco Police Department in response to a Letter of Inquiry issued by Supervisors Jackie Fielder and Shamann Walton at the February 11, 2025, Board of Supervisors meeting.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Coppola, Renee (POL) <renee.coppola@sfgov.org>
Sent: Monday, March 10, 2025 5:05 PM
To: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; Ferrigno, Jennifer (BOS) <jennifer.ferrigno@sfgov.org>; Han, Feng (BOS) <feng.han@sfgov.org>; Gaona, Sasha (BOS) <sasha.gaona@sfgov.org>; Lopez, Steven (POL) <steven.lopez1@sfgov.org>
Cc: Scott, William (POL) <william.scott@sfgov.org>; Aroche, Diana (POL) <diana.aroche@sfgov.org>
Subject: Response to Letter of Inquiry re: February 9, 2025 Vehicle Pursuit

Good afternoon Madam Clerk,

Please see enclosed the San Francisco Police Department's Letter of Response to Supervisor Fielder's inquiry regarding the February 9, 2025, Vehicle Pursuit.

Thank you for your time.

Renee Coppola, Senior Management Assistant
Policy & Public Affairs | San Francisco Police Department

1245 3rd Street, 6th Floor, San Francisco, CA 94158

Direct: 415.575.5860

<https://www.sanfranciscopolice.org/>



DANIEL LURIE
MAYOR

CITY AND COUNTY OF SAN FRANCISCO
POLICE DEPARTMENT
HEADQUARTERS
1245 3RD Street
San Francisco, California, 94158



WILLIAM SCOTT
CHIEF OF POLICE

March 10, 2025

The Honorable Jackie Fielder
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102

Dear Supervisor Fielder,

RE: Response: Letter of Inquiry regarding February 9, 2025, Vehicle Pursuit

Please see the information below in response to your letter of inquiry regarding the San Francisco Police Department's pursuit of a wanted vehicle on February 9, 2025.

1. What were the circumstances surrounding this case?

RESPONSE: At 3:05PM officers responded to a call regarding a vehicle wanted for felony grand theft in the City of Berkeley. The suspects failed to yield to officers and a pursuit ensued. The pursuit lasted approximately 27 minutes.

- a. Please share the top speed of the police car or cars that were involved in the accident.

RESPONSE: SFPD's administrative investigation into this incident is ongoing. We are not able to release this information at this time.

2. What is the existing SFPD policy regarding police chases and how have officers been trained on it?

RESPONSE: DGO 5.05 *Emergency Response and Pursuit Driving* is the SFPD policy on vehicle pursuits. The purpose of this order is to establish policies and procedures for the operation of police vehicles in both response and pursuit driving situations. Please refer to Section 5.05.05 for vehicle pursuit guidelines and specific information on "police chases" or when a pursuit is authorized.

As of November 22, 2024, all SFPD members are required to adhere to DGO 5.05. Every sworn member is required to complete pursuit driving training on an annual basis.

3. How did this incident comply with the current SFPD policy, and how did it rise to the level of vehicle pursuit that ultimately put many lives in danger?

RESPONSE: Because our administrative investigation is ongoing, SFPD cannot respond to this question at this time.

4. What is the SFPD protocol after a car chase that leads to injuries or fatalities?

RESPONSE: If any person is injured during a pursuit, officers shall radio the necessary emergency personnel to tend to injured persons. Additionally, the pursuit supervisor shall request DEM to notify the on-duty patrol commander or designated duty captain. Upon notification, the patrol commander or designated duty captain shall respond to the scene of the injury and make further notifications as appropriate. Please refer to DGO 5.05 at Sections 5.05.05(I) and (J) and 5.05.06 for further information.

- a. What data is collected and reported after a police chase occurs, when someone is killed during a police chase, or when someone is injured?

RESPONSE: After the conclusion of a pursuit, the primary pursuit unit completes an incident report and form CHP 187A unless otherwise directed by a supervisor. Additionally, those reports are forwarded through their chain of command. This is done in all cases of vehicular pursuits regardless of casualties. Please refer to DGO 5.05 at Sections 5.05.05(J) and 5.05.08 Annual Reporting.

5. Who made the judgement call to engage in a police chase, and based on what factors?

RESPONSE: Pursuant to DGO 5.05 at Section 5.05.05 Vehicle Pursuits-Pursuit Guidelines, officers are required to take into account a number of factors and conditions in determining whether to initiate, continue or terminate a pursuit. When a pursuit is authorized, pursuant to San Francisco Administrative Code 96I.2(d), a member driving an emergency vehicle, “may engage in a vehicle pursuit if the member has reasonable suspicion or probable cause to believe that a felony or violent misdemeanor crime has occurred, is occurring, is about to occur,” or when there is a reasonable belief that the individual needs to be immediately apprehended because of the risk that the individual poses to public safety. Please refer to DGO 5.05 at Section 5.05.05(A).

Further information regarding this specific incident, including the names of the officers, cannot be released at this time because our administrative investigation is ongoing.

6. Were there other options, such as drones, or other measures that could have been deployed to avoid a vehicle pursuit that puts lives in danger?

RESPONSE: Although the internal administrative investigation is ongoing, SFPD is not aware of such other options at this time. Currently our drone inventory has limited capabilities relevant to these types of police pursuits and a drone was not deployed for this incident.

7. What accountability mechanisms are in place for officers whose decisions injure innocent bystanders and extensively damage local businesses?

RESPONSE: SFPD officers must comply with and are held accountable to department policies and training.

If you have additional questions, please contact me at 415-837-7123, or email to diana.aroche@sfgov.org.

Sincerely,



DR. DIANA AROCHE
Director of Policy & Public Affairs

- c: The Honorable Daniel Lurie, Mayor, San Francisco
Commissioner Cindy Elias, President, San Francisco Police Commission
Ms. Angela Calvillo, Clerk of the Board, Board of Supervisors

BOARD OF SUPERVISORS
CITY & COUNTY OF SAN FRANCISCO

OFFICE OF THE CLERK OF THE BOARD

Phone: (415) 554-5184
Email: Angela.Calvillo@sfgov.org



February 12, 2025

William Scott, Chief of Police
San Francisco Police Department
1245 3rd Street
San Francisco, CA 94158
Via Email: William.Scott@sfgov.org

Dear Chief Scott,

At the February 11, 2025, Board of Supervisors meeting, Supervisor Jackie Fielder and Supervisor Shamann Walton, issued the attached inquiry to the San Francisco Police Department (SFPD).

Please review the attached letter of inquiry, which provides the Supervisor's request.

The inquiry, in summary, pertains to an SFPD vehicle pursuit on February 9, 2025 that resulted in bystander injuries and damage to a small business parklet.

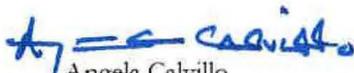
Supervisor Fielder further requests responses to the following questions:

1. What were the circumstances surrounding this case?
 - a. Please share the top speed of the police car or cars that were involved in the accident.
2. What is the existing SFPD policy regarding police chases and how have officers been trained on it?
3. How did this incident comply with current SFPD policy, and how did it rise to the level of vehicle pursuit that ultimately put many lives in danger?
4. What is the SFPD protocol after a car chase that leads to injuries or fatalities?
 - a. What data is collected and reported after a police chase occurs, when someone is killed during a police chase, or when someone is injured?
5. Who made the judgement call to engage in a police chase, and based on what factors?
6. Were there other options, such as drones, or other measures that could have been deployed to avoid a vehicle pursuit that puts lives in danger?
7. And lastly, what accountability mechanisms are in place for officers whose decisions injure innocent bystanders and extensively damage local businesses?

Please contact Jennifer Ferrigno, Jennifer.Ferrigno@sfgov.org, Legislative Aide to Supervisor Fielder, for any questions related to this request, and copy BOS@sfgov.org on all communications to enable my office to track and close out this inquiry. Please provide your response no later than February 25, 2025.

For questions pertaining to the administration of this inquiry, do not hesitate to contact me in the Office of the Clerk of the Board at (415) 554-5184.

Very Truly Yours,


Angela Calvillo
Clerk of the Board
San Francisco Board of Supervisors

WN/RL

Attachments:

- Letter of Inquiry
- Introduction Form

Cc: San Francisco Police Headquarters, Chief's Office, SFPDChief@sfgov.org
Lisa Ortiz, SFPD, Lisa.Ortiz@sfgov.org
Lili Gamero, SFPD, Lili.Gamero@sfgov.org
Rima Malouf, SFPD, Rima.Malouf@sfgov.org
Diana Aroche, SFPD, Diana.Aroche@sfgov.org
Carl Nicita, SFPD, Carl.Nicita@sfgov.org
Sgt. Stacy Youngblood, Police Commission, Stacy.A.Youngblood@sfgov.org

Item 4

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#)
Subject: FW: Regional & Local WIOA Plan (PY 2025-2028) - Submission to BOS for Review
Date: Tuesday, March 11, 2025 11:07:00 AM
Attachments: [SF Local Plan Draft Approved signed.pdf](#)
[WIOA Plan BOS Memo 2025.pdf](#)
[Outlook-etibbs3m.png](#)

Dear Supervisors,

Please see the attached Local Plan developed by the Workforce Investment San Francisco Board (WISF) pursuant to Administrative Code Chapter 30.4(c).

Administrative Code Chapter 30.4 (c) - The Director of Workforce Development shall submit the Local Plan developed by the WISF to the Board of Supervisors for review and comment not less than 30 days prior to submitting it to the Governor.

Thank you,

Eileen McHugh
Executive Assistant
Office of the Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102-4689
Phone: (415) 554-7703 | Fax: (415) 554-5163
eileen.e.mchugh@sfgov.org | www.sfbos.org

From: Hand, Jennifer (ECN) <jennifer.hand@sfgov.org>
Sent: Monday, March 10, 2025 5:30 PM
To: Hand, Jennifer (ECN) <jennifer.hand@sfgov.org>
Cc: Pena, Iowayna (ECN) <iowayna.pena@sfgov.org>; Houston, Chad (ECN) <chad.houston@sfgov.org>; Lozano, Alesandra (ECN) <alesandra.lozano@sfgov.org>; Salerno, Jennifer (ECN) <jennifer.salerno@sfgov.org>
Subject: Regional & Local WIOA Plan (PY 2025-2028) - Submission to BOS for Review

Dear Board of Supervisors and Staff:

In accordance with San Francisco Administrative Code Chapter 30.4(c), the Director of Workforce Development shall submit the Local Plan developed by the Workforce Investment San Francisco Board (WISF) to the Board of Supervisors for review and comment no less than 30 days prior to submitting it to the Governor.

The WISF is San Francisco’s Workforce Development Board as authorized by the Federal Workforce Innovation and Opportunity Act (WIOA). The board includes two Board of Supervisors (BOS) representatives. At the time of Local Plan development, BOS representatives include Supervisor Walton and Supervisor Dorsey.

The attached PY 2025-2028 Local Plan (“Local Plan”) has been developed by OEWD and WISF in accordance with WIOA. The Local Plan is consistent with California’s 2024-2027 Unified Strategic Workforce Development Plan and Employment Development Division’s Directive 24-09 for Planning Guidance, as described below.

The Local Plan includes San Francisco’s vision and goals for the workforce development system as funded by WIOA, a description of the structure of the system and services available to job seekers and businesses, the roles of WIOA and State strategic partners, the ways in which the Local Plan supports the State’s goals and policy strategies, as well as other required information. As outlined in the Local Plan, San Francisco’s system of job centers, services targeting individuals with barriers to employment, and strategies to target priority sectors within the local and regional economy are designed to promote economic vitality.

OEWD released the Local Plan for a 30-day public comment period from December 2024 through January 2025. OEWD received no local comments. The Local Plan was approved by WISF on March 5, 2025, and it will be submitted to the California Workforce Development Board for review and approval by April 27, 2025.

We have included BOS Supervisors and Legislative Aides on this communication. For further questions, please feel free to contact me at jennifer.hand@sfgov.org or via phone at 628-652-8430.

Thank you,

Jen Hand, MSW, CWDP (she/her)

Workforce Impact Manager

San Francisco Office of Economic and Workforce Development



Follow us on [X](#), [Instagram](#), [Facebook](#), and [LinkedIn](#)

oewd.org

jennifer.hand@sfgov.org

1 South Van Ness Ave. 5th Floor

San Francisco, CA 94103

628-652-8430 (direct)

415-701-4848 (main)

MEMORANDUM

TO: Members of the Board of Supervisors
FROM: Iowayna Peña, Director of Workforce, OEWD
DATE: 03/10/2025
SUBJECT: San Francisco PY 2025-2028 Regional & Local WIOA Plan

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The Local Plan includes San Francisco's vision and goals for the workforce development system as funded by WIOA, a description of the structure of the system and services available to job seekers and businesses, the roles of WIOA and State strategic partners, the ways in which the Local Plan supports the State's goals and policy strategies, as well as other required information. As outlined in the Local Plan, San Francisco's system of job centers, services targeting individuals with barriers to employment, and strategies to target priority sectors within the local and regional economy are designed to promote economic vitality.

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For further questions, please contact Jennifer Hand, Workforce Impact Manager, OEWD Workforce Division (jennifer.hand@sfgov.org).





SAN FRANCISCO

OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT

Workforce Innovation and Opportunity Act
San Francisco Local Plan
2025-2028

Iowayna Peña

Director of Workforce Development

Iowayna.Pena@sfgov.org

(628) 652-8400

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Introduction

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco (WISF), has prepared this Strategic Local Plan for Program Years 2025-2028 (“Local WIOA Plan”), as required by the Workforce Innovation and Opportunity Act of 2014 (WIOA)¹. The plan is laid out in accordance with the guidance and requirements outlined in the California Employment Development Department (EDD)’s Workforce Services Draft Directive 262 (“Local and Regional Planning Directive”)².

San Francisco’s Workforce Development Board (WISF)³, which is designated by the State as a High Performing Board, has responsibility for the local workforce development system (“San Francisco Workforce Development System”). WISF provides a forum for business, labor, education, government, community-based organizations and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce and local economic development. The WISF’s operational arm is the Office of Economic and Workforce Development (OEWD). As a local government agency, OEWD leverages WIOA, local General Fund, and other funding to provide a diverse portfolio of services in the San Francisco Workforce Development System. This Local WIOA Plan describes this network with particular emphasis on specific populations and programs impacted by WIOA funding and in congruence with the Local and Regional Planning Directive. As reciprocal partners in overseeing the San Francisco Workforce Development System, OEWD and WISF are referred to interchangeably throughout this plan.

Consistent with the State of California’s policy objectives, the WISF’s vision for San Francisco’s workforce development system is anchored in three priorities:

1. Fostering “demand-driven skills attainment.”
2. Enabling upward economic mobility.
3. Aligning, coordinating, and integrating programs and services.

The WISF envisions a San Francisco Workforce Development System that is the bridge between employers and job seekers and follows a dual-customer approach, ensuring that workforce development programs and services are tailored to the needs of job seekers and provide a skilled and ready workforce for local businesses.

The mission of OEWD’s Workforce Development Division is to build public-private partnerships that create and guide a continuum of workforce services that improve economic vitality for people and businesses. In order to ensure that job seekers and local businesses are

¹ Workforce Innovation and Opportunity Act of 2014, H.R. 108, 113th Cong. § 108 (2014).
<https://www.congress.gov/113/bills/hr803/BILLS-113hr803enr.pdf>

² California Employment Development Department. (2024 October). Workforce Services Draft Directive 262, Regional and Local Planning Guidance for PY 25-28.
https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsdd-262.pdf

³ City and County of San Francisco. (2024). Workforce Investment San Francisco.
<https://www.sf.gov/departments/workforce-investment-san-francisco-wisf-board>

well served, and to meet performance accountability goals based on WIOA performance indicators, OEWD’s strategy is to work closely with regional WDBs and organizations, core partners and other stakeholders to align resources in order to foster sector-based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, OEWD’s work is grounded in labor market information and analysis as well as qualitative and quantitative information from local businesses and industry groups and other stakeholders.

The San Francisco Workforce Development System is designed to be accessible to diverse job seekers and employers through OEWD’s network of Comprehensive, Neighborhood, and Specialized Job Centers, and complementary employment and sector training workforce programs carried out by community-based service providers.

Each Job Center plays an important role within the San Francisco Workforce Development System, customizing services and facilitating access to residents of target neighborhoods, job seekers with barriers to employment, and those seeking to enter or advance in a specific industry sector. Additionally, OEWD has certified five American Job Centers of California (AJCC) sites, including a Comprehensive AJCC, two Affiliate AJCCs, and two Specialized AJCCs. These sites are further described later in this plan.

Collaboration and coordination of service offerings among the Job Centers is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. The Job Centers are complemented by several dozen community-based programs for youth and adults that help prepare, train, and connect San Franciscans through specialized programming to career pathways into strong local industry sectors that provide opportunities for living wage employment and economic self-sufficiency.

On behalf of the City and County of San Francisco, OEWD leads the Committee on City Workforce Alignment (“CCWA”), a 17-member body with representation from a City elected official, City directors from ten departments with the largest workforce investments, four executives from community-based providers, and two labor leaders with deep expertise in apprenticeship programs. In 2024, the CCWA published its [Citywide Workforce Development Plan FY 2024-2029](#) (“CWDP”)⁴, a unified strategy to address the needs of workers who are unemployed, underemployed, or have been historically excluded from the workforce. The CCWA aligned the CWDP with existing federal, State, and Local mandated plans—including the San Francisco WIOA Plan—and CCWA intends to bring alignment among the nearly 300 programs offered by 24 City departments that reach over 80,000 participants, with the goal of gaining a better understanding of City-funded workforce services, including outcomes, gaps, and redundancies.

On a regional level, OEWD partners closely with the Bay-Peninsula Regional Planning Unit (BPRPU) in the administration of WIOA funds for the San Francisco, San Mateo, and Santa Clara County region. Strategies and projects related to BPRPU are further described in the Regional WIOA Plan.

⁴ City and County of San Francisco. (2024). Citywide Workforce Development Plan FY 2024-2029. <https://www.sf.gov/sites/default/files/2024-06/CWDP%202024-29%20-%20Citywide%20Workforce%20Development%20Plan.pdf>

Additionally, OEWD is a member of the Bay Area Good Jobs Partnership for Equity (BAGJPE)—an informal association of 10 workforce development boards (WDBs) and regional workforce planning units across the nine-county Bay Area region. In support of the Governor’s California Jobs First initiative, BAGJPE is the Fiscal Agent for the Bay Area Jobs First Collaborative (BAJFC) with the San Francisco Office of Economic and Workforce Development (OEWD) as the Fiscal Lead. BAGJPE and OEWD provide contract administration staffing and infrastructure to the BAJFC. The BAJFC has been working with over 500 organizations for regional economic and workforce development planning toward the Governor's vision for the California economy. Through the California Jobs First Initiative, OEWD and BAGJPE have uplifted the ways in which workforce development can meet the specific skillset needs of the State’s and our region’s priority industry sectors, particularly in the most disinvested communities in the Bay Area

WIOA Core and Required Partners

The Local Plan Content shall include discussion of WIOA Core and Required Partner Coordination as outlined in WIOA Section 121): How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA Memorandums of Understanding; How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - Strategic Co-Enrollment – Unified Plan Partners; How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means; How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services; How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.

Coordination of MOU services

The WIOA Core Partners are critical partners in the San Francisco Workforce Development System. WISF envisions a system where there is no “wrong door,” and OEWD service providers as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. WISF works with WIOA Core and Required Partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

While the San Francisco Workforce Development System implements a “no wrong door” approach to service delivery, the Comprehensive Job Center—also referred to as the Comprehensive AJCC—provides the full menu of workforce development services in the San Francisco Workforce Development System and provides opportunities for formal and informal co-location with WIOA Core Partners.

San Francisco WIOA Core Partners include the EDD Field Office, Department of Rehabilitation (DOR) District Office, City College of San Francisco (CCSF), and San Francisco Human Services Agency (SFHSA). WIOA Required Partners include WIOA partners who are receiving specific WIOA source funds, including Self-Help for the Elderly, Five Keys Charter School, Refugee and Immigrant Transitions, CCSF, Felton Institute, Treasure Island Job Corps, Success Centers, and Native American Health Center. All WIOA Core and Required Partners are invited to quarterly One-Stop Operators.

The One-Stop Operator plays a leadership role in facilitating these partnerships, holding at-least quarterly WIOA Core and Required Partner meetings to ensure the successful implementation of services across the San Francisco Workforce Development System to enhance collaboration amongst partners. In addition to WIOA Core and Required partners, attendees include the Comprehensive Job Center, which has deep expertise in serving justice-involved individuals, veterans, and parents paying child support, as well as State Strategic Partners attend. At these meetings, partners discuss shared initiatives and common challenges. Recent examples of collaborative efforts include but are not limited to: SFHSA and OEWD's collaboration on client co-enrollment, OEWD's certification of EDD's San Francisco Workforce Service site as an Affiliate AJCC location, and OEWD assisting the Department of Rehabilitation (DOR) with outreach to underserved areas of San Francisco. OEWD and CCSF also collaborate closely on coordinated sector programming for tech and construction.

For PY 2022-2025, OEWD developed a Memorandum of Understanding (MOU) with the WIOA Core and Required Partners to define their respective roles and responsibilities in meeting policy objectives and service goals. As an important note, this MOU is in process for update for PY 2025-2028 and will be completed in June 2025. The MOU outlines all parties' agreement to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations can access the services they need to achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and strategic plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions; and adherence to common data collection and reporting needs. The following outlines the contributions of each MOU partner to the San Francisco Workforce Development System.

Employment Development Department (EDD): EDD offers Employment Services (including but not limited to CalJOBS and labor exchange services, Unemployment Insurance services, California Training Benefits, and Rapid Response), Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Act assistance. The client population of EDD includes UI and disability insurance claimants, job seekers through Wagner Peyser, veterans, people with disabilities, youth, and TAA participants. EDD provides cross training of One-Stop staff. OEWD staff work closely with EDD staff in the provision of Rapid Response and other services.

Department of Rehabilitation (DOR): DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and labor access for individuals with disabilities in California. DOR provides a comprehensive menu of services to eligible clients, including but not limited to: training, self-advocacy training, assessments, career counseling/exploration, on the job training (OJT)/work experience, job placement services, assistive technology, and benefits counseling. DOR clients include individuals who may have the following disabilities: blind or visually impaired; cognitive disabilities; learning disabilities; intellectual or developmental disabilities; deaf or hard of hearing; physical disabilities; psychiatric disabilities; traumatic brain injury; and other disabilities. DOR is physically co-located through regular DOR orientations at the Comprehensive Job Center, as well as through a system for referrals between OEWD's contracted Disabilities Services Coordinator (currently Toolworks) and DOR for the Ticket-to-Work and SSDI programs.

City College of San Francisco (CCSF): Programs on offer at CCSF include those administered with Carl D. Perkins Act funds, as well as Career Technical Education (CTE) programs, the community college CalWORKS program, and Disabled Student Programs and Services. CCSF also offers adult basic education services which may include adult secondary education, adult basic education, English as a Second Language courses, classes for adults with disabilities, and high school equivalency/GED preparation. The client population of the community college is very diverse, including students who: seek to transfer to four-year institutions; seek basic skills attainment; have limited English proficiency; or need short-term vocational training. CCSF provides on-site staffing and coordinated services through physical colocation, communication technology, and cross training for Comprehensive Job Center staff on the CCSF application process and college policies. OEWD collaborated with CCSF on the most recent Adult Education Block Grant (AEBG) funding application and supported development of the Strong Workforce Program Strategic Plan 2024 - 2028 to ensure alignment of workforce goals.

San Francisco Human Service Agency (SFHSA): SFHSA is the primary provider of safety net programs in San Francisco and is responsible for providing employment services for San Francisco's public assistance recipients, as well as offering services to the general public through its Career Link Centers. SFHSA works jointly with OEWD to identify models of CalWORKS (TANF) partnership and best practices that improve client outcomes. Both parties provide support and technical assistance to facilitate the development of sector-based career pathway programs specifically geared toward CalWORKS (TANF) recipients. SFHSA coordinates services through cross-referral, remote communication tools, and cross-training of Comprehensive Job Center and Affiliate Job Center (EDD AJCC) staff.

Co-Enrollment and Coordinated Case Management

WISF recognizes the critical importance of coordinated service delivery, both for the success of clients as well as the efficient use of limited resources. WISF and its partners are continuously striving toward a workforce system that is collaborative, well-integrated, and seamless to the customer. In stakeholder engagement for this Local Plan, partners continued to identify collaboration as a high priority to best serve clients.

All OEWD-funded grantees are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative, and program performance; services; and participant demographics, progress, and outcomes. Because all WIOA grantees are required to enter data into OEWD’s data management system, Workforce Central (WFC), OEWD grantees are able to easily share case file information across the San Francisco Workforce Development System, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD’s specific funding requirements and interacts with the State’s CalJOBS system to ensure alignment with State requirements. WFC captures participant credential attainment, including for partner organizations that are set up in the system.

Since 2019, WIOA Core Partners have worked together to enhance cross-training, coordinated intake and referral, and co-enrollment. Partners agreed that the following items will be the focus on ongoing efforts: ensuring high-quality experiences for clients and cross-training partners on service offerings and eligibility.

Facilitating Access to Services in Remote Areas through Technology

Although San Francisco is geographically small, and the Neighborhood Job Centers—which are described in greater detail in the overview of Adult and Dislocated Worker employment and training activities—are designed for geographic coverage, technology is also being used to facilitate access to services.

The San Francisco WorkforceLinkSF, a Salesforce-based job platform and client management system, connects job seekers with the best employment opportunities to help them achieve their career goals and economic sufficiency and provide employers with customized recruitment services to find the right talent that will grow and sustain their companies. WorkforceLinkSF enables independent job seekers and OEWD grantees to connect their clients with up-to-date job postings in order to facilitate full access to all employment opportunities developed within the system by participants while rapidly filling open recruitments for employers. The goal for the digital tool is the more efficient connection of employers to all of the job seekers in the workforce development system through the use of a technological platform that allows service providers to see specific requirements and match their participants to jobs appropriate for them, as well as share info about events and trainings with the other providers in the system.

The pandemic accelerated the system’s ability to offer services remotely through technology, including the use of a telephone “hotline,” virtual hiring events, and virtual workshops. Many service providers that moved their services, classes, and training to an online format at the start of the pandemic have all returned to fully in-person or hybrid models of service to provide options that best suit participant needs.

Significant skills gaps necessitated the return to fully in-person and/or hybrid models: providers and community members report training needs for digital literacy. While San Francisco may have a small square mileage, it has high population density and a bi-furcated labor market where

workers may possess advanced education and very high-wage jobs or lower educational attainment and poverty wage jobs, with a shrinking middle wage and middle career pathway. These conditions promote increasing income inequality and disparities in digital literacy. Despite proliferation of the information and communication technology sector, one in seven San Franciscans do not possess basic digital literacy skills, and one in eight San Franciscans do not have access to high-speed internet at home. Those who are low-income, seniors, limited English proficient, or having a disability are most at risk. In consideration of these conditions, the City and County of San Francisco released a Digital Strategic Plan 2019-2024. The plan covers access to affordable, reliable, and high-quality internet access; digital literacy; and long-term community benefits of technology. OEWD's TechSF Sector Academy Manager sits on the Advisory Committee for this project and provides a workforce development lens to strategic planning efforts to promote digital literacy for low-wage workers. As OEWD expands its virtual and digital services offerings, it will pull from the expertise of this Advisory Committee and conform its approach to the upcoming Digital Strategic Plan 2025-2029, which OEWD participated in developing.

Supportive Services

As part of a client's assessment, case managers identify what supportive services, if any, are necessary to help participants enter, participate and succeed in workforce services. In addition to the Comprehensive Job Center and Neighborhood Job Centers, partner agencies and community-based organizations provide supportive services. A supportive services provider works with participants to address those life issues impacting the participants' ability to obtain or retain employment and remediate any systemic barriers to work. Providing supportive services in a community setting allows for services to be delivered in a culturally humble and community-sensitive approach. For greater detail on the types of supportive services available, please see the description under the "Adult and Dislocated Worker Employment and Training Activities" section.

Accessibility for Individuals with Disabilities

The Disability Coordinator (described in greater detail in the overview of Adult and Dislocated Worker employment and training activities) works to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Furthermore, contracts with service providers and MOUs with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990*.

State Strategic Partner Coordination

This section applies to coordination with the state strategic planning partners that were added during the last Local Plan modification and includes: How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services; How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents;

How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities; How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees. How the Local Board will coordinate with Local Veterans Affairs, community-based organizations, and other local partners who serve veterans. How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.

San Francisco's State Strategic Partners include San Francisco Human Services Agency (SFHSA) in support of CalFRESH participants; Department of Child Support Services (DCSS) in support of parents paying and receiving child support; the Department of Rehabilitation and its Local Partnership Agreement partners; community-based organization supporting English language learners, foreign-born, and refugee workers; and local Veterans Affairs and community-based organizations serving veterans.

Many State Strategic Partners convene at least quarterly through the One-Stop Operator, individually with OEWD Workforce leadership, or through other City strategic planning. Where OEWD and State Strategic Partners have identified opportunities for collaboration, partners work on special projects together, such as an ongoing cross-referral project with the Comprehensive AJCC and DCSS, participation in the Local Partnership Agreement quarterly strategic planning meeting facilitated by DOR and Golden Gate Regional Center, and ongoing strategic planning and implementation with SFHSA to support CalFRESH participants in the CCWA. As is discussed later in this plan, the San Francisco Workforce Development System supports veterans through the Comprehensive AJCC Veterans Program (Goodwill Industries), the Affiliate AJCC (EDD), and the Veterans Specialized AJCC (Swords to Plowshares). As part of this strategic planning process, the Local Area initiated partnership conversations with the local Veterans Affairs office.

Coordination with SFHSA and CalFRESH

Per the CWDP, the San Franciscan median income is high, but many San Franciscans do not make a living wage. According to ACS, the median income for San Francisco is \$136,692, while the median income for California is \$91,551. In San Francisco, the median income for families is \$167,861 and the median income for nonfamily households is \$102,409. Despite these high median incomes, 10.4% of all people in San Francisco County live at the federal poverty level. Poverty is higher than the city average in Bayview Hunters Point, Chinatown, Japantown, Lakeshore, McLaren Park, Mission, South of Market, Tenderloin, Treasure Island, Visitacion Valley, and Western Addition neighborhoods. The San Francisco Human Services Agency serves over 250,000 San Franciscans—or 1 in 4 San Franciscans—annually with public benefits including CalFRESH, CalWORKs, and Medi-Cal.

Consequently, San Francisco's Human Service Agency (SFHSA) is an important partner of OEWD and the local administrator of Temporary Assistance for Needy Families (TANF, "CalWORKs"). SFHSA and OEWD continue to explore options which will move clients through supportive systems more expeditiously and with improved outcomes.

At the agency-level, deputy directors in both organizations meet at least quarterly to discuss ways to braid resources, plan programming, and strategize about serving mutual clients, including through public CCWA meetings and its five working groups focused on discrete topics around coordinating strategic plans, services for vulnerable populations, services for job seekers at all career stages, and City data sharing.

Furthermore, SFHSA Director of the JobsNOW Workforce Development Program attends WISF board meetings to present on or address pertinent issues affecting public benefits recipients. Similarly, OEWD attends SFHSA Welfare-to-Work Committee meetings convened by EDD San Francisco Cluster Manager for information-sharing and to act as a resource for program development. Through these frequent opportunities to collaborate across systems, the two organizations can leverage existing service delivery infrastructure for CalFRESH recipients. Updated release of information forms as well as a system for “warm handoffs” have improved service delivery for mutual clients.

CalFRESH recipients in San Francisco are regularly connected to the AJCC and Job Center system to access job search assistance, sector training, supportive services, and retention services. SFHSA has a virtual presence at the AJCC to ensure referral to public benefits programs, and the AJCC is near the CalWORKs and CalFRESH offices. Moreover, SFHSA and OEWD align procurement strategies and mutually-fund community-based organizations to provide complementary workforce services to public benefits recipients.

Coordination with Child Support Agencies

In Federal Fiscal Year 2022, 7,275 children in San Francisco depended on child support secured by DCSS. Although the barriers facing parents paying child support and parents receiving support are significant, the San Francisco Department of Child Support Services (DCSS) and OEWD both offer necessary services and supports to assist parents with finding and keeping employment, to comprehensively respond to the needs of parents pursuing employment. DCSS currently offers the following services which promote family system health, stability, and child welfare: establishing paternity regardless of marital status; seeking child support court order for immediate payment and court advocacy; and enforcing orders through financial collection, bank account reviews, and wage assignment adjustments. Services cost \$35/year for non-TANF parents receiving child support to access this legal support, promoting an accessible alternative to costly litigation for families in need.

During the local WIOA planning process in 2018-19, OEWD and DCSS reactivated a previously existing partnership. Using this foundation, partners developed a cross-referral strategy, cross-system information sharing practices, and established a workforce pilot program to connect parents paying child support who were enrolled in unemployment insurance to employment through the workforce development system. The workforce pilot program created service delivery system linkage and referral, and prioritized clients for individualized career services. The pilot was successful in placing parents into employment. Through the lessons learned from this initiative, partners expanded the service delivery strategy to a second phase that includes referral to neighborhood-based and Spanish, Cantonese, Mandarin, and Vietnamese language services. The partnership is ongoing and routinized.

Outside of this cross-referral workforce program, the San Francisco Workforce Development System can provide parents with a wide range of job search, training, and supportive services, including barrier remediation and specialized services through the AJCC and the Reentry Job Center. According to DCSS, OEWD's CityBuild Construction Pre-Apprenticeship Academy is a strong program currently serving parents and assisting parents to enter a career pathway in a high-demand sector for the region. Opportunities for enhanced collaboration and coordination exist. OEWD and DCSS have established ad-hoc director-level meeting schedules for continued system integration efforts and further program development.

Competitive Integrated Employment

Per the CWDP, nearly 12% (94,202) of San Franciscans manage a disability. Women have a slightly higher rate of disability than men, and Black or African American, Asian, and Native Hawaiian and Pacific Islander San Franciscans have higher rates of disability than the Citywide total. Moreover, administrative data from the San Francisco Human Services Agency report that nearly 34,000 low-income clients manage a disability.

The Department of Rehabilitation (DOR) San Francisco District Administrator identified OEWD as a key partner for development of the Local Partnership Agreement (LPA) for Competitive Integrated Employment (CIE), and OEWD participated in the LPA development process. The LPA describes how partners will work together to serve individuals with intellectual and developmental disabilities (ID/DD), especially in partnership with local educational agencies, DOR districts, and regional centers. Though the LPA concluded, partners continue to meet quarterly in good faith to support continuation of LPA strategies and initiatives. LPA participants include many of OEWD's primary workforce development partners: Goodwill (AJCC), The Arc of San Francisco, Independent Living Resource Center, Toolworks, Jewish Vocational Services, Psychosocial Rehabilitation and Recovery Center at the San Francisco Veterans Affairs Health Care System, Community College of San Francisco, San Francisco Unified School District, and Golden Gate Regional Center (GGRC).

OEWD currently provides services to individuals with intellectual and/or developmental disability (ID/DD) through three community-based organizations. Workforce development services include job placement, job readiness, and training services. OEWD's Specialized Job Center for people with disabilities, is co-located with the AJCC to provide new client orientation for individuals with disabilities. The Specialized Job Center has developed a training for San Francisco Workforce Development System service providers to streamline service delivery at a client's entry point to the Workforce System and to limit referral to multiple agencies. The Specialized Job Center also coordinates service delivery with the Department of Rehabilitation (DOR) and leverages DOR funding for client enrollment in training.

OEWD and DOR share an MOU which includes a description of the services provided in the workforce system, how services will be coordinated and delivered to meet the needs of customers, the role of the partners and methods for referral between partners, and a cost-sharing agreement. San Francisco falls within DOR's San Francisco District, which includes the counties of Marin, San Francisco, and San Mateo. DOR is a mandated partner on WISF and meets regularly with OEWD through the aforementioned One-Stop Operator and Local Partnership Agreement meetings.

OEWD and DOR have assigned points of contact to keep the agencies and other partners informed of events and services available. All partners work together to share information and ensure smooth cross-referral between workforce providers and DOR, including providing updated materials and postings at the AJCC and other service provider locations and mandating Job Center and OEWD staff training on systemic issues and best practices relevant to individuals with disabilities. Additionally, OEWD and DOR provide training to the San Francisco Workforce Development System on an at-least biannual basis on trauma-informed care and services to support participants with disabilities and employers with employees managing disabilities.

[Coordination on Services for English Language Learners, the Foreign Born and Refugees](#)

San Franciscans are multilingual and multicultural. Over a third of San Franciscans are born outside of the United States, and over 43% of residents speak a language other than English at home, with 25% speaking Asian and Pacific Islander languages and 10.4% speaking Spanish. Administrative data from the San Francisco Human Services Agency indicate that nearly 84,000 low-income clients have limited English proficiency; major languages for this special client population include Cantonese, Spanish, other Asian Pacific Islander, Vietnamese, Russian, and Tagalog. One in three San Franciscans are born outside the US and over 43% of San Franciscans speak a language other than English at home.

A primary strategy to reach LEP workers, English Language Learners, the Foreign Born, and Refugee workers are the Neighborhood Job Centers (described in further detail under Adult and DW employment and training activities), which are embedded within trusted community-based organizations in San Francisco. Through the Neighborhood Job Centers, OEWD has been able to identify and form collaborative relationships with the stakeholders who are providing services to LEP individuals. Over the past several years, through the Chinatown, Mission, and Visitacion Valley Neighborhood and Specialized Job Centers, agencies provide workforce services that are targeted toward these communities. Services include job readiness preparation (such as interview preparation and resume development), computer skills, case management, job placement assistance, and vocational English as a second language (VESL) training. Some providers have also been trained in referring participants to City College of San Francisco to access free or reduced cost English language training.

Currently, OEWD offers multilingual training programs for the health care, hospitality, and other services sectors. Additionally, OEWD has integrated VESL coursework into the CityBuild Academy Construction training program through City College of San Francisco, though this program is not funded by WIOA investments. Sector training programs may use designated course materials translated into multiple languages and/or bilingual staff who may translate course material into Chinese (Cantonese and/or Mandarin) or Spanish. Current program availability in Chinese includes: Food Prep and Production, Chinese Cooking Training, Western Cooking Training, Japanese Cooking Training, Custodial Training, Hospitality Vocational Training, Healthcare Career Preparation, Home Care Provider II, Home Care Provider III, and Appliance Repair trainings. The Certified Home Health Aide training, which leads to a state certification, includes combined English and Cantonese classroom instruction and course materials. The Certified Nursing Assistant training, though offered in English, works with

bilingual Spanish speakers and individuals who are at ESL Level 3 to complete their certification. Current program offerings in Spanish include: Culinary Academy, Home Care Provider II, Home Care Provider III.

In addition, LEP individuals are eligible for barrier remediation services to assist in addressing the barriers to find and maintain employment. The services that are specifically tailored to the needs of LEP individuals include the following characteristics:

- Vocationally oriented and directly relevant to the vocational goals of the individual
- Include an assessment of both written and verbal language skills
- Include an assessment of the individual's literacy in their native language
- Emphasize contextualized learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment
- Relevant to the learning needs of the individual/target population
- Delivered in a culturally competent and sensitive manner

Coordination on Services for Veterans

In December 2024, EDD released the California Veterans in the Workforce Dashboard. OEWD will use this data resource for strategic planning moving forward. EDD reports that San Francisco County has 21,435 residents who are veterans per the U.S. Department of Veterans Affairs (September 2023). Using U.S. Census Bureau American Community Survey Five-Year Estimates (2022), EDD reports that the veteran labor force population demonstrates a slightly lower than average unemployment rate (4.0%); there are estimated 6,353 veterans in the San Francisco labor force and 256 are unemployed.

OEWD is committed to serving the veteran and military spouse community. The Comprehensive AJCC is co-located with EDD, allowing for smooth coordination with the Comprehensive AJCC's Veterans' Service representative. Additionally, OEWD coordinates with the local Vet Center through its community-based organization network.

OEWD provides a Veterans' Specialized Job Center (SJC) that works closely with the CJC, NJCs, the Veterans Administration (VA), EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers. The role of the Veterans' SJC is to:

- Liaise with the VA to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, childcare, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.

- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

Collaboration with Partners to Address Environmental Sustainability

OEWD has been participating in regional planning efforts in order to align climate goals across the region. The Bay Area Jobs First Collaborative's Regional Plan Parts I and II) provides a comprehensive baseline assessment of the Bay Area, its stakeholders, and the factors influencing its economic, environmental, and health conditions. A comprehensive understanding of the region's present conditions is necessary to formulate effective strategies that will help the Bay Area transition to a sustainable economy that creates high-quality employment opportunities. The report includes an overview of the regional economy, public health, climate and environmental impacts, and a regional SWOT analysis.

In addition to taking part in regional efforts, the City and County of San Francisco maintains a Climate Action Plan, and OEWD is supporting implementation by integrating the Justice40 Initiative into local policy in partnership with Department of the Environment. The Justice40 Initiative, established in [Executive Order 14008: Tackling the Climate Crisis at Home and Abroad](#), created the following federal goal: 40% of the overall benefits of certain federal investments (including training and workforce development) should flow to disadvantaged communities.

To support environmental justice planning, the State of California produces several data assets. The California Office of Environmental Health Hazard Assessment (OEHHA) CalEnviroScreen 4.0 identifies communities that are disproportionately burdened by multiple sources of pollution and is a tool to assess cumulative impacts of pollution in California communities. The map below identifies that the Tenderloin, South of Market (SOMA), Mission, Bayview Hunters Point, Visitacion Valley, and Oceanview-Merced Heights-Ingleside (OMI), and Treasure Island neighborhoods are particularly burdened by pollution. The OEWD Job Center network align with these areas, and OEWD partners with Treasure Island Job Corps to serve the Treasure Island community.

San Francisco is currently working to understand how environmental justice requirements will be applied to federal funding opportunities and where San Francisco's Environmental Justice Communities and City Departments can align to prioritize San Francisco's most burdened communities for federal investments.

The San Francisco Environmental Justice Framework (EJ Framework) was adopted to help decision makers identify environmental justice policy priorities that can be incorporated throughout the San Francisco General Plan. The EJ Framework highlights policy priorities that environmental justice community members have identified as essential to improving the health of their communities. These community priorities are categorized within the following policy topic areas:

- Healthy and Resilient Environments;
- Physical Activity and Healthy Public Facilities;

- Safe, Healthy, and Affordable Homes; and
- Equitable and Green Jobs.

With regards to Equitable and Green Jobs, the policy endeavors to build a network of jobs and workforce opportunities that contribute to the development of healthy communities while meeting the growing need for a diversity of jobs that provide livable wages and workforce development and training opportunities. In doing so, the policy also recognizes the significant disparities in income and workforce participation.

As one example of how OEWD is working to embed climate modifications to existing programs, the CityBuild Academy is working to develop and resource the CityBuild GreenPro program concept. “GreenPro” is designed to address the urgent need for a skilled workforce capable of thriving in San Francisco’s emerging low-carbon economy. Grounded in a commitment to economic access, climate resilience, and the creation of high-quality jobs, the program seeks to empower individuals from disadvantaged communities by providing them with critical skills that lead to increased wages, benefits, job quality, and job security.

GreenPro aims to establish a sustainable and replicable framework that offers innovative skills training tailored to the needs of the architecture, engineering, and construction (AEC) sectors. Goals include the development of the GreenPro curriculum, which equips participants with essential skills for high-demand occupations such as Engineering Technician, Building Performance Analyst, and Carbon Data Coordinator. This curriculum will incorporate advanced training in Lifecycle Assessments (LCA), enabling participants to evaluate and reduce embodied carbon throughout the design and construction processes.

To ensure that training aligns with the evolving demands of the low-carbon economy, staff foster collaboration with key industry partners. Our focus is on providing accessible training opportunities for priority populations, including low-income individuals and communities disproportionately affected by environmental challenges. Comprehensive support services—such as mentorship, barrier removal, and financial assistance—will facilitate participants’ success in the full project lifecycle from recruitment, training, completion of training, placement and retention.

While still in development, GreenPro intends to facilitate immediate and eventual greenhouse gas (GHG) emission reductions. By building climate and economic resilience, addressing economic, environmental, and access goals, and developing a workforce with industry-led skill sets, the program empowers both workers and firms to compete and thrive in San Francisco’s low-carbon economy.

WIOA Title I Coordination

This section must describe the following information: Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning; Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations; How the Local Board will coordinate workforce investment activities carried out in

the Local Area with statewide rapid response activities, as outlined in WSD16-04 - Rapid Response and Layoff Aversion Activities; A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in [WSD15-14](#) - WIOA Adult Program Priority of Service; A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in [WSD17-07](#)- WIOA Youth Program Requirements. This includes any strategies the Local Board has on how to increase the digital literacy and fluency of youth participants, including youth with disabilities; The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities; A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in [WSD19-13](#) - Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.

Training and Professional Development

OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD regularly offers technical assistance and capacity-building activities in a variety of subjects related to program improvement and quality assurance. These include but are not limited to: digital fluency and capacity building, cultural competencies, trauma-informed care, and equitable access to workforce services. The following list is a sampling of the capacity building opportunities held in the past 12-24 months or planned for the coming 12 months:

- Using Motivational Interviewing Techniques to support Climate Job Career Exploration
- Talking Job Quality for Employer Partners
- Trauma and Resilience Foundations
- Trauma and Resilience Action Lab
- EDD Labor Market Information Training
- Future of Work Training Part I (foundation in emerging trends)
- Future of Work Training Part II (applicability to current work)
- Best Practices in Reentry Services with Reentry Specialized Job Centers
- Best Practices in Disability Services with Disability Specialized Job Centers
- Windmills Training - Disability Etiquette and Awareness (Department of Rehabilitation)
- OEWD Foundations Workshop (available to all OEWD staff to build cultural humility)
- WIOA Data Validation, Measurable Skills Gains, and Credential Attainment Training
- Ongoing training on OEWD proprietary case management system (WorkforceCentral)
- Navigating the Intersection of Reentry, Disability, and Youth Services

OEWD intends to continue professional development offerings for staff and San Francisco Workforce Development System providers as funds are available. Where possible, OEWD will leverage other City-sponsored trainings across departments and staff will cross-train each other to improve professional development offerings.

Rapid Response Activities

The Federal Worker Adjustment and Retraining Notifications (WARN) Act requires employers to give a 60-day notice to affected employees and both State and Local representatives in advance of a plant closing or mass layoff. OEWD receives WARNs on behalf of the Local Area. In FY 23-24, OEWD received 79 WARNs affecting 6,682 total employees.

In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, connecting affected workers quickly with resources and information on topics including Unemployment Insurance, bridged health insurance (COBRA), job counseling, training opportunities, and rapid reemployment. Quickly utilizing Rapid Response services helps ensure companies comply with State and Federal WARN Act requirements and aids affected workers in quickly transitioning to new employment, minimizing the length of their unemployment insurance claims.

OEWD promotes Rapid Response workshops and other Employer Services through the WISF, email blasts and newsletters, and ongoing relationships with business partners, city agencies, grantees, and employers. OEWD's Employer Services staff participate in employer events, industry association meetings, community-based events, job fairs, employer-based spotlights, and open house employer-focused activities to promote Rapid Response and other Employer Services.

OEWD will continue to partner with the Employment Development Department to serve companies projecting or planning layoffs to ensure they are aware of Rapid Response, Employer Services, WIOA services, and the Trade Adjustment Assistance program application process. OEWD is also an active member of the Greater Bay Area Rapid Response Roundtable (GBARRR), a group of Rapid Response coordinators, planners, and practitioners who work locally and regionally on behalf of the many workforce development boards to deliver timely rapid response services to employers and dislocated workers. The Roundtable meets quarterly and engages in discussions and activities by sharing best practices and establishing a network of professionals that facilitate service delivery across county boundaries.

Adult and Dislocated Worker Employment and Training Activities

The following is an overview of the Job Center System, and includes the Comprehensive Job Center, Neighborhood Job Centers, Specialized Job Centers, the One-Stop Operator and their services. An overview of OEWD's sector initiatives is also provided.

Individually, each OEWD Job Center plays a specialized role within the San Francisco Workforce Development System. The system by design allows for integration of services and braiding of resources. The main components of this system are:

- **Comprehensive Job Center (CJC):** The CJC forms the central hub of San Francisco's workforce system and encompasses all of the WIOA-mandated service elements of an America's Job Center of California (AJCC). Further, it coordinates the services of all of the Job Centers within San Francisco's workforce system to ensure individuals seeking

services are connected to the programs and opportunities that help them to achieve their full potential.

- Neighborhood Job Center (NJC): The NJCs are located in geographic areas that are physically isolated from the CJC or that chronically suffer from higher unemployment rates than San Francisco's average. NJCs allow community-based access to an array of workforce services.
- Specialized Job Center (SJC): The SJCs serve specific target populations (people with disabilities, veterans, people in reentry) with customized career services that respond to a unique set of needs by job seekers in their specialized population. SJCs may be physically co located with the CJC or NJCs.
- Young Adult Job Centers: The Young Adult Job Centers target young adults ages 17-24 and offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition, through either direct service provision or referral to partner organizations, the Young Adult Job Centers offer the 14 WIOA youth program elements.
- Sector Coordinators: The Sector Coordinators specialize in a specific demand-industry sector that represents a significant employment area within San Francisco. Sector Coordinators are experts in occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for job seekers interested in entering that sector. Sector Coordinators are responsible outreach, orientation and referring clients to job training opportunities within the respective sector initiative.

Comprehensive Job Center (Comprehensive AJCC, "CJC")

The CJC serves as the central hub for all WIOA Title I workforce system services and other services delivered by the CJC, NJCs, SJCs, Sector Coordinators, Young Adult Job Centers, Employer Services Coordinators, and Core Partners. In addition to providing direct customer services via a comprehensive menu of on-site workforce preparation activities, the CJC is charged with improving and facilitating coordination of and access to workforce services across the City. The CJC serves as a centralized source of career assessment services, supportive services, on-the-job Training (OJT) contracts, and individual training accounts (ITAs, "training scholarships") for the broader workforce system. Additionally, the CJC offers comprehensive job readiness training (JRT) services, computer and financial literacy services available for referral by other job centers that do not have the capacity to offer the full suite of such services. Job readiness training is soft skills training to prepare individuals to be personally effective at work.

The CJC serves three primary functions:

1. Collaboration with WIOA Core Partners to co-locate all workforce system services.
2. Delivery of Comprehensive Job Center services at a fully-staffed, "one-stop" career resource center.
3. Coordination of the NJCs, SJCs, Sector Coordinators, and Employer Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system. Through this effort, they act an "entry-point" to the workforce system, representing it at community events (e.g., employment and resource fairs).

Together, the Job Centers form a system of workforce services designed to quickly and effectively facilitate a diverse array of job seekers to enter, re-enter, or advance in the labor market in a manner that maximizes their full economic potential.

OEWD targets the majority of its resources to support and prepare job seekers with barriers to employment. Those with barriers to employment will require the most intensive services to realize their employment goals. All Job Centers must design their services in a manner which includes strategies to effectively assist eligible individuals with barriers to employment. Barriers range from those that present significant challenges to those able to be addressed with short-term or minimal guidance and support.

Examples of barriers that often require higher levels of support include:

- First time transition into the workforce
- Limited work skills and experience
- Academic skills lower than 8th grade proficiency
- Long-term unemployment or under-employment
- Personal safety issues, such as domestic violence, gang affiliation, or turf issues
- Lack of childcare or transportation
- Lack of a valid driver's license
- Limited English language skills
- Limited digital literacy
- Involvement with the justice system

Target populations who may face one or more of the above barriers include: displaced homemakers, low-income individuals, Native Americans, people with disabilities, older workers, formerly incarcerated individuals, homeless individuals, foster youth, LEP individuals, migrant/seasonal farm workers, people within two years of exhausting TANF benefits, single parents, long term unemployed. All Job Centers work closely with core partners as well as other community-based organizations to ensure successful outreach to target populations, and to ensure that they access the services and supports needed to assist them in moving toward greater economic self-sufficiency and career success.

One-Stop Operator (OSO)

OEWD funds a One-Stop Operator (OSO)--or America's Job Center of California (AJCC) Operator, as mandated by WIOA--to lead coordination of services among the Comprehensive Job Center (CJC) and WIOA Core Partners.

The OSO plays a role in facilitating partnerships, providing training and technical assistance, and monitoring the successful implementation of services across San Francisco's Workforce Development System.

Highlights of OSO responsibilities include the following:

- Monitor and ensure Implementation of Core Partner services at the CAP as outlined in MOUs negotiated by OEWD.
- Following OEWD guidance, coordinate and facilitate technical assistance and training, including new providers/staff member on-boarding, refresher training, interactive training on OEWD technology systems, etc., in a variety of formats to accommodate a diversity of adult learner needs.
- Coordinate service provider events to share best practices and allow for networking and resource-sharing among providers.

Neighborhood Job Centers (Satellite AJCCs)

A network of seven NJCs allows the workforce system to leverage neighborhood assets to enhance core programs and services. These neighborhood-based employment centers offer a combination of workforce, education, barrier-removal, referral, and supportive services to support residents in achieving economic stability and general well-being. In addition to delivering an extensive menu of WIOA workforce services on-site, the NJCs serve as geographically accessible entry-points into San Francisco's larger public workforce and education systems.

The NJCs allow for specialized outreach to Limited English Proficient (LEP) communities who are concentrated in certain San Francisco neighborhoods. All NJCs are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

NJC services include the following:

- An accessible, community-based facility delivering comprehensive workforce services, including referral to adult basic education.
- In-person and online services relevant and customized to neighborhood-specific needs and assets.
- Staff who are culturally humble (and, as needed, multilingual) personnel who serve as workforce experts, reach neighborhood residents through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of neighborhood residents and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Relationships with local businesses and with businesses whose hiring needs match the skills of neighborhood job seekers; close coordination with OEWD's Employer Services provider to facilitate connections to larger, regional businesses allow job seekers to understand, prepare for, and connect to job opportunities within the San Francisco labor market.

Specialized Job Centers (SJs)

Specialized Job Centers target specific at-risk populations, as detailed below. SJs identify clients through the CJC and NJCs, and cross referrals are encouraged. All SJC service providers are responsible for facilitating access and ensuring that job seeker clients receive culturally

appropriate, culturally sensitive services appropriate and tailored to the client's particular assets, needs, and barriers.

SJCs must identify the industries and occupations that are most appropriate for the targeted groups they serve, with an emphasis on industry-recognized certificate attainment. At a minimum, a Re-Entry SJC, a Disability SJC, and a Veterans SJC are key elements of San Francisco's Job Center network. Other SJCs may be added for other identified needs. Providers are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference is given to high-quality partnerships, subcontracting arrangements, or collaborations that leverage from other sources.

Reentry SJC

Employment is a key criminogenic factor in recidivism. To that end, OEWD funds a Reentry Specialized Job Center (SJC) to provide job readiness and employment services for job seekers with criminal convictions or a history of involvement in the criminal justice system. The Reentry SJC works with existing programs, policies, tools, and services, including but not limited to: counseling services, workshops, and job placement assistance targeting the employment needs of job seekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

Reentry SJC providers deliver the following:

- Liaise with the Adult Probation Department to provide outreach pre-release and to align re-entry employment services across the probation and workforce systems.
- Provide or facilitate access to a wide range of services to address inadequate/outdated vocational skills, low literacy and numeracy skills, limited digital literacy, mental or behavioral health issues, and substance abuse issues, as appropriate.
- Provide or facilitate access to cognitive behavior interventions, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide or facilitate access to legal and practical assistance to obtain a Certificate of Relief and Good Conduct, rap sheet reclassification, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring the re-entry population.
- Place job seekers in transitional employment for up to 6 months, with an ultimate goal of unsubsidized employment.
- Provide follow-up retention services up to 24 months following placement in unsubsidized employment.

Disability SJC

Per the CWDP, nearly 12% (94,202) of San Franciscans manage a disability. Women have a slightly higher rate of disability than men, and Black or African American, Asian, and Native Hawaiian and Pacific Islander San Franciscans have higher rates of disability than the Citywide total. Moreover, administrative data from the San Francisco Human Services Agency report that nearly 34,000 low-income clients manage a disability.

The San Francisco job market is very focused on highly skilled individuals, which can be particularly challenging for people with disabilities (PWD) with limited skills and work experience. This makes it difficult to decide between returning to work in a low-wage job and/or staying out of the workforce. The overarching challenge with job placement involves job matching and ensuring that PWD are not underemployed. Disability Specialized Job Centers (SJs) and a Disability Coordinator deliver and coordinate workforce and employment services targeting people with disabilities (PWD). The Disability SJs and Disability Coordinator work closely with the Department of Rehabilitation, CBO's, and other service providers to ensure coordination of efforts.

The Disability Coordinator is responsible for the administration of San Francisco's Ticket to Work program. Ticket to Work is a Federal program that supports career development for Social Security disability beneficiaries aged 18 through 64 who want to work. The program helps people with disabilities progress toward financial independence and is free and voluntary.

Disability SJs deliver the following:

- Conduct targeted outreach to PWD, including adults on Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI).
- Act as a resource for job seekers, businesses, government agencies, and community-based organizations regarding the unique assets and barriers of the disabled job seeker population.
- Collaborate and coordinate alignment with disability-serving partner organizations to better serve PWD.
- Collaborate with DOR to align employment services and resources.
- Collaborate with educational and training institutions to support individuals' access to education and attainment of in-demand credentials.
- Ensure accessibility of facilities, services, and materials provided at and through referral via the CJC and NJCs.
- Provide Ticket to Work services to participants enrolled in San Francisco's Disability Employment Initiative, including career planning, job accommodations, job coaching/training, job placement/job assistance services, ongoing employment support/job retention, special language capacity, and other employment-related services.
- Provide on-going disability awareness training for staff at the CJC, NJCs, other SJs, and sector-based service providers.
- Engage employers with interest in hiring and advancing individuals with disabilities; train employers on supporting employees with disabilities; and facilitate job placement and retention, including any necessary accommodations.

Veterans SJC

According to the July 2023 Census estimate, approximately 20,000 veterans reside in San Francisco. The Veterans' Specialized Job Center (SJC) delivers job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. The Veterans' SJC works closely with the CJC, NJCs, the Veterans Administration (VA), EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers.

The Veterans SJC delivers the following services:

- Liaise with the VA to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, child care, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

Overview of Job Center Services

The following is a description of the comprehensive career services available via the CJC.

Within each service provider's contract, OEWD includes a requirement that services provided must prioritize the target populations as identified by the WISF. Compliance with the priority of service is tracked through regular reporting requirements and monitoring visits.

Outreach and Referral

Outreach and referral services identify eligible participants to be enrolled in workforce programs and services, including WIOA identified target populations, low-income, unemployed, underemployed, and dislocated workers. Outreach and referral efforts are coordinated with other direct service providers and/or agencies responsible for these programs to ensure a process for making job opportunities available to program participants. All service providers including Specialized Job Centers are required via contract to assist with outreach and referral services. Furthermore, each coordinator for the sector academies is responsible for outreach efforts.

Orientation and Assessment

Orientation and assessment are the first enrollment activities a participant encounters in the San Francisco Workforce Development System.

Orientation: Orientations provide information on the full array of services available through all Job Centers and the larger workforce ecosystem, including those provided by other agencies and organizations. Information is provided on how to access other workforce services available within the community and the larger workforce services ecosystem.

Assessment: Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define/redefine career goals and identify barriers to employment relevant to each individual participant. Any needed supportive services are also identified during the assessment process. Initial assessment will help determine the incoming participants' eligibility and appropriateness for workforce programs and supportive services.

An objective assessment must include a participant's: education, basic and occupational skills, prior work experience, interests, employability, aptitudes, supportive service needs, and developmental needs. Approved OEWD assessment tools include ACT's job skills assessment system, WorkKeys, KeyTrain, National Career Readiness Certificate, CASAS, and TABE.

Information and Guided Referral Services

All Job Centers provide information and referrals on how to access services within the Job Center and in the larger public workforce system. Information regarding supportive services, including childcare and transportation, are also accessible. Information on employment opportunities include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for CalWORKS (TANF) employment activities, and financial aid assistance for training and education programs is also provided. Information may be made available in a self-service resource room, through individualized referrals, case management, and/or in group workshops.

Participants are referred to services and workforce programs for which they are eligible and prepared, and which are most appropriate to their goals, abilities and needs, based on the results of assessment(s). When appropriate, referrals are made from the Job Centers to the Sector Coordinators.

OEWD provides an approved list of qualified service providers (the Eligible Training Provider List) for Job Centers to refer individuals to approved providers when WIOA-funded technical or occupational training is identified as appropriate for the client. For example, job seekers assessed to have limited academic skills and/or English proficiency must be referred to an OEWD-approved basic skills provider. OEWD provides technical assistance and staff development to service providers to ensure they are familiar with providers on the ETPL as well as other agencies providing specialized and/or complimentary services in order to facilitate relationships and strong referral networks amongst approved providers.

Individual Career Planning and Case Management

All Job Centers provide individual career planning and case management services to customers in an integrated manner across programs, utilizing the workforce system partners as appropriate. These services are intended to ensure that the program experience and outcomes for each participant are aligned with their unique educational and occupational goals; and that services are provided in a manner that addresses the individual needs of each participant, including services designed to help individuals overcome barriers to post-secondary or employment success.

Service providers work jointly with eligible program participants to develop individual employment plans (IEPs) or individual service strategies (ISSs) (for WIOA Youth eligible participants) that, at a minimum, specify an employment goal, objectives, all barriers to employment, the mix and sequence of services that should help the customer overcome the barriers identified, supportive services to be provided, and expected employment outcome(s) or goals. As appropriate to a participant's goals and needs, individual planning involves case management staff from relevant service providers to ensure that no services are duplicated. Individual planning helps the participant to identify an industry sector of interest to the

individual and create an individual career plan for potential career paths within the job seeker's selected industry.

The plan must include the training and skill development needed to succeed in the specific industry and must recommend a path for advancement and/or refer job seekers directly to a sector academy, other training via an ITA also known as a "training scholarship", or direct placement.

Through integrated case management services, the Job Center tracks participants' progress, assists participants in overcoming barriers, provides career and motivational counseling, refers participants to other resources that can meet identified needs, follows up on all referrals and placements, and act as an advocate on behalf of participants. As needed, a participant's IEP/ISS is modified to reflect changing needs or circumstances.

Supportive Services

As part of a client's assessment, case managers identify what supportive services, if any, are necessary to help participants enter, participate and succeed in workforce services. Supportive services are provided by NJCs as well as the CJC. The supportive services provider works with participants to address life issues impacting the participants' ability to obtain or retain employment. Supportive services should be delivered in a culturally competent and sensitive manner.

Supportive services may include (but are not limited to):

- Testing fees
- Childcare services
- Transportation assistance
- Driver's license acquisition or driving record remediation
- Drug testing
- Assistance with work-related expenses (uniforms, supplies, tools, etc.)

Job Readiness Training

Job Readiness Training (JRT) helps prepare job seekers for success in vocational programs and employment by equipping them with effective workplace and classroom survival skills, attitudes, and behaviors. Ideally, JRT will motivate job seekers to identify and address their identified employment barriers; be relevant and customized to the learning needs of the individual or target population; and be delivered in a culturally competent and culturally sensitive manner.

Training includes topics such as learning and communication skills, employers' expectations, appropriate work attire, life skills, and job search skills.

Basic Digital Literacy Training

Basic computer skills training is designed to equip participants with the skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement. Training may include:

- Basic computer skills & literacy
- Internet use for the job search and job applications
- Email skills for the job search
- Basic skills training in Outlook, Word, Excel, Access, and PowerPoint

Financial Literacy Services

Financial literacy services and training prepare participants to manage employment income and a household budget. Financial literacy services include the following topics:

- Ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
- Ability to manage spending, credit, and debt, including credit card debt, effectively;
- Awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy and effect on credit terms
- Ability to understand, evaluate, and compare financial products, services and opportunities;
- Activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials.

Direct Job Search, Placement and Retention Services

When individuals are ready to apply for jobs, job search, placement and retention services assist them in obtaining employment, assessing their progress, and determining the need for additional services to help them adjust to their new work environment.

Job Search and Placement: Job search services prepare job seekers to conduct an effective job search, and make them aware of available employment opportunities as they conduct their searches. Each Job Center provides a variety of job search services, including (not limited to) the following:

- Information and assistance regarding job search strategies, resume development, and interviewing techniques
- Individual and small group counseling and coaching
- Computer access and assistance to support the job search
- Employment leads and access to employer relationships
- In coordination with Employer Services staff/providers, career and hiring fairs, and on site one-on-one and/or group job interviews

Each Job Center markets job seekers to local employers and facilitates the application and hiring process to the extent feasible. The Job Center maintains a roster of referral-ready participants who can quickly be contacted when appropriate employment opportunities become available.

Retention Services: Retention services include follow-up activities to determine whether program participants are still working and/or in school, and if they are in need of additional support to achieve positive program participation and employment outcomes. Retention services identify and address barriers that may jeopardize the participants’ new employment, offer coaching services to assist both employers and participants to address new or on-going barriers that may interfere with employment, and provide reemployment services if the participant has quit or been terminated. Each OEWD-funded grantee coordinates with other appropriate service providers to help participants address obstacles to continued employment or reasons for job loss and implement appropriate solutions to secure employment. Follow-up and retention services are available for up to 12 months and are provided to all participants placed in unsubsidized employment.

Individual Training Accounts

WIOA funds may be used for Individual Training Accounts (ITAs, “San Francisco Training Scholarships”) to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- “Earn and Learn” models such as On-the-Job training.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.
- Customized training.

The CJC has primary responsibility for ITA administration. In coordination with the CJC and following WIOA program guidance, each Job Center informs eligible job seekers about ITAs and facilitates their access as appropriate. Job seekers—in consultation with a Job Center case manager—must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to their career goals as determined through an assessment.

Sector Workforce Programs

In alignment with the state policy strategies of targeted sectors and career pathways, OEWD funds coordinated workforce employment and training services in several priority industry sectors that have been identified through OEWD’s strategic planning process and validated by labor market data. OEWD’s Sector Workforce Programs are designed to improve the responsiveness of the workforce system to the demands of sustainable and growing sectors employing a significantly large number of employees, projecting high growth and/or facing staffing shortages while providing career pathways leading to self-sufficiency and economic mobility.

Sector Academies or Initiatives—as these programs are marketed to job seekers and employers—deliver a full spectrum of services necessary to develop job seekers’ industry-

relevant skills, experience and knowledge, and to help them secure and maintain unsubsidized employment within that sector. Sector Workforce Programs provide sector-specific job preparation services, occupational skills training, job readiness training, incumbent worker training, customized training, contextualized work-based learning strategies, employment retention, and other workforce services in order to develop a pipeline of skilled workers for in-demand occupations.

OEWD has built and invested in five sector portfolios: CityBuild Academy (construction), San Francisco Healthcare Academy, TechSF (information and communication technology), the Hospitality Initiative (accommodations and food service), and Industries of Opportunity (social services, other services, trade/transportation/logistics, utilities, early childhood education, among others). San Francisco residents that access and participate in a Sector Program receive the supports and training necessary to secure a job with a career path for self-sufficiency. By preparing residents to enter a growth sector, these services will assist residents to gain the skills and certifications necessary for employment and career advancement. In FY 2023-24, 1,618 individuals were enrolled into OEWD's sector programs and 883 were placed in employment, for a placement rate of 69% and average placement wage of \$25.

Brief summaries of the Construction, Healthcare, Technology, Hospitality, and Industries of Opportunity sector initiatives appear below. Please refer to the RPU Regional Plan for further labor market analysis.

Construction

The Construction industry offers middle skill jobs that provide above median wages as well as benefits, as well as career pathways to advancement, and employs over 29,000 in San Francisco County. The average annual wage for Construction occupations is \$120,325 (Lightcast, 2024 Quarter 4). One of OEWD's key strategies to promote construction careers is to implement San Francisco's Local Hire policy which ensures that local residents are hired for construction projects.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry. The CityBuild Women's Mentorship Program is a volunteer program that connects women construction leaders with experienced professionals and student-mentors who offer a myriad of valuable resources: professional guidance; peer support; life-skills coaching; networking opportunities; and access to community resources. The program encourages women in their early careers, as well as more experienced professionals, to discover their leadership potential, enhance professional development skills, and provide a strong support network.

Health Care

The health care industry and health care occupations have been identified on the national, state, and local levels as priorities for workforce investment due to increasing demand for new workers, replacement of retirees, and skills development in response to new technologies, treatment options, and service delivery options. OEWD's San Francisco HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions in a wide variety of settings and across levels of education and skill. Health Care and Social Assistance employs almost 93,000 individuals in San Francisco County.

Healthcare is known for its many access points, career ladders and lattices, and high wages. Average annual wages for healthcare are over \$82,000, higher than the national average (Lightcast, 2024 Quarter 4). It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office setting within the health care field. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential.

OEWD's strategies to promote healthcare careers post-pandemic include expanding training and internship opportunities, implementing career pathways programming (with a skills enhancement incumbent worker training) within the San Francisco HealthCare Academy, and increasing employer engagement efforts with the city's largest medical facilities.

Healthcare trainings and pathways include home care provider with career advancement tracks, certified home health aide, certified nursing assistant, certified dental assistant, medical administrative assistant, certified phlebotomist, certified medical assistant, emergency medical technician, dental assistant, care supervisor, and support retention coordinator.

Hospitality

According to the San Francisco Economic Recovery Dashboards, which use EDD Labor Market Information data, in January 2020 the Accommodation and Food Services industry employed 122,200 people in the San Francisco-Redwood City-South San Francisco Metropolitan Division. By April 2020, employment had dropped dramatically, increasing through 2023 until the most recent figure of 106,200 employed in October 2024. EDD projects that this industry will grow to 145,400 employed by 2030 for the Metropolitan Division.

For San Francisco County, the average earnings for this industry are above the national average at \$51,743 (compared to \$32,260) (Lightcast, 2024 Quarter 4). Nearly 73% of jobs are Food Preparation and Serving Related occupations.

San Francisco offers several Hospitality Initiative training programs, open to both new entrants and experienced hospitality workers. A Hospitality Sector Coordinator is available to assist with job placements, and training programs are available in custodial, culinary, and bartending.

Information and Communication Technology (ICT)

ICT is a major economic driver for both San Francisco and the region overall, with job numbers having grown 15% from 2018-2023. Almost 67,000 individuals are employed in the Information

sector in San Francisco County, about four times more than other areas of comparable size. The average earnings per job are over \$307,912 (Lightcast, 2024 Quarter 4).

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education, training, and community-based partners that provide collaborative services to job seekers and employers in tech occupations across sectors in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

Among OEWD's strategies to advance tech careers are expanding and growing apprenticeship opportunities with local technology companies; continued collaboration with CCSF and SFUSD to expose underrepresented/neglected communities to careers in the tech industry; and developing regional systems to support tech apprenticeships. TechSF training and pathways include digital marketing, software and web development, apprenticeship and work-based learning, multimedia and design, Salesforce and database administration, IT and networking.

Industries of Opportunity (IOO)

IOO prepares people for a variety of careers in manufacturing, commercial driving, barbering, and appliance repair by offering training programs at no cost to participants.

Programs explore pilot sectors and emerging industries including transportation, personal maintenance, and other services.

Sector Coordinator (Sector Lead)

To ensure the smooth on-ramping of job seekers into the described sector pathways, the Sector Coordinator serves as the lead coordinator of a Sector Program. In close consultation with OEWD, the Coordinator manages and coordinates all sector activities, services, and partnerships, including employers, training providers, community-based training organizations, secondary and post-secondary educational institutions, unions, sector associations, workforce system partners, and other stakeholders. The Sector Coordinator is also responsible for the placement of both training and direct placement program participants into sector-related, unsubsidized employment.

Each Sector Coordinator collaborates with Sector Occupational Skills Training Providers and Sector On-Ramp Programs (if applicable) to create a comprehensive Sector Academy that offers a seamless delivery model for all employer and job seeker customers. The Sector Job Center is the "hub" for job seekers interested in pursuing a career in the relevant sector, with clear referral mechanisms and pathways to available trainings and service options for individuals from a variety of educational and employment backgrounds. Staff serve as sector subject matter experts; with a dual-customer approach, staff provide services to both job seekers and employers to

effectively support the industry's workforce supply and demand needs. The Occupational Skills Training Providers and Sector On-Ramp Programs are described below.

Occupational Skills Training Provider(s)

To complement the sector initiatives described above, OEWD funds sector-specific occupational skills training providers that create, vet and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s), or degree(s) that lead to training-related employment.

Occupational Skills Training providers are responsible for achieving participant program completion, job placement and employment outcomes. Occupational Skills Training curriculum must be vetted and validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training and testing. Training providers will provide information on career pathways that exhibit opportunities for upward mobility, career growth and self-sufficiency within a given industry.

Sector On-Ramp Programs

To further ensure participant success in sector career pathways, OEWD funds Sector On-Ramp Programs. Sector On-Ramp Programs equip participants with basic academic and technical skills contextualized to a targeted industry sector. Sector On-Ramp Programs provide an articulated path to postsecondary education/degree or further industry-recognized sector training (resulting in stacked certifications) sector-related employment and serve as feeders into one of the OEWD Sector Job Centers. Successful models incorporate post-secondary education enrollment, financial incentives, and work-based learning opportunities, so that participants can build education credentials while accumulating skills and earning money.

Sector On-Ramp Programs have formal partnerships with local community colleges and other post-secondary institutions, including formal articulation of programming to postsecondary degree pathways and lifelong learning, formal connections to industry-recognized sector training (with stackable certification) or direct connections to unsubsidized sector-related employment that, if entry-level, is part of a long-term career pathway in each industry.

Young Adult Workforce Services

According to San Francisco's Safety Net Services Scorecard, in 2022, 5.7% of San Franciscans under the age of 18 live in poverty. San Francisco's high school graduation rate has been improving in recent years, reaching 90.2% in 2021-22. Total public school enrollment in 2022-23 was approximately 49,000 students. Although the total number of young people has been on the decline, those that still call San Francisco home need significant supports to achieve economic self-sufficiency.

Young Adult Workforce Services are designed to provide services to job seekers ages 16-24 who live or work in San Francisco. OEWD contracts community-based organizations to provide youth services. Further, services provided in these programs prioritize the target populations identified by the WISF, which include:

- Formerly incarcerated and justice system involved youth
- Homeless individuals
- Public housing residents
- Residents receiving public assistance
- Youth with disabilities
- Individuals with limited English proficiency
- Out-of-school youth
- In-school youth not on track to graduate
- Youth in the foster care system
- Pregnant and parenting teens

Numerous efforts across the City provide services to help young adults along the path to economic security. Through Young Adult Workforce Services, OEWD seeks to complement and build upon existing service models that strengthen communities and support young adults in achieving economic stability and general well-being. Youth and young adults who do not meet WIOA eligibility criteria can be served via other programs and funding streams, such as those housed at the Department of Children, Youth, and their Families.

OEWD funds three program areas addressing the needs of young adults in San Francisco's workforce system:

1. Young Adult Job Center
2. Reconnecting All through Multiple Pathways (RAMP)
3. Young Adult Subsidized Employment

According to a UC Davis evaluation funded by the California Workforce Investment Board to evaluate the state's youth workforce development system (9/2006), the most successful programs commonly utilize strategies which include a holistic approach combining employment preparation with personal support; learning experiences blending work with the chance to build self-confidence and learn what it takes to be a good employee; and caring adult supervision. San Francisco's Young Adult Workforce Services incorporate all of these best practices.

Young Adult Job Centers

Through a network of five Young Adult Job Centers, employment services offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of WIOA workforce services on-site, the Young Adult Job Centers serve as entry points into San Francisco's larger public workforce and education systems.

Each Young Adult Job Center offers to young adults the same menu of services that is available through adult Job Centers. However, Young Adult Job Centers ensure that these services are tailored to the needs of young adults, including opportunities to attach to post-secondary education systems, and that young adults are engaged in the Job Center through targeted outreach and recruitment. Young adults may be served by other Job Centers, although the Young Adult Job Centers are exclusive to young people. For example, young people with disabilities

may be served either via a Young Adult Job Center, the Disability Coordinator, or both – whatever best meets the needs of the young person. Close coordination across these resources ensures seamless service delivery for the participants. Digital literacy is considered a job readiness component, and all youth service providers have job readiness incorporated into their programming.

Young Adult Job Centers:

- Manage and coordinate an accessible, community-based facility delivering comprehensive workforce services that target young adults ages 16-24.
- Coordinate partnerships among multiple stakeholders and service providers, including youth-serving community-based organizations.
- Provide culturally competent personnel who serve as workforce experts, reach young adults through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Conduct outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of young adults and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Conduct youth-friendly intake processes that determine if WIOA services are appropriate for the individual participant, including plans for referral of youth who are ineligible or are not selected to participate in OEWD-funded activities.
- Develop relationships with local businesses and with businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Employer Services provider to facilitate connections to larger, regional businesses.
- Additionally, offer - through direct service or guided referral - the following WIOA Youth program elements:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies
2. Alternative secondary school services
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on-the-job training
4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster
6. Leadership development opportunities, community services and peer-centered activities
7. Supportive services
8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation
9. Follow up services for no less than 12 months after the completion of participation

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area
14. Activities that help youth prepare for and transition to post-secondary education and training.

Reconnecting All through Multiple Pathways (RAMP)

RAMP is a workforce and educational development program that provides youth with supports to positively attach to the workforce and address barriers to employment within the context of a work environment. Targeting young people who are involved with the justice system, reside in public housing, are exiting foster care, and/or have dropped out of school, the program model combines job readiness training, paid work experience, educational services, and intensive support. RAMP equips participants with the skills and opportunities they need to get on a path towards self-sufficiency and productive participation in society.

All young adult participants receive a core set of program components that comprise the RAMP model. These include a comprehensive assessment, job readiness training (JRT), work experience, and unsubsidized job search and placement assistance. Following completion of JRT, each participating young adult is placed in a transitional job, internship or skill-focused training program which includes a stipend to allow for earning income while continuing the process of becoming fully work-ready. During this work experience component, an assigned coach works individually with participants to monitor their performance, assist them with any challenges they are facing, connect them with outside support services as needed (e.g. childcare, transportation, substance abuse services, etc.), and prepare them to seamlessly transition to the workforce. Young adult participants also have access to on-site high school diploma/GED completion support.

Young Adult Subsidized Employment Program (YASE)

YASE provides a continuum of services for young adults who have previously participated in internships, on-the-job trainings, and subsidized employment programs and are “aging-out” of those programs. The purpose is to engage young adults in various experiences including work readiness training, technical skills training, educational support, youth leadership development activities, and meaningful work-based learning opportunities, with a heavy emphasis on San Francisco’s targeted sectors. The program aims to provide young people exposure to the workplace, work readiness training, and a valuable work experience that enhances their employability skills and career awareness while supporting their overall personal development.

YASE providers connect each participating young adult with subsidized employment in a specific industry sector and occupation targeted by the program. Targeted sectors must have accessible career pathways, and the entry-level, subsidized positions provided to participants must connect to opportunities for advancement. Targeted industries may include the WISF priority sectors (information technology, health care, construction, and retail/hospitality), as well as other promising sectors. Participants are also provided with financial literacy training.

WIOA Title I Administration

OEWD is responsible for the disbursement of all funds, including Workforce Innovation and Opportunity Act funds, under this plan. OEWD procures services from community-based organizations and other eligible parties utilizing competitive Request for Proposal (RFP) and Request for Qualification (RFQ) documents. Each solicitation document issued by OEWD clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions; and the process they must follow to protest a funding determination. OEWD leverages multiple funding sources in support of San Francisco's workforce development system, including WIOA, federal Community Development Block Grant (CDBG) funds, OEWD general funds, and San Francisco County Transportation Authority funds. Programs that help individuals enter sector-based career pathways through a range of education and training programs leading to industry-recognized certifications and degrees are prioritized in the procurement process.

All RFP/RFQs are advertised extensively through local news outlets, through direct outreach mail and email lists, and through the department's website to ensure maximum numbers of potential applicants are reached. For large RFP solicitations, it is the department's practice to hold a public technical assistance conference to clarify programming, submission requirements and answer questions concerning the solicitation from potential bidders. Information provided at the conference is also publicly posted to ensure that all interested parties have access to the documents and guidance provided. Regardless of the size or type of the solicitation, OEWD's practice is to allow interested parties to submit questions during a specific time period set forth in the RFP/RFQ document. The department subsequently posts all questions, answers, and additional guidance as noted above quickly to give bidders a chance to incorporate the guidance into their proposals.

Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are asked to disclose all conflicts of interest and proposals are assigned accordingly to avoid any potential conflicts. Proposals are evaluated according to the criteria set forth for the RFP/RFQ and funding recommendations are presented to the WISF for discussion and confirmation where required.

Once grantees are selected and enter into contracts, OEWD's Workforce Programs team is responsible for monitoring programmatic outcomes; OEWD's Contracts and Fiscal Administration team ensures compliance with fiscal aspects of contractual agreements.

As described previously, the role of the One-Stop Operator and Career Service Providers are filled through competitive procurements. The current operator of the Comprehensive Career Center is Goodwill Industries of San Francisco, San Mateo and Marin Counties and the OSO is Social Policy Research Associates. OEWD also contracts with over 60 other providers to run Neighborhood Job Centers and to offer workforce services. OEWD is in the process of an RFP to update their contracted service providers.

Appendices

Appendix A: Stakeholder and Community Engagement Summary

<i>Mode of Outreach</i>	<i>Target of Outreach</i>	<i>Summary of Attendance</i>	<i>Comments</i>
San Francisco Human Services Agency Welfare-to-Work Committee (10/29/24)	WIOA Core Partners, Workforce Organizations, and Community Stakeholders	20+ WIOA Core Partners, Workforce Organizations, and Community Stakeholders	Notice of WIOA Planning Process
Public Board Meeting Committee on City Workforce Alignment (10/30/24)	City Partners, Workforce Organizations, and Community Stakeholders	13 Committee Members, City Partners, Workforce Organizations, and Community Stakeholders	Notice of WIOA Planning Process
Public Board Meeting OEWD Workforce Board Executive Committee (11/15/24)	OEWD Board Members and San Francisco Community Stakeholders	5 workforce board members, OEWD staff, and public stakeholders	Board responded to planning questions
Board Survey (11/18 – 12/11/24)	OEWD Board Members	10 workforce board members	Board responded to planning questions
Regional Workforce Planning Meeting (11/20/24)	Community stakeholders across three-board RPU region	More than 200 stakeholders invited to the event. 34 stakeholders attended in-person and more than 70 stakeholders attended online	Meeting was hybrid, allowing recipients to attend online or in-person at each of the three workforce board sites
Regional Workforce Planning Meeting Attendee Follow-Up Survey (11/20 – 11/22/24)	San Francisco stakeholders who attended the community meeting	Disseminated during and after regional meeting to San Francisco stakeholders.	Two responses recorded
Email	WIOA Core and Required Partners	Outreached to all WIOA Core and Required Partners	Noticed all WIOA Core and Required partners of strategic planning process,

			provided an opportunity to edit plan, and sent meeting requests.
One-Stop Operator Meeting (12/10/24)	WIOA Core Partners, Comprehensive AJCC, and One-Stop Operator	10+ WIOA Core Partners, Comprehensive AJCC, and One-Stop Operator	Update on WIOA Planning Process, including opportunity to ask and answer questions.
Public Board Meeting OEWD Workforce Board (12/11/24)	OEWD Board Members and San Francisco Community Stakeholders	14 workforce board members, OEWD staff, and public stakeholders	Board received update on planning process and survey
WIOA Plan Public Posting - OEWD Workforce Division Main Office, 1 South Van Ness, Fifth Floor, San Francisco, CA 94103 (12/16/24 – 1/15/25)	Workforce Stakeholders	N/A	N/A
WIOA Plan Public Posting - Comprehensive AJCC, Goodwill Industries, 750 Post Street, San Francisco, CA 94109 (12/16/24 – 1/15/25)	Workforce Stakeholders	N/A	N/A
WIOA Plan Public Posting - San Francisco Main Library Government Information Center, 100 Larkin Street, Fifth Floor, San Francisco, CA 94102 (12/16/24 – 1/15/25)	Workforce Stakeholders	N/A	N/A

<p>WIOA Plan Public Posting – SFOEWD Website & Newsletter Noticing (12/16/24 – 1/15/25)</p>	<p>Workforce Stakeholders</p>	<p>Newsletter noticing reaches over 3000 stakeholders</p>	<p>N/A</p>
<p>San Francisco Human Services Agency Welfare-to-Work Committee (1/21/25)</p>	<p>WIOA Core Partners, Workforce Organizations, and Community Stakeholders</p>	<p>20+ WIOA Core Partners, Workforce Organizations, and Community Stakeholders</p>	<p>Notice of conclusion of WIOA Planning Process</p>

Appendix B: Public Comments that Disagree with the Local WIOA Plan

OEWD noticed the 30-day public comment period and posting of the Local Plan. OEWD publicly posted the Local Plan in the following locations:

- OEWD Workforce Division Main Office, 1 South Van Ness, Fifth Floor, San Francisco, CA 94103
- Comprehensive AJCC, Goodwill Industries, 750 Post Street, San Francisco, CA 94109
- San Francisco Main Library Government Information Center, 100 Larkin Street, Fifth Floor, San Francisco, CA 94102
- OEWD WIOA Plan website: <https://www.sf.gov/information--workforce-innovation-and-opportunity-act-strategic-plans>

OEWD received no public comments.

Appendix C: Signature Page

This local plan represents the San Francisco Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act of 2014*.

This local plan is submitted for the period of July 1, 2025 through June 30, 2029.

Local Workforce Development Board Chair

Chief Elected Official


Signature


Signature

Jeanine Cotter
Name

Sarah Dennis Phillips
Name

Chair, Workforce Investment San Francisco
Title

Executive Director, OEWB
(Mayor's Signature Designee)
Title

3/5/25
Date

3/5/25
Date

OFFICE OF THE MAYOR
SAN FRANCISCO



DANIEL LURIE
MAYOR

February 7, 2025

Mr. Javier Romero
Deputy Director, Workforce Services Branch
Employment Development Department
P.O. Box 826880
Sacramento, CA 94280-0001

Dear Deputy Director Romero:

Effective July 1, 2007, the City and County of San Francisco took on the role of subgrantee of Workforce Investment Act ("WIA") funds, replacing the Private Industry Council. The Mayor of San Francisco, as the local workforce area's Chief Elected Official, designated the City's Office of Economic and Workforce Development ("OEWD") to act as WIA administrator and fiscal agent. In 2014, the Workforce Innovation and Opportunity Act ("WIOA") replaced WIA as the legislation guiding workforce development investment.

Under WIOA, OEWD continues to act as administrator and fiscal agent for WIOA funds in compliance with local, state, and federal guidance.

Pursuant to local law, the Department Head of OEWD may sign contracts and agreements on behalf of the City. Accordingly, I continue to designate the Department Head of OEWD as the authorized signatory for all contracts, agreements, and other documents in furtherance of WIOA Implementation.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Lurie".

Daniel Lurie
Mayor of San Francisco

Item 5

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#)
Subject: FW: Homelessness Oversight Commission (HOC) End of Year Review Letter
Date: Tuesday, March 11, 2025 1:14:00 PM
Attachments: [HOC Letter to Mayor Lurie.pdf](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

Dear Supervisors,

Please see the attached End of Year Review from the Homelessness Oversight Commission.

Thank you,

Eileen McHugh
Executive Assistant
Office of the Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102-4689
Phone: (415) 554-7703 | Fax: (415) 554-5163
eileen.e.mchugh@sfgov.org | www.sfbos.org

From: Badasow, Bridget (HOM) <bridget.badasow@sfgov.org>
Sent: Tuesday, March 11, 2025 12:29 PM
To: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>
Subject: Homelessness Oversight Commission (HOC) End of Year Review Letter

Hi Angela,

I hope you're doing well.

The HOC Chair and Vice Chair asked me to provide the attached **End of Year Review** letter to Mayor Lurie and cc each member of the Board of Supervisors.

I'm unsure of the proper protocol for sending correspondence to Board members and was told you might handle this. If that's not the case, I'm happy to follow your guidance.

Thank you!

Respectfully,

Bridget Badasow (she/her)
Homelessness Oversight Commission (HOC) and



Shelter Monitoring Committee (SMC) Manager

San Francisco Department of Homelessness and Supportive Housing

bridget.badasow@sfgov.org | O: 628-652-7809



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Commission members:
Dr. Jonathan Butler, (Chair)
Christin Evans (Vice Chair)
Katie Albright
Dena Aslanian-Williams
Bevan Dufty
Joaquin Guerrero
Sharky Laguana

San Francisco Homelessness Oversight Commission



Sent via email

March 7, 2025

Dear Mayor Lurie,

As Chair and Vice Chair of the Homeless Oversight Commission, we are writing to share with you a Year-End Review of our Commission. We seek to provide you with a summary of our oversight body's recent work as well as share with you our plans for the Commission's future focus.

The Homelessness Oversight Commission (HOC) is dedicated to achieving its core goals as was established by the voters when they passed Proposition C in 2022:

1. Approve budgets.
2. Formulate annual and long-term goals.
3. Establish departmental performance standards.
4. Hold hearings and take testimony.
5. Conduct public education and outreach.
6. Perform performance audits of HSH's service delivery

Throughout the year, the HOC made significant strides toward these goals. Highlights include:

- The Commission facilitated presentations and public comments from key constituents, ensuring diverse stakeholder engagement. Participants included residents of permanent supportive housing, property owners, service providers, shelter residents, and members of the Shelter Monitoring Committee, Local Homeless Coordinating Board, the Our City Our Home Committee, and the Behavioral Health Commission. Additionally, members of the general public concerned with HSH's spending, transparency, and policies delivered valuable insights.
- The Commission reviewed and approved over 80 contracts for the delivery and renewal of HSH programs and services.
- Preliminary departmental recommendations for the annual budgets for FY24-25 and FY25-26 were also reviewed and approved.
- To strengthen its oversight capabilities, the HOC successfully filled over 15 vacancies on its three committees, including the Local Homeless Coordinating Board, the Shelter Monitoring Board, and the Shelter Grievance Board.
- During the year, the Commission adopted Resolution 24-082, underscoring the importance of safeguarding essential items belonging to persons experiencing homelessness.
- Additionally, the Commission established a dedicated Data Officer position which has improved public understanding of system flow, enhancing transparency and accountability.

Looking Forward:

In our future meetings, we will strategically structure our agenda to ensure that our Commission's objectives are effectively addressed and advanced.

It becomes increasingly clear that the fight against homelessness in San Francisco is intertwined with the need for cross-departmental collaboration. It is essential to break down silos across city departments to ensure a comprehensive and coordinated response to the homelessness crisis.

The HOC remains committed to its goals and objectives and will continue to champion initiatives and policies that drive positive change, foster collaboration, and improve the lives of San Franciscans.

Sincerely,



Dr. Jonathan Butler, Chair

Homelessness Oversight Commission



Christin Evans, Vice Chair

Homelessness Oversight Commission

cc: Board of Supervisors

Kunal Modi, Chief of Health, Homelessness, and Family Services

Shireen McSpadden, Executive Director

Homelessness and Supportive Housing

Item 6

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#); [Jalipa, Brent \(BOS\)](#)
Subject: FW: BIC Budget Request Letter
Date: Tuesday, March 11, 2025 3:43:00 PM
Attachments: [BOS Budget Request Letter 2025.pdf](#)

Dear Supervisors,

Please see the attached budget request letter from the Building Inspection Commission.

Thank you,

Eileen McHugh
Executive Assistant
Office of the Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102-4689
Phone: (415) 554-7703 | Fax: (415) 554-5163
eileen.e.mchugh@sfgov.org | www.sfbos.org

From: Harris, Sonya (DBI) <sonya.harris@sfgov.org>
Sent: Tuesday, March 11, 2025 11:02 AM
To: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Carroll, John (BOS) <john.carroll@sfgov.org>; Somera, Alisa (BOS) <alisa.somera@sfgov.org>
Subject: BIC Budget Request Letter

Good Morning Angela,

Please see the attached Budget Request letter from the Building Inspection Commission (BIC) for the Board's consideration.

Thank You.

Sonya Harris
Commission Secretary

Sonya Harris (she/her)
Secretary
Building Inspection Commission

City & County of San Francisco
Department of Building Inspection
49 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103
628-652-3510 Phone Email: Sonya.Harris@sfgov.org
SF.gov/DBI
[Sign up for our customer email list](#)



BUILDING INSPECTION COMMISSION (BIC)

Department of Building Inspection

49 South Van Ness Avenue, 5th Floor San Francisco, California 94103

Voice (628) 652 -3510

March 11, 2025

Daniel Lurie
Mayor

COMMISSION

Alysabeth
Alexander-Tut
President

Evita Chavez
Catherine Meng
Bianca Neumann
Kavin Williams

Sonya Harris
Secretary

Monique Mustapha
Asst. Secretary

Patrick O'Riordan,
C.B.O., Director

Ms. Angela Calvillo
Clerk of the Board
Board of Supervisors, City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4694

Dear Honorable Supervisors:

RE: Building Inspection Commission's official recommendation on Positions and Code Enforcement Grants included in DBI's Proposed Budget

The Building Inspection Commission (BIC) respectfully submits this letter as a supplemental request regarding staff positions and clarification of the BIC's official position regarding the general fund line in our budget that currently funds code enforcement outreach efforts in apartments and single room occupancy (SRO) buildings.

Positions:

The BIC commends Mayor Lurie for his bold leadership in enacting a hiring and contracting freeze to address the historic General Fund deficit. It is in the spirit of economic recovery and homelessness prevention that the BIC submits these requests for your consideration.

As an enterprise department, DBI staff and programs are funded by our fee revenue and service charges, our hiring does not impact the General Fund deficit.

The work done by the department is critical to economic recovery, health and safety, emergency preparedness, and emergency response. The department does this work by reviewing and approving plans for everything from a single family home renovation to a new hospital, by holding landlords to account for unsafe living conditions, through the soft story program, high-rise window inspections, and responding when disaster strikes; It is DBI's responsibility to ensure the safety and habitability of our City.

The BIC requests your support to fill the positions requested in DBI's budget submission to maintain, and increase the efficiency of providing core public services.

Please approve DBI's positions as requested in the proposed budget.

Code Enforcement Grants (Currently General Fund line)

The BIC passed one motion that approved forwarding the staff's budget to the Mayor and Board of Supervisors *with the recommendation that the Code Enforcement Grants be fully funded*. The BIC considered two pathways for funding this budget line by restoring FY 25-26 10% reduction and the FY 26-27 additional 15% reduction:

1. General Fund: The Mayor and Board of Supervisors could restore the Code Enforcement Grants to full funding using the General Fund; or
2. 1.5% Fee Increase: DBI could increase fees across the board by 1.5% as part of its fee legislation to compensate for the proposed General Fund reductions in support.

For decades, DBI funded community-based enforcement programming. However, most recently the General Fund has supported these programs. This change in funding source was, in part, a result of a budget shortfall.

The work of these Code Enforcement Grants is important and supports the core mission of DBI. These programs reach residents that are living in unsafe living conditions that do not know where to start or are too afraid to report. They are often the most vulnerable SRO residents, immigrant families, and low-income seniors. The BIC supports and recognizes the value of the work done by these programs and the necessity for culturally competent, multi-lingual, direct services to vulnerable populations. These providers go to the tenants as well as take complaints. Reduction in outreach services will not mean a reduction in need, it will mean more tenants leave inhabitable apartments and end up homeless or people will suffer health conditions as a result of uninhabitable housing.

Thank you for your time and consideration of these two important elements to keep city services running. We appreciate your time and attention to these services.

Sincerely,

Building Inspection Commissioners

Alysabeth Alexander-Fut

Evita Chavez

Catherine Meng

Bianca Neumann

Kavin Williams

cc: Patrick O'Riordan, Director
Mayor Daniel Lurie
Board of Supervisors

Item 7

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#)
Subject: FW: Sheriff's Department Oversight Board Rules of Order - Amended
Date: Tuesday, March 11, 2025 4:15:00 PM
Attachments: [Letter to the Clerk of the Board re 2nd Amended Rules of Order 03.11.2025.pdf](#)
[image001.png](#)
[image002.png](#)
[SDOB Rules of Order Amended 03.07.2025.pdf](#)

Dear Supervisors,

Please see the attached amended Rules of Order from the Sheriff's Department Oversight Board.

Thank you,

Eileen McHugh
Executive Assistant
Office of the Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102-4689
Phone: (415) 554-7703 | Fax: (415) 554-5163
eileen.e.mchugh@sfgov.org | www.sfbos.org

From: Leung, Dan (SDA) <dan.leung@sfgov.org>
Sent: Tuesday, March 11, 2025 12:36 PM
To: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>
Cc: Mchugh, Eileen (BOS) <eileen.e.mchugh@sfgov.org>
Subject: Sheriff's Department Oversight Board Rules of Order - Amended

Dear Ms. Cavillo,
Enclosed herewith are the amended Rules of Order for the Sheriff's Department Oversight Board. The Rules of Order were initially adopted on February 3, 2023, revised through a majority vote of the Board on May 3, 2024, and subsequently amended through a majority vote of the Board on March 7, 2025. A notice was issued on February 11, 2025, indicating the possibility of a vote at the SDOB March 2025 regarding the amendment to the Rules of Order. Please do not hesitate to contact me if you need further information.



Dan Leung
Board Secretary
Sheriff's Department Oversight Board
Office of Sheriff's Inspector General
Located with the Department of Police Accountability
One South Van Ness Ave., 8th Floor | San Francisco, CA 94103
T: (415) 241-7711 | F: (628) 652-1139
www.sf.gov/sdob | www.sf.gov/sfoig

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**CITY AND COUNTY OF SAN FRANCISCO
SHERIFF'S DEPARTMENT OVERSIGHT BOARD**

**c/o OFFICE OF THE INSPECTOR GENERAL
ONE SOUTH VAN NESS AVE, 8TH FLOOR
SAN FRANCISCO, CA 94103
PHONE (415) 241-7711 EMAIL SDOB@SFGOV.ORG**

JULIE D. SOO, PRESIDENT DION-JAY BROOKTER, VICE PRESIDENT
OVAVA AFUHAAMANGO, XÓCHITL CARRIÓN, MICHAEL L. NGUYEN, WILLIAM PALMER II
Dan Leung, Board Secretary

To: Angela Cavillo, Clerk of the Board
From: Sheriff's Department Oversight Board
Re: SDOB Rules of Order
Date: March 11, 2025

Dear Ms. Cavillo,

Enclosed herewith are the amended Rules of Order for the Sheriff's Department Oversight Board. The Rules of Order were initially adopted on February 3, 2023, revised through a majority vote of the Board on May 3, 2024, and subsequently amended through a majority vote of the Board on March 7, 2025.

Please do not hesitate to contact me if you need further information.

Sincerely,



Dan Leung
Board Secretary

SHERIFF'S DEPARTMENT OVERSIGHT BOARD

CITY AND COUNTY OF SAN FRANCISCO

RULES OF ORDER

CHAPTER 1 – ORGANIZATION AND MEETINGS

Rule 1.1 Adoption of the Rules of Order. The Board shall adopt Rules of Order (Rules) by motion carried by an affirmative recorded vote of a majority of the members of the Board.

When adopted, the Rules shall remain in effect unless suspended or amended as provided herein. The Board President may adopt temporary rules to address a specific situation or point of order in a board meeting where such situation or point of order is not covered in these Rules.

Rule 1.2 – Amendment to Rules. The Board may amend the Rules by motion.

Rule 1.3 – Election of Officers. At the last regular meeting of the Board held before the 30th day of September of each year, or at a prior meeting, the date of which shall be fixed annually by the Board, the members of the Board shall elect from among their numbers a President and Vice-President of the Board, each to serve for a term beginning on the date of the first regular meeting held after the 30th day of September, and ending one year thereafter or until the election of a new President or Vice President.

Rule 1.4 - Board Officers. The President in consultation with the Vice-President, shall set the agenda for Board meetings, serve as the presiding officer at Board meetings, and perform all other duties necessary or incidental to the office. The President may create committees to perform such advisory functions as the President shall determine, and in consultation with the Vice-President, may appoint and remove members from such committees at his or her pleasure. If the President removes a member from a committee over that member's objection, the President shall state the reason for removing the member.

In the absence or inability of the President to act, the Vice-President shall take the place and perform the duties of the President.

In the absence of the President and Vice-President, the Board shall begin its meeting by voting to determine which member will serve as acting President for the meeting. (Good Government Guide, Pg. 16.)

The Secretary shall prepare and post an agenda for all regular and special board meetings, attend all meetings, call the roll and agenda items at each meeting, and call and record all Board votes. The Secretary shall keep a record of all board proceedings and shall prepare draft minutes of the meetings. The Secretary shall assist the President as necessary to assure the meetings are orderly. The Secretary shall maintain a file of all written communications received by the Board, and perform other duties as assigned.

Rule 1.5 – Meetings and Rules of Procedures. All official proceedings shall be conducted in open and public meetings in compliance with the San Francisco Charter, the Brown Act, and the Sunshine ordinance. Acts by the Board shall be expressed by motion or resolution.

Rule 1.6 – Parliamentary Procedure. The rules of parliamentary procedure as set forth in Robert's Rules of Order shall govern all meetings of the Board unless otherwise provided herein and unless a provision in Robert's Rules is inconsistent with state or local law.

Rule 1.7 – Alternative Meeting Place. In the event the regular meeting place is unavailable, the President shall designate some other appropriate place as its temporary meeting place. By a majority vote, the Board may choose to hold meetings at community locations outside City Hall. Such venue shall include remote recording capabilities in accordance with the Brown Act and Sunshine Ordinance and be ADA compliant.

Rule 1.8 – Special Meetings of the Board. The President, subject to the requirements of the Brown Act and Sunshine Ordinance, may call a special meeting of the Board. Special meetings may be held at San Francisco City Hall, Room 400 or elsewhere at San Francisco City Hall within 72 hours' notice or at alternate location other than at San Francisco City Hall with 15 days' notice.

Rule 1.9 – Closed Session. The Board may meet in closed session during a regular or special meeting, as authorized under the Brown Act and the Sunshine Ordinance. The Board must meet in open session to publicly announce its intent to hold a closed session and state the grounds for the closed session and take public comment on the closed session agenda and on the decision to go into closed session. The Secretary shall post any action required to be reported after a closed session pursuant to the requirements of Administrative Code Section 67.12.

Rule 1.10 – Quorum. A simple majority (four) of the members of the Board constitute a quorum for the transaction of business.

Rule 1.11 – Voting. Every official act of the Board shall be adopted by majority vote. A majority vote shall mean a majority (4) of all members of the Board designated by law (7). However, a board or commission may adopt a rule or bylaw that authorizes the body to decide procedural matters based on majority vote of the members present, provided a quorum is present. Charter § 4.104(b). All members present shall vote for or against each question brought to a vote unless a member is excluded from voting through a motion adopted by a majority of the members present or unless the members has been advised by the City Attorney that they may have a conflict of interest regarding the item.

Rule 1.12 – Lack of Quorum. In the absence of a quorum, no information may be presented, and no official action shall be taken by the members present except to take measures to secure a quorum, to reschedule the same meeting, to recess or to adjourn, or fix the time to adjourn.

Rule 1.13 – Committees. The Board may establish committees as needed, and each committee or subcommittee shall select one of its members to be its chair.

Rule 1.14 (a) – Meeting Agenda. The President shall prepare the agenda. The agenda may consist of items requested by a Board Member, the Inspector General, the Sheriff or the Sheriff's designee. The Secretary shall promptly inform the President of all such requested agenda items. Each agenda shall specify the time and place of the meeting and contain a meaningful description of each item of business to be discussed and transacted. If the agenda does not describe a proposed action on a given agenda item, the Board may only discuss and may not take action on that item. The Secretary shall post the agenda in compliance with the requirements and timelines of the Brown Act and the Sunshine Ordinance.

If the President determines that in the interest of maintaining a meeting of reasonable length, an item should not be included on the agenda for the meetings for which the item was submitted, such item may be omitted but shall be included on the agenda of the next regular meeting or of a special meeting. Except

as provided by the Brown Act or Sunshine Ordinance, the Board shall not act upon or discuss any item at the meeting unless a description of the item appears on the posted agenda for that meeting. If an item arises after the agenda has been distributed, the Board may add it to the agenda, with 72-hour notice, and consider the item in accordance with the procedures set forth under the Brown Act. Board meetings shall proceed as set forth in the agenda, except that the Presiding Officer may call items out of order for any reasonable purpose. The Presiding Officer shall announce any change in the order of business as soon as possible. The Board shall not discuss or take action on any item not appearing on the posted agenda, except as permitted under the Brown Act and Sunshine Ordinance.

Rule 1.14 (b) – Board Member Requests for Information. A Board Member making a request for information on behalf of the Board in furtherance of the Board's duties shall make the request through the Secretary for consideration by the President. The request shall specify the Agency or Party and reason for the request, along with how the information aligns with the priorities of the Board. The President may approve the request or place the request for Board consideration. This section shall not be construed to limit request for information as an individual member of the public outside the capacity of a Board Member but in doing so, shall not indicate the request is on behalf of the Board nor shall use the designation of Board Member.

Rule 1.15 – Consent Calendar. The Consent Calendar shall include those matters that have been the subject of a public hearing conducted by the Sheriff's Office, a committee of the Board, or considered in closed session of the Board. There will be no separate discussion of those items unless a member of the Board or the public so requests, in which event the Board shall remove and consider those items separately.

Rule 1.16 – Minutes of the Proceedings. The Secretary shall record the proceedings of each meeting in the minutes of the Board in accordance with the requirements and timelines in the Brown Act and Sunshine Ordinance. The Secretary shall present the draft minutes for approval at the next regular meeting to the extent practicable. Once approved by the Board, the Secretary shall post the minutes on the Board website.

CHAPTER 2 – RULES OF CONDUCT

Rule 2.1 – Public Comment. Members of the public are entitled to comment on any matter on the agenda prior to action being taken by the Board on that item. Public comment on a discussion item may take place at any time during consideration of the item, at the discretion of the Presiding Officer. Persons addressing the Board during public comment on an agenda item shall confine their remarks to the particular agenda item. For each agenda item, each member of the public may address the Board only once.

In addition, the agenda shall provide an opportunity for general public comment, during which members of the public can address the Board on items of interest to the public which are under the jurisdiction of the Board and have not been the subject of public comment on other items on the agenda. The Board shall not discuss or act on a matter raised during general public comment, but may ask questions for clarification, ask staff for factual information on the matter, or request staff report back to the Board at a later meeting. The Board shall calendar a matter raised during general public comment for a future meeting before engaging in substantive discussion or acting on that matter.

The President may set a reasonable time limit for each speaker, depending on the complexity of the item, the length of the agenda and the number of persons present to speak on the item. The President must apply time limits uniformly to members of the public.

Rule 2.2 – Addressing the Board. When attending in person, speakers must speak from the podium when addressing the Board and shall speak clearly into the microphone. Speakers are to refrain from using profanity and/or yelling or screaming. Neither Sheriff personnel, Office of Inspector General (OIG) personnel, nor Board members are required to respond to questions raised in public comment. Individual Board members and Sheriff's personnel should refrain from entering into any debates or discussion with speakers during public comment. Board members may question speakers to obtain clarification. The Presiding Officer or Board members may ask staff to investigate an issue raised during public comment and later report to a committee or to the Board. The lack of a response by the Board to public comment does not necessarily constitute agreement with or support of comments made during public comment.

Individuals making public comment may be requested, but not required, to identify themselves.

Speakers should form a line against the wall to the right of the podium. No one may interfere with another person who is addressing the Board or in line to address the Board. Individuals in line to address the Board must remain in line until it is their turn to make public comment, and only then shall they approach the microphone to speak.

Members of the public attending remotely, shall follow the Remote Access Procedures contained in each meeting's agenda, to call in and be placed in the queue to speak. The moderator shall allow the speaker to speak in turn.

Rule 2.3 – Speaker Conduct During Public Comment. The Board will not tolerate disruptive or inappropriate conduct during public comment. Speakers who use profanity or who engage in yelling, name-calling, or other disruptive or inappropriate behavior shall be directed to cease any such conduct and may be asked to leave the meeting room.

Rule 2.4 – Audience Conduct. Persons in the audience may not express support or opposition to statements made by members of the public, Sheriff's Office or OIG staff addressing the Board through words or actions. Applause or booing are prohibited. Members of the public may not display signs that impede the ability of the public or Board to see or participate in the meeting or that endanger any meeting participants. Cameras and tape-recording devices may be brought into the Board hearing room; however, persons are prohibited from using flash, camera lights or other devices that may disrupt the meeting. When recording board proceedings, members of the public should position their equipment so that any noise or light from the equipment does not disrupt the Board proceedings, and so the equipment does not obstruct any member of the public's view of or ability to participate in the proceedings. Generally, members of the public should keep recording equipment and cameras on the Board table. Audio recorders may be placed on the Board table before the meeting starts. The Presiding Officer may request that members of the public reposition their equipment to minimize disruption or obstruction of the meeting. No person may intentionally block or impede a member of the public's recording of Board proceedings. The Presiding Officer may request that audience members refrain from any conduct that causes unreasonable distractions or disruptions during the meeting.

Members of the public may not approach the Board members or the Sheriff or Sheriff's designee during board proceedings, unless invited to approach by the Presiding Officer or Sheriff. If a member of the public wishes to make an inquiry or provide correspondence or other materials to the Board or the Sheriff,

he or she shall present the inquiry or materials to the Secretary before or after the meeting, during a break in the meeting, or after requesting and receiving permission to do so during public comment.

Rule 2.5 – Permission to Remove Disruptive Persons. The Presiding Officer shall possess the power and duty to order removed from the meeting room any person who commits the following acts after being warned that such conduct could lead to their removal:

- (A) Disorderly conduct that disrupts the due and orderly course of the meeting such as making noise, speaking out of turn, or otherwise refusing to comply with the Board Rules governing meetings;
- (B) A breach of peace, boisterous conduct, or violent disturbance, tending to interrupt the due and orderly course of the meeting;
- (C) Disobedience of any lawful order of the Presiding Officer, which shall include an order to be seated; or,
- (D) Any other unlawful interference with the due and orderly course of the meeting.

In addition to effecting the removal of any person or persons from the meeting who, in the opinion of the Presiding Officer, has violated the order and decorum of any meeting, the Presiding Officer may request law enforcement personnel to place such person(s) under arrest for violation of Section 403 of the California Penal Code, or any other applicable law, and may cause such person or persons to be prosecuted therefor, the complaint to be signed by the Presiding Officer or the Board Secretary.

Rule 2.5 – Policy Prohibiting Discriminatory or Harassing Remarks Made at Public Meetings. The Board follows the City and County of San Francisco Policy on Discriminatory or Harassing Remarks Made at Public Meetings of City Boards and Commissions. If any person makes discriminatory or harassing remarks at a Board meeting that violates City policy prohibiting discrimination and harassment on the basis of specified protected characteristics, the Presiding Officer shall read the City's policy against discrimination and harassment into the record and state that comments in violation of City policy will not be condoned and will play no role in the Board's decisions. The Presiding Officer shall further state that any City employee in the room who is offended by the discriminatory or harassing remarks is excused from attendance at the meeting, and that no City employee is compelled to remain in attendance where it appears likely that speakers will make further discriminatory or harassing comments. If speakers continue to make discriminatory or harassing remarks that violate City policy, the Presiding Officer shall remind the speaker of City policy, and then may recess the meeting temporarily. After this temporary interruption, speakers engaged in public comment shall be permitted to finish their allotted time.

Rule 2.6 – Written Communication. Members of the public may write the Board concerning issues within the Board's jurisdiction. The Secretary shall list the following written communications in the next agenda: (1) written communications from members of the public addressed directly to the Board; and (2) commendations and letters of recognition received by the Sheriff if the Board becomes aware of such communications. Communication shall also be kept and made available pursuant to the requirements of the Sunshine Ordinance. If a member of the Board wishes to provide written materials to a majority of the Board, such materials may be submitted to the Secretary to be included in the agenda for the next meeting and in the public review file.

Item 8

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#)
Subject: FW: Issued – Public Integrity Assessment – Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension
Date: Tuesday, March 11, 2025 5:10:00 PM

Dear Supervisors,

Please see the below link to the Controller's Public Integrity Assessment.

Thank you,

Eileen McHugh
Executive Assistant
Office of the Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102-4689
Phone: (415) 554-7703 | Fax: (415) 554-5163
eileen.e.mchugh@sfgov.org | www.sfbos.org

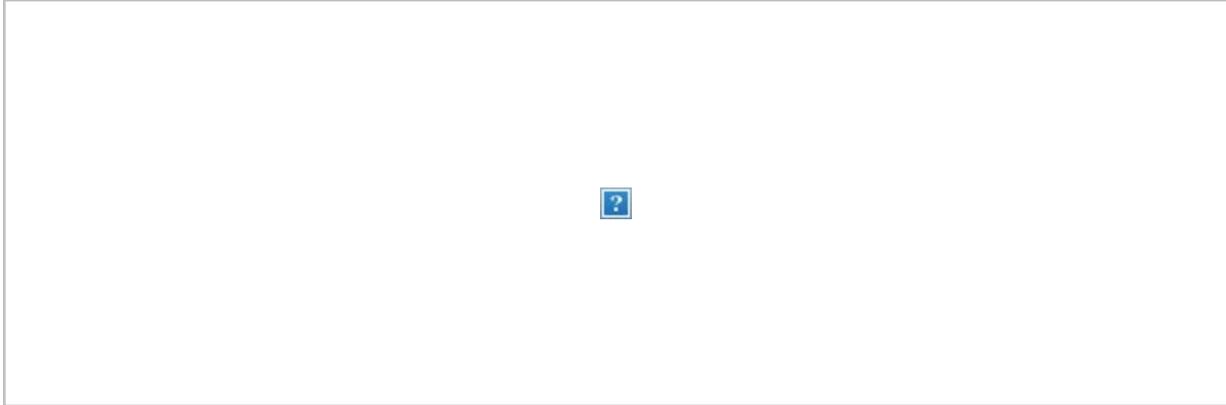
From: Reports, Controller (CON) <controller.reports@sfgov.org>
Sent: Tuesday, March 11, 2025 2:32 PM
To: BOS-Supervisors <bos-supervisors@sfgov.org>; BOS-Legislative Aides <bos-legislative_aides@sfgov.org>; Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Mchugh, Eileen (BOS) <eileen.e.mchugh@sfgov.org>
Cc: delaRosa, Mark (CON) <mark.p.delarosa@sfgov.org>; Sobrepena, Amanda (CON) <amanda.sobrepena@sfgov.org>; Wen, Xing Hua (CON) <xinghua.wen@sfgov.org>; Woo, Winnie (CON) <winnie.woo@sfgov.org>; Vo, Helen (CON) <helen.vo@sfgov.org>; Tam, Kristen (CON) <kristen.tam@sfgov.org>
Subject: Issued – Public Integrity Assessment – Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension

Honorable Board of Supervisors,

Pursuant to San Francisco Charter, Section 3.105 and Appendix F, which requires that the Office of the Controller's City Services Auditor (CSA) conduct periodic, comprehensive financial and performance audits of city departments, services and activities, CSA today issued a report on its assessment of Rudolph Dwayne Jones and his related entities. We conducted this assessment in conjunction with the City Attorney's Office.

Please refer to the distribution e-mail below.

Office of the Controller



The Office of the Controller’s City Services Auditor (CSA) today issued a report on its assessment of Rudolph Dwayne Jones and his related entities. We conducted this assessment in conjunction with the City Attorney’s Office.

Following criminal charges against Rudolph Dwayne Jones, the assessment identified all city funding provided to Rudolph Dwayne Jones and his related entities going back to 2016, which is summarized in the first part of this report. The second part of this report focuses on the one non-suspended related entity: Urban Ed Academy (UEA). We found irregularities in the award processes by both the Human Rights Commission (HRC) and the Office of Economic and Workforce Development (OEWD) that, at a minimum, create the perception of favoritism toward UEA. We also found that HRC and OEWD did not adequately monitor UEA’s performance, review UEA’s invoices, and ensure grant disclosures were fully complete before grant execution.

[Download the full report](#)

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This is a send-only e-mail address.

For questions about the report, please contact Director of Audits Mark de laRosa at mark.p.delarosa@sfgov.org or (415) 554-7574 or the Audits Division at (415) 554-7469.

For media queries, please contact Communications Manager Alyssa Sewlal at alyssa.sewlal@sfgov.org or (415) 694-3261.

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Public Integrity Assessment



Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension



Office of the Controller
City Services Auditor
Audits Division

March 11, 2025

Assessment Summary

Overview of Public Integrity Assessments

Public Integrity Assessments Provide Transparency When City Officials, Employees, and/or Contractors Are Involved in Criminal Conduct

Immediately after the January 2020 arrest of former Public Works Director Mohammed Nuru on charges of public corruption, the Office of the Controller (Controller) and Office of the City Attorney (City Attorney) launched a joint investigation. The City Attorney focused on employee and contractor wrongdoing, and we undertook a public integrity review of city contracts, purchase orders, and grants to identify any red flags that could indicate process failures. Since then, in coordination with the City Attorney, we have issued 12 public integrity reports and 3 follow-up reports. These reports present our findings and recommendations to policymakers and the public. Our most recent [report](#), issued in August 2024, provides an update on the implementation status of each public integrity recommendation made in these reports since 2020.

In coordination with the City Attorney, we will continue to provide these public integrity assessments when city officials, employees, and/or contractors are involved in criminal conduct.

Background

In August 2023 the Office of the District Attorney (District Attorney) criminally charged Rudolph Dwayne Jones (Jones) with bribing a former employee of the Office of the City Administrator (City Administrator), Lanita Henriquez (Henriquez), to secure city contracts and grants through the Community Challenge Grant program. The criminal conduct allegedly occurred from July 1, 2016, through July 1, 2020.

A week after Jones and Henriquez were charged, the City Administrator and City Attorney moved to suspend Jones and five related entities from receiving future city funding.¹ At the same time, the Mayor's Office, City Attorney, City Administrator, and Controller jointly directed all city departments to terminate existing contracts and grants with the suspended entities to the extent legally feasible.²

At the City Administrator's request, we reviewed the 2023 solicitation process used for the Community Challenge Grants. In October 2023 we issued an assessment report that found that Henriquez was untruthful with her superiors about the solicitation process and that the process itself was deeply flawed.³ Most significantly, the assessment found that Henriquez fabricated applicants' scores to favor some applicants over others. Consequently, the City Administrator conducted a new solicitation process for the fiscal year 2023-24 Community Challenge Grants.

¹The suspension order and charging documents can be found here: <https://www.sfcityattorney.org/wp-content/uploads/2023/09/2023.09.07-Order-of-Suspension-1.pdf>.

² The letter to city departments is in [Appendix B](#).

³ [Community Challenge Grant's 2023 Solicitation Process Was Deeply Flawed and Needs to Be Redone Properly](#) (October 17, 2023)

Scope and Summary

Part One: City Payments to Jones-Related Entities from July 2016 through December 2024

The first part of this report itemizes city funding provided to Jones and companies and nonprofit organizations related to him going back to 2016. Referred to here collectively as the “Jones-Related Entities,” they are:

- 20ROC Holdings, LLC - **suspended**
- RDJ Enterprises, LLC (RDJ) - **suspended**
- RDJ-Project Complete, LLC - **suspended**
- Southeast Consortium for Equitable Partnerships (SECEP) - **suspended**
- Urban Ed Academy, Inc. (UEA) - **not suspended**
- Urban Equity, LLC - **suspended**

To provide a full picture of all funding to suspended entities related to Jones that resulted from city contracting decisions, the assessment included funding these entities received through the Social Impact Partnership (SIP) Program at the San Francisco Public Utilities Commission (SFPUC). All city contracts and grant agreements with the suspended entities and UEA have now expired or been terminated. Because SIP Program funding is provided by a prime city contractor, the City cannot terminate that funding. But as of January 2025, all SIP Program funding to the Jones-Related Entities has been expended, and there are no new SFPUC contracts that include SIP funding commitments to any of the Jones-Related Entities.

As described in detail below, the Jones-Related Entities **received \$15.2 million** from 11 city entities from July 2016 through December 2024. In that same period, the Jones-Related Entities **paid** the Recreation and Park Department (Rec and Park) and Airport Commission (Airport) **\$1.4 million**, primarily related to three space leases at the Airport.

Scope and Summary

Part Two: Review of City Grants to Urban Ed Academy

In addition to itemizing city money paid to the suspended entities, the assessment also considered city funds paid to a nonprofit organization founded by Jones in 2012 that was not suspended, Urban Ed Academy Inc. (UEA). UEA was not suspended based on the criminal charges against Jones, and UEA is not barred from bidding on city contracts. The assessment looked at open grants to UEA that were current in September 2023, when Jones was suspended, and determined whether grants were properly awarded and adequately monitored.

Part Two of this report presents the irregularities the assessment found in the award processes by both the Human Rights Commission (HRC) and the Office of Economic and Workforce Development (OEWD) that, at a minimum, create the perception of favoritism to UEA. The assessment also found that HRC and OEWD did not adequately monitor UEA's performance under their grants or review UEA's invoices to confirm the eligibility of expenses UEA billed to the City. The assessment further found a general lack of transparency around grants to UEA from multiple city departments and that many of the grants to UEA have overlapping scopes of work that create a risk that UEA could have double billed the City.

All grants to UEA have now expired or been terminated. However, because it was not suspended after Jones was criminally charged, UEA may bid on new city contracts. UEA has new leadership and is fully cooperating with the assessment.

Overview of Criminal Charges Against Jones and Two Former City Employees: Lanita Henriquez and Stanley Ellicott

In August 2023 Jones and Henriquez were charged with multiple felony counts of misappropriation of public money, bribery, and aiding and abetting financial conflicts of interest. The criminal complaint alleges that, in exchange for bribes and kickbacks, Henriquez steered city funds to three now-suspended Jones-Related Entities: RDJ Enterprises, LLC; RDJ-Project Complete, LLC; and SECEP.

In January 2024 Stanley Ellicott (Ellicott), a former manager in the Department of Human Resources (Human Resources), was charged with multiple counts of misappropriation of public money, aiding and abetting financial conflicts of interest, and receiving stolen property for his role in the scheme with Jones and Henriquez. The criminal complaint alleges that Ellicott profited from the sale of electronics that were purchased by SECEP with Community Challenge Grant Program funds and intended as earthquake supplies for neighborhood groups. In March 2024 Ellicott was charged for a separate scheme in which he allegedly embezzled more than \$600,000 of city funds in his role as a manager at Human Resources.

All three have pleaded not guilty. No trial dates have been set.

Criminal Defendants' History of Relationships With the City

Rudolph Dwayne Jones

- Before forming RDJ in 2011, Jones served as director of the Mayor's Office of Community Development and deputy chief of staff for Mayor Gavin Newsom from 2004 through 2010.
- In 2011 RDJ partnered with SFPUC to create the Community Benefits (now SIP) Program. From 2011 through 2016, before the period reviewed by the assessment, RDJ provided consulting services to contractors bidding on SFPUC projects under that program.
- In 2017 Jones was the ratepayer advocate, a paid city role, during Recology's rate-setting process, which was then overseen by Mohammed Nuru, the Public Works director at the time.
- Until late 2020 Jones's companies provided technical assistance and community outreach on behalf of the Community Challenge Grant Program. His companies also managed an emergency preparedness project that was to assist neighborhood groups and facilitate events and workshops, including the Annual Neighborhood Empowerment Network Awards ceremony at City Hall.

Criminal Defendants' History of Relationships With the City *(continued)*

Lanita Henriquez

- Henriquez was director of the Community Challenge Grant Program under the City Administrator from 2011 to 2023 and had staffed the program since 1999 when it was called the Mayor's Office of Neighborhood Beautification and Graffiti Clean-Up Fund.
- Henriquez directed 22 grant agreements and 1 professional services agreement, in which she had a financial stake, to Jones-Related Entities beginning in 2016 and ending in 2020. The steering of grants to Jones-Related Entities appears to have stopped in 2020, after the arrest of former Public Works Director Mohammed Nuru.
- Henriquez was a member of the advisory committee for the City Administrator's Grants for the Arts Program in fiscal years 2019-20, 2020-21,⁴ 2021-22, and 2022-23.
- From 1993 through 1999, Henriquez worked in the Mayor's Office, including as Mayor Willie Brown's scheduling secretary and executive assistant to the chief of staff.

⁴ Grants for the Arts could not confirm who the advisory committee members were in fiscal year 2020-21. Based on Henriquez's participation on the committee in 2019-20 and in 2021-22 and 2022-23, CSA presumes Henriquez was also a member in 2020-21.

Criminal Defendants' History of Relationships With the City *(continued)*

Stanley Ellicott

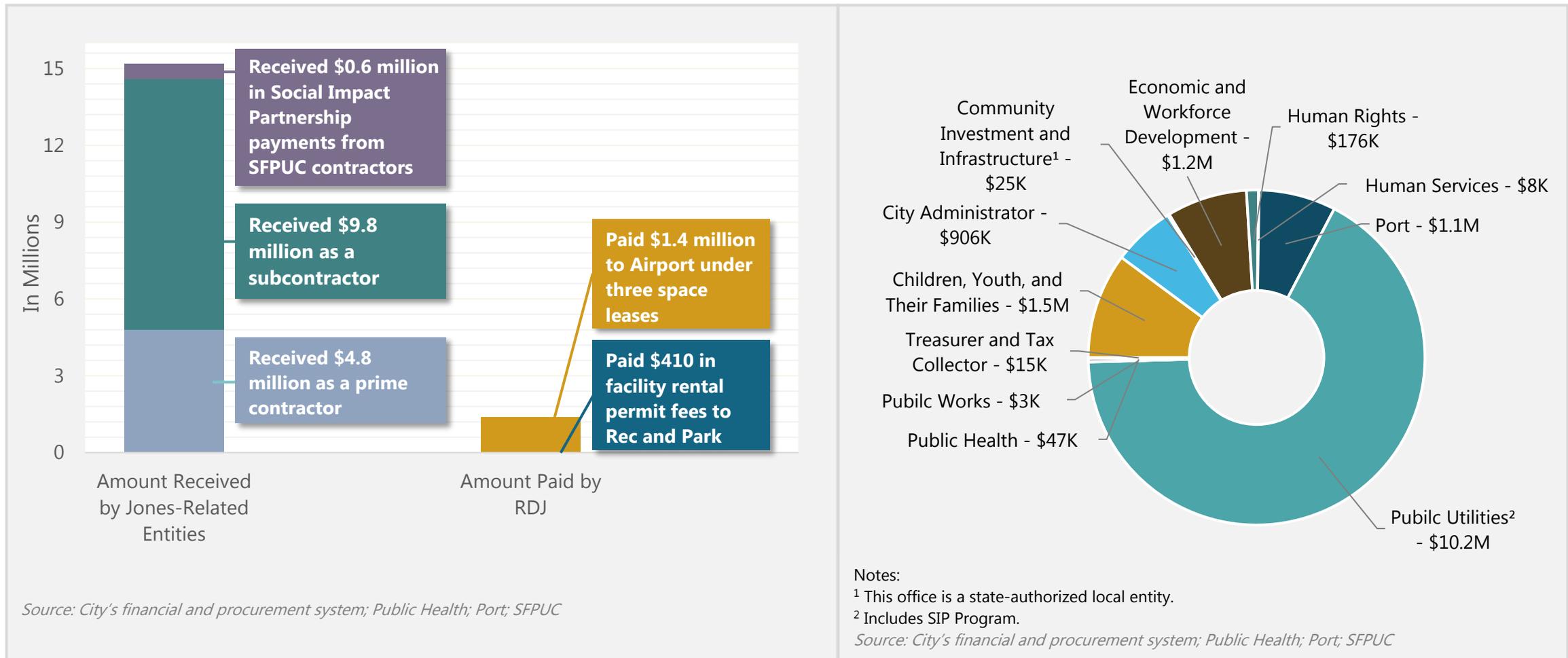
- Ellicott was employed by OEWD in 2012 and by the City Administrator from 2013 through 2017, with a break in his city employment between 2014 and 2016. While a senior administrative analyst at the City Administrator, Ellicott helped Henriquez monitor and develop the Community Challenge Grant program budget in 2013 and 2014.
- Ellicott returned to city employment in 2016, and in July 2017 became the assistant director of finance and technology for the Workers' Compensation Division at Human Resources.
- Ellicott was a member of the advisory committee for the City Administrator's Grants for the Arts Program in fiscal years 2015-16 through 2017-18.

PART ONE:

City Payments to Jones-Related Entities from July 2016 through December 2024

Summary of Payments to and From Jones-Related Entities

The graph below shows Jones-Related Entities received \$15.2 million⁵ in payments from 11 city departments/entities and paid two departments \$1.4 million from July 1, 2016, through December 31, 2024.



⁵ Includes payments received by UEA, an entity Jones created in 2012 and that the City has not suspended.

City Payments to Jones-Related Entities as a Prime Contractor

Jones-Related Entities received \$4.8 million from the City as a prime contractor and from non-contract payments for July 1, 2016, through December 31, 2024.

Department/Entity	RDJ and Related Entities			Total
	RDJ Enterprises, LLC	Southeast Consortium for Equitable Partnerships	Urban Ed Academy ^a	
Children, Youth, and Their Families	\$-	\$-	\$1,547,031	\$1,547,031
City Administrator	94,999	811,374	-	906,373
Community Investment and Infrastructure ^b	-	-	25,000	25,000
Economic and Workforce Development	-	-	1,172,405	1,172,405
Human Rights	-	-	175,547	175,547
Human Services	8,034	-	-	8,034
Port	362,389	-	-	362,389
Public Utilities	533,089	-	7,000	540,089
Public Works	3,124	-	-	3,124
Treasurer and Tax Collector	-	-	15,000	15,000
Total	\$1,001,635	\$811,374	\$2,941,983	\$4,754,992

Notes:

^a Not suspended by City.

^b This office is a state-authorized local entity.

Source: City's financial and procurement system

City Payments to Jones-Related Entities as a Subcontractor

RDJ and UEA⁶ were subcontractors on city contracts, receiving a total of \$9.8 million as a subcontractor on one Department of Public Health (Public Health) contract, two Port Commission (Port) contracts, and five SFPUC contracts.

- RDJ Enterprises, LLC, is listed as a subcontractor for contracts with the Airport, County Transportation Authority, and Public Works, but no payments were made on any of these subcontracts before their termination.
- UEA is listed as a subcontractor for Public Health.

The table below shows payments made to Jones-Related Entities as a subcontractor.

Contract Number	Contract Description*	Public Health	Port	SFPUC	Total
1000008917	DPH PROGRAM ADMIN & SUPPORT	\$47,488	\$-	\$-	\$47,488
1000000112	HSIP PROF & ENGINEERING SUPPORT	-	-	230	230
1000007631	PRT SEAWALL COMMUNICATION 17	-	33,819	-	33,819
1000008391	PRT SEAWALL DESIGN 17/18	-	726,675	-	726,675
1000013564	PUC AS-NEEDED WW & STORMWTR SVC	-	-	10,651	10,651
1000005952	PUC CMGC SEP BIOSOLID DIGESTER	-	-	2,677,577	2,677,577
1000000556	PUC SEWPCP NEW HEADWORKS FCLTY	-	-	845,168	845,168
1000000051	SSIP PROGRAM MANAGEMENT	-	-	5,501,242	5,501,242
Total		\$47,488	\$760,494	\$9,034,868	\$9,842,850

* Note: Contract description provided by departments and taken verbatim from their systems because the City's financial and procurement system does not have complete subcontractor information.

Source: Public Health; Port; SFPUC

⁶ The City has not suspended UEA.

SIP Program Payments to Jones-Related Entities

Jones-Related Entities received \$0.6 million in Social Impact Partnership Program payments under seven SFPUC contracts from July 1, 2016, through December 31, 2024.

Supplier Name	Fiscal Year	Contract Number/Firm Name ^a	Amount
Southeast Consortium for Equitable Partnerships	2017-18	WW-628 SUNDT CONSTRUCTION/WALSH CONSTRUCTION JV	\$55,792
	2018-19	DB-126 EMERSON	9,700
	2018-19	CS-165 AECOM/PARSONS JV	10,000
	2019-20	CS-235 BROWN AND CALDWELL	26,775
	2019-20	PRO.0068 ARCADIS	1,000
	2019-20	WW-628 SUNDT CONSTRUCTION/WALSH CONSTRUCTION JV	183,891
	2019-20	WW-647R MWH WEBCOR	5,000
	2020-21	DB-126 EMERSON	1,750
Urban Ed Academy ^b	2016-17	CS-235 BROWN AND CALDWELL	42,039
	2016-17	CS-165 AECOM/PARSONS JV	5,000
	2022-23	CS372.B SOHA-MBE JV	450
	2022-23	WW-647R MWH WEBCOR	250,000
Total			\$591,397

^a Contract descriptions provided by SFPUC and taken verbatim from its system; JV = joint venture.

^b Not suspended by City.

Source: SFPUC

Amounts Paid by Jones-Related Entities to City Departments

Jones-Related Entities paid \$1.4 million to two departments from July 1, 2016, through December 31, 2024:

- \$1.4 million in rent payments to the Airport, as a 10 percent joint venture partner with HG SFO Retailers 2017 JV,⁷ for three space leases to operate a bookstore, retail store, and newsstand at San Francisco International Airport.
- \$410 in facility rental permit fees to Rec and Park for Urban Ed Academy summer camp picnics held on ten dates in June and July 2023.

Department	Amounts Paid to City Departments by:		Total
	RDJ Enterprises, LLC	Urban Ed Academy	
Airport	\$1,406,500	-	\$1,406,500
Rec and Park	-	\$410	\$410
Total	\$1,406,500	\$410	\$1,406,910

Source: City's financial and procurement system; Airport; Rec and Park

⁷ This joint venture (JV) has three participants: Hudson Group Retail, LLC; RDJ Enterprise, LLC; and Stewart Manhattan Investments, Inc.

Termination of Contracts With the Suspended Entities

In response to the September 7, 2023, directive from the Mayor, City Administrator, City Attorney, and Controller, city departments took the following actions to terminate financial relationships with the suspended⁸ entities:

- In October 2023 the Airport issued a memo requiring one joint venture tenant with three concession leases to terminate its relationship with RDJ and Jones to the extent legally feasible. The tenant sent termination notices to RDJ in December 2023, with an effective date of October 1, 2023.
- In September 2023 the Port issued ten memos⁹ confirming it took all actions to terminate any active contracts with RDJ as either a prime contractor or subcontractor. The department issued payments through February 2024 to pay any outstanding invoices for work performed before the suspension order was issued. The Port's only direct contract with RDJ is now terminated, and the Port has informed all its contractors that have subcontracted with RDJ that the Port will not pay for any additional work by RDJ.
- In September 2023 SFPUC stated in a memo that it took action to terminate all contracts with RDJ as a prime contractor or subcontractor.
- The City Administrator determined that Southeast Consortium for Equitable Partnerships' proposal was no longer eligible to receive funding for the Community Challenge Grant program's 2023 solicitation cycle and removed its proposal from the evaluation process. The City Administrator did not have any other active contracts with Jones-Related Entities.

⁸ The City has not suspended UEA.

⁹ The Office of Contract Administration terminated one additional Port contract with RDJ because it was procured under Admin. Code Chapter 21.

Part Two:

Review of City Grants to Urban Ed Academy

Summary

Part Two of this report includes findings related to all open grants to UEA from four city departments—Children, Youth, and Their Families (DCYF), Public Health, HRC, and OEWD—in September 2023, when Jones was suspended. Jones was not formally associated with UEA in September 2023, and the City has not suspended UEA. However, consistent with UEA’s 2012 founding documents, Jones referred to himself as the organization’s founder in his personal social media accounts.

Our review of grants to UEA revealed irregularities in the award to and oversight of grants to UEA at both HRC and OEWD, including:

- UEA’s gift of a \$5,500 portrait to former HRC director Sheryl Davis (Davis) less than one month before Davis signed a grant to UEA.
- The service of UEA’s former executive director, Randal Seriguchi, Jr. (Seriguchi), on the DKI Community Oversight Committee even though UEA received DKI funding.
- HRC and OEWD grant awards to UEA even when UEA received lower scores than other nonprofits competing for funding.

All city grants to UEA have expired or been terminated as of January 2025. UEA has new leadership and is fully cooperating with the assessment.

History of Urban Ed Academy in San Francisco

- UEA's 2012 founding documents describe Jones as UEA's incorporator and executive director.
- Jones' spouse, Veronica McCright-Jones, was president or chair of UEA's Board of Directors from 2012 until 2017. Since then, neither Jones nor his spouse has been listed as an officer, director, or employee of UEA.
- In September 2023 UEA's website featured photographs of Jones, and on Jones' Facebook page he referred to himself as the nonprofit organization's founder.
- According to public filings, UEA payroll records, and UEA, Seriguchi was UEA's executive director from 2016 through January 2024.
- According to UEA:
 - Its mission is to ensure every student gets the chance to learn from a Black male educator.
 - Its SMART+ program provides accessible Science, Technology, Engineering, and Math (STEM) programming and project-based learning for San Francisco students led by Black and Brown men.
 - In 2018 UEA created Man the Bay, a four-year educator fellowship program to support Black men becoming teachers, including free housing and stipends.

Status of City Grants to Urban Ed Academy

Through December 31, 2024, the City had paid UEA \$3.2 million under six city grants that were active in fiscal year 2023-24. All six grants now have expired or were terminated. They are summarized below.

Department	Grant Purpose	Grant Start Date	Grant End Date	Grant Award Amount	Payment Amount	Remaining Balance
Children, Youth, and Their Families	SMART+ and Focus on Continued Success (Middle School Program)	4/24/2018	9/13/2024	\$899,202	\$865,397	\$33,805
Economic and Workforce Development	Dream Keeper Initiative – Industries of Opportunity	7/1/2021	6/30/2025 ^a	1,192,500	337,405 ^b	855,095
	Dream Keeper Initiative – Economic Vitality Incubation Hub for Youth Entrepreneurship	7/1/2021	6/30/2024	650,000	650,000	-
	Dream Keeper Initiative – Love Letters to Our Neighborhoods Event Series	4/1/2023	6/30/2024	185,000	185,000	-
Human Rights	Dream Keeper Initiative – Community Support and Engagement	1/1/2024	12/31/2024	270,000	171,547 ^b	98,453
Public Health	Program Admin and Support	8/1/2023	7/31/2024	50,000	47,488	2,512
Total				\$3,246,702	\$2,256,837	\$989,865

Notes:

^a Original end date. Due to unanticipated annual budget reductions, OEWD terminated the grant effective 7/1/2024.

^b Amount paid through 12/31/2024. According to HRC, OEWD, and UEA, some outstanding (unpaid) invoices remain.

Source: City's financial and procurement system; Public Health

Finding 1: The HRC Grant and OEWD's Dream Keeper Initiative (DKI) Grants to UEA Are Tainted by UEA's Gift of a Portrait to Former HRC Director Sheryl Davis, Former UEA Executive Director Seriguchi's Participation on the DKI Community Accountability Committee, and Davis's Participation in DKI Funding Decisions.

Finding 1.1: UEA commissioned and gave former HRC Director Sheryl Davis a \$5,500 portrait of herself just before she approved a \$270,000 grant to UEA.

In June 2023 UEA submitted a proposal to receive grant funding from HRC, making UEA a restricted source for Davis. A restricted source is a person or entity seeking to contract with or that has a contract with a department.¹⁰

In December 2023 Davis posted on Instagram a photo of a portrait painting of herself and thanked the artist and “@urbaned.sf for commissioning.” The portrait was hanging in Davis’s office in September 2024 when she resigned. UEA commissioned the portrait and paid artist Jermaine Dante \$5,500.¹¹

On January 1, 2024, less than one month after Davis received the portrait, HRC entered into a grant agreement with UEA for \$270,000. Not only does this appear to violate the City’s ethics rules but it also creates at least the appearance of a bribe and undue influence. Further, Davis did not disclose the gift on her Form 700 filed for 2023, nor did she disclose it on her Leaving Office Form 700 filed in October 2024.

UEA also paid \$5,500 for a portrait painting of Supervisor Shamann Walton that was presented to him at an event in June 2023.

¹⁰ San Francisco Campaign & Governmental Conduct Code, Section 3.216.

¹¹ UEA split the payment into two, one paid on July 11, 2023, and the other paid on November 1, 2023.

Finding 1.2: While executive director of UEA, Seriguchi was on DKI's Community Accountability Committee and UEA received DKI funding.

OEWD's and HRC's grants were funded by the DKI, an initiative launched in February 2021¹² and spearheaded by HRC under the leadership of former HRC Director Davis. Most of the annual DKI funding was initially budgeted through the Mayor's Office of Housing and Community Development, OEWD, and Public Health, as well as HRC, but HRC had input into all DKI funding decisions, even those ostensibly made by other departments. Davis provided directions and participated in meetings to review funding allocations.

[Request for Proposal \(RFP\) 122](#) (from which the Industries of Opportunity grant was awarded), issued by OEWD and funded through DKI, explicitly states that OEWD met with Davis in 2019 to discuss goals and objectives for the RFP and that the \$6 million in funding under RFP 122 would be "invested in program recommendations developed by dozens of community members across months of meetings hosted by Director Davis and the Human Rights Commission." Davis participated in roundtables and listening sessions with the public to determine the program areas to be funded in the RFP issued by OEWD. [RFP 216](#) (from which the Economic Vitality Incubation Hub for Youth Entrepreneurship grant was awarded) states that "investment areas were heavily informed by community roundtables conducted by the Human Rights Commission."

Seriguchi served on the DKI Community Accountability Committee (CAC)¹³ from October 2023 through January 2024, a period in which he was UEA's executive director and UEA had three active DKI-funded grants from OEWD and one active DKI-funded grant from HRC.¹⁴ Also, in August 2023 HRC reopened the committee member application period for the sole purpose of allowing Seriguchi to apply after he missed the application deadline, creating the appearance of favoritism toward UEA.

¹² A citywide effort launched in 2021 to reinvest \$60 million annually into San Francisco's diverse Black communities. The initiative was part of former Mayor Breed's roadmap for reforming public safety and addressing structural inequities in San Francisco. More information about the Dream Keeper Initiative can be found at: <https://www.dreamkeepersf.org/>

¹³ Formerly known as the Community Oversight Committee.

¹⁴ HRC's grant was effective January 1, 2024, and Seriguchi served on the CAC through January 31, 2024.

Finding 1.3: HRC did not obtain legislative authority to pay stipends to CAC members and circumvented the City’s financial and procurement system by making the payments through a grantee.

HRC established the CAC comprising 16 members and paid stipends to its members. The City Attorney has advised that members of city commissions or committees can receive stipends only if the Board of Supervisors expressly authorizes it via an ordinance. The Board of Supervisors has not authorized the payment of stipends to the CAC members. Therefore, HRC has no legal authority to do so.

DKI Community Accountability Committee: Responsibilities and Member Stipend	
Responsibilities	<ul style="list-style-type: none"> • Reviews, monitors, and supervises DKI grants. • Ensures scope of work has proper, measurable outcomes and deliverables. • Provides DKI grantees with accountability to ensure success.
Member Stipend	<p>HRC provides CAC members a “nominal” monthly “honorarium” (stipend) of up to \$500 for their service, which includes:</p> <ul style="list-style-type: none"> • Monthly meetings (approximately two hours per month) • Community event attendance (field observation – at least one per month) • Survey administration/data collection • Interviewing program participants • Grantee communication

Source: HRC CAC applications

Finding 1.3 *(continued)*

CAC members' stipends were paid from a grant to a nonprofit organization, resulting in a lack of transparency.

Unlike stipends paid to members of other city commissions or committees, which are processed, tracked, and paid through the City's financial and procurement system, stipends for CAC members were paid through an HRC grant with a community-based organization, Young Community Developers (YCD). HRC added a grant for this purpose via an amendment to YCD's original grant agreement although the payment of stipends to CAC members is unrelated to the original grant's purpose. Not only does this process lack transparency, but it is also inefficient because committee members are not paid directly through the City's financial and procurement system. Instead, with the multi-tiered payment structure it created for the stipends, HRC must verify meeting attendance with YCD to determine which committee members are eligible for stipends and then obtain proof of payment. Moreover, YCD receives a 12.5 percent (budgeted at \$10,500) fee for administering checks that HRC could and *should* have issued directly through the City's financial and procurement system.

Finding 1.4: HRC changed its internal selection process to ensure that certain members of the CAC were not disqualified or conflicted from serving on the CAC, giving the appearance of favoritism toward UEA.

At the direction of former director Davis, HRC modified the conflict-of-interest definition for CAC members after it had selected the members in 2021.

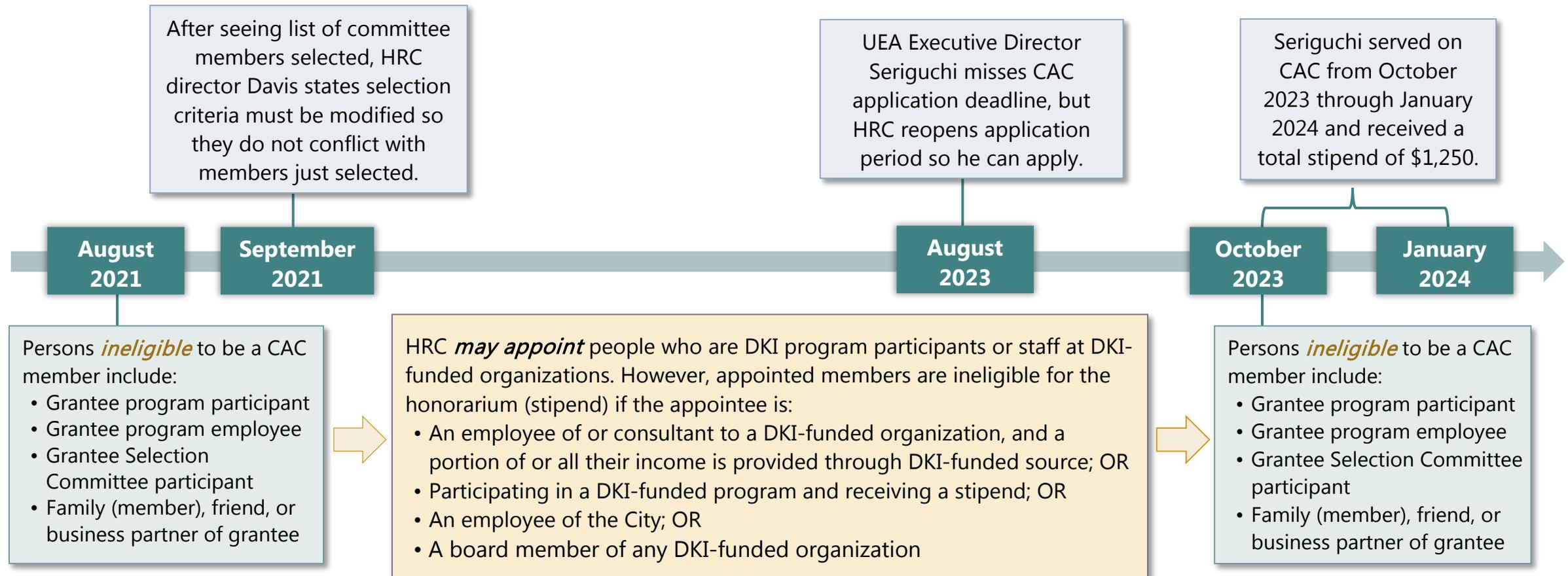
After seeing the list of committee members selected in September 2021, former Director Davis stated that the selection criteria needed to be modified so they did not conflict with (or disqualify) members who had just been selected, specifically highlighting that certain members were from organizations that received DKI grant funding at the time. Selecting employees or board members of grantee organizations to serve on a committee whose purpose is to oversee the same grant program and its grantees' performance is an explicit conflict that should have disqualified them from selection, exactly as was intended by the original criteria.

HRC misstated the conflict-of-interest rules in its CAC member application in an attempt to ensure that certain prospective members were not disqualified or ineligible to be committee members.

The August 2023 application for prospective CAC members includes new rules on what constitutes a conflict of interest. For example, the new criteria allow a member to be an employee of a DKI-funded organization if their salary is not funded by the organization's DKI grant(s). Although the language in the application changed, an October 2023 committee structure document shared with 2023 committee members shows conflicting member eligibility criteria. This document includes the 2021 application language, stating that grantee program participants, grantee program employees, Grantee Selection Committee participants, and family (members), friends, or business partners of grantees are ineligible to be committee members.

Finding 1.4 (continued)

The timeline below shows CAC's conflict-of-interest policy change and the appearance of preferential treatment by HRC toward UEA.



Source: CSA analysis; HRC CAC applications

Finding 2: Irregularities in HRC's Award and Oversight of Grant to UEA

Finding 2.1: HRC did not comply with the competitive award process required by Administrative Code Chapter 21G or its own selection criteria.

HRC undermined competitive award rules when it awarded UEA a grant.

HRC issued a Request for Qualifications (RFQ), [RFQ 82](#), for Community Support and Engagement on May 19, 2023, to create a pre-qualified list of organizations from which to award grants for specific projects and programs. Administrative Code (Admin. Code), Chapter 21G, effective January 1, 2022, requires all city grants to be competitively awarded. RFQ 82 resulted in a pool of 20 prequalified organizations.¹⁵ According to the RFQ, HRC could enter into grants with prequalified organizations either by awarding to the highest available ranked grantee(s), by requesting proposals from the pool from which to select, or by awarding grants below the minimum competitive amount.¹⁶ However, we found that HRC did not competitively award under Chapter 21G or its own selection criteria. Rather, of the 20 prequalified organizations, 7 were awarded grants by HRC, none of which were ranked in the top four. Of the 7 organizations that were awarded grants, 3 were ranked 18th, 19th, and 20th.

¹⁵ Although RFQ 82 lists 18 prequalified organizations [online](#), HRC's scoring documentation reviewed by CSA shows 20 applications, with San Francisco Housing Development Corporation listed three times to be the fiscal sponsor for three organizations.

¹⁶ Admin. Code Chapter 21, [Section 21.02](#), lists minimum competitive amounts for commodities and professional services (\$200,000) and general services (\$1,000,000) for any contracts awarded from January 1, 2020, through December 31, 2024. Although Chapter 21G is silent on RFQs, HRC presumably modeled its grant selection processes on those set forth in Chapter 21.

Finding 2.1 *(continued)*

The table below summarizes the list of prequalified organizations in rank order, their scores, and whether they received grant funding.

Rank	Organization Name	Average Score	Grant Funding
1	Friends of the Children - SF Bay Area	99.5	None
2	Heluna Health (SisterWeb)*	98.0	None
3	Wah Mei School	96.0	None
4	Mission YMCA of San Francisco	95.5	None
5	West Bay Local Development Corporation	95.0	\$500,000
6	Special Needs Network Inc.	93.5	\$100,000
7	Tenderloin Neighborhood Development Corporation	93.0	None
8	San Francisco Housing Development Corporation (Two Jacks)*	91.5	\$250,000
9	PJS Consultants	90.5	None
10	San Francisco Housing Development Corporation (In the Black)*	90.0	None
11	Young Community Developers (African American Parents Advisory Council)*	89.0	None
12	Bay Area Community Resources	88.0	\$450,000
13	San Francisco Housing Development Corporation (Culinary, Hospitality and Food Service)*	86.0	None
14	Family Equity Partners	84.5	None
15	Homeless Children's Network	84.0	None
16	UpTogether	83.0	None
17	Community Works West	82.5	None
18	Restorative Justice of Oakland Youth	81.5	\$350,000
19	Urban Ed Academy	81.0	\$270,000
20	New Leadership Community Foundation (Mackey's Korner)*	76.0	\$110,000

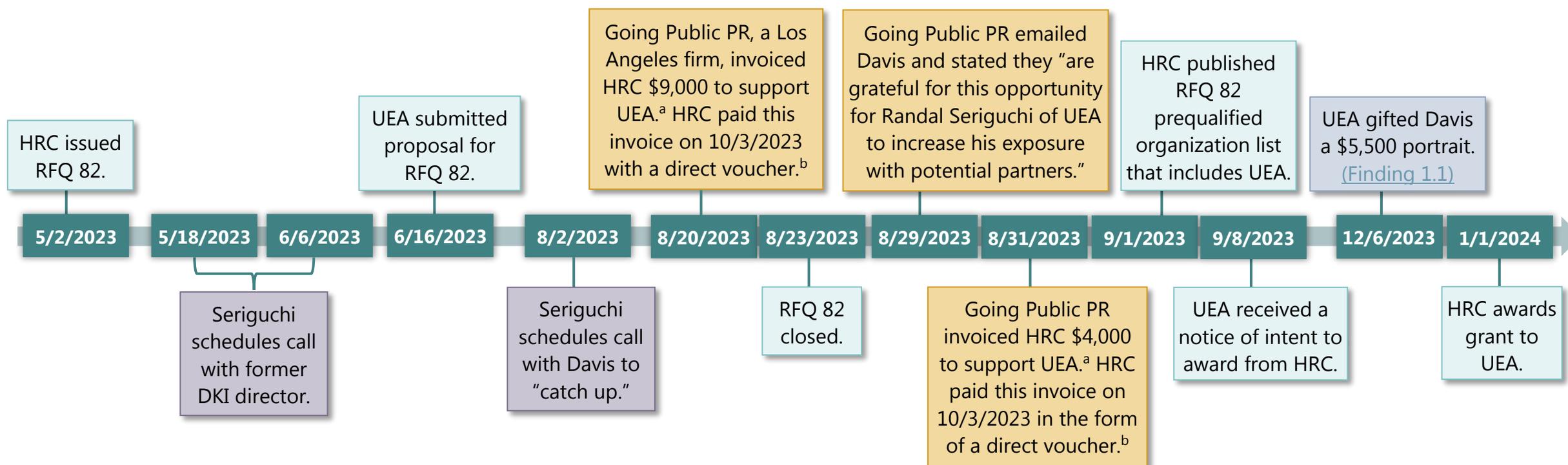
* Organizations include fiscal sponsors and their subcontractors.

Source: CSA analysis; HRC

Finding 2.1 *(continued)*

HRC and UEA violated communication rules in RFQ 82.

Seriguchi communicated with HRC city officials, specifically the former HRC executive director and former DKI director, during a period in which the RFQ explicitly prohibits any communication with any party other than the contract administrators named in the RFQ, which they were not. The timeline below shows Seriguchi communicated with former DKI director and Davis between the issuance and award of RFQ 82 to UEA.



Notes:

^a Stated purpose of invoiced service was to support UEA communications strategy and "position" UEA's then-Executive Director Seriguchi as "a thought leader in education." This payment did not adhere to city rules, and its stated purpose has no connection with HRC.

^b In general, the use of direct vouchers does not conform to the City's standard procurement practices. Direct vouchers are payments without prior encumbrance and require written justification, which these payments lacked.

Source: CSA analysis; HRC

Finding 2.2: HRC paid UEA for ineligible and questionable expenses.

As of December 31, 2024, HRC had paid UEA \$171,547 (64 percent) of the \$270,000 in available grant funding. As shown in the table below, HRC reimbursed UEA for at least \$26,675 in questionable or ineligible expenses. Without justification or itemization, HRC cannot be sure that it is reimbursing a grantee only for eligible items. Gift cards cannot be purchased without having a departmental policy approved by the Controller detailing internal controls for the purchase, handling, and distribution of gift cards, and this grant did not have a Controller-approved gift card policy. UEA categorized this grant as general operating support and did not clearly document some purchases to show how they are related to the grant's intended purposes.

The table below lists the ineligible or questionable expenses HRC reimbursed to UEA, as of December 31, 2024.

Ineligible or Questionable Expenses	Expense Description	Quantity	Amount
Questionable Expenses			
Expenses Without Justification (\$19,834)	Briones International, LLC (for office and operational expenses)	8	\$12,834
	TM Consulting and Counseling Services, PLLC (for consultation)	3	3,750
	Crystal Mouton (for consultation)	1	1500
	Afiya Williams (for consultation)	1	875
	Mitchell Therapeutic Services (for consultation)	1	875
Non-Itemized Receipts (\$3,954)	Uber Eats	6	1,666
	Billing Receipt for BMEC (Black Men in Education Convening)	1	1,596
	Instant Imprints	1	334
	Amazon Purchase	1	256
	Restaurant (<i>Restaurant Name Not Provided</i>) Receipt	1	63
	Barney's Beanery	1	39
Ineligible Expenses			
Gift Cards (\$2,875)	\$250 Instacart Gift Cards	9	2,250
	\$50 Target Gift Cards	4	200
	\$150 DoorDash Gift Card	1	150
	\$50 Amazon Gift Card	2	100
	\$25 Amazon Gift Cards	4	100
	\$75 DoorDash Gift Card	1	75
Alcoholic Beverage (\$7)	Sake	1	7
Ride Cancellation Fee (\$5)	Uber Cancellation Fee	1	5
		Total	\$26,675

Source: CSA analysis; HRC

Finding 3: Irregularities in OEWD's Award and Oversight of Grant to UEA

OEWD's Industries of Opportunity Grant Program Request for Proposal 122

- In February 2021 OEWD issued a competitive solicitation, RFP 122, with funding for 39 program areas. At that time, city law did not require a competitive process for grant awards. However, a consensus agreement reached in September 2018 among the City Attorney, Controller, Human Resources, and Office of Contract Administration required that city grantees be selected through a competitive process. This changed on January 1, 2022, when Admin. Code Chapter 21G became effective, requiring an open and competitive solicitation process with some exceptions. In December 2021, after the issuance of RFP 122, the City's Office of Contract Administration issued related rules and regulations to clarify when exceptions for sole-source contracting are appropriate.
- RFP 122 states that:
 - The "goal of OEWD's RFP process is to fairly and objectively select organizations most qualified to implement workforce programs in San Francisco."
 - Each proposal will be considered individually and only the highest-scoring ones will be considered for grant awards.
 - A Review Committee will read and score all complete and eligible proposals.

Background on OEWD's Industries of Opportunity Grant

- RFP 122 included funding opportunities in several program areas, including programs designed to promote economic justice for San Francisco's Black and African American community. In one such program, Industries of Opportunity, proposers were to create, vet, and implement curricula that effectively equip unemployed and underemployed job seekers with the knowledge, skills, and certifications required to attain employment in a designated industry.
- The Industries of Opportunity grant is funded by DKI.
- In March 2021 OEWD received eight proposals for the Industries of Opportunity program area, which were reviewed and scored by three panelists.
- Although UEA received the seventh highest score out of the eight proposals, in July 2021 OEWD awarded UEA an Industries of Opportunity grant for \$350,000 without any explanation for its decision.

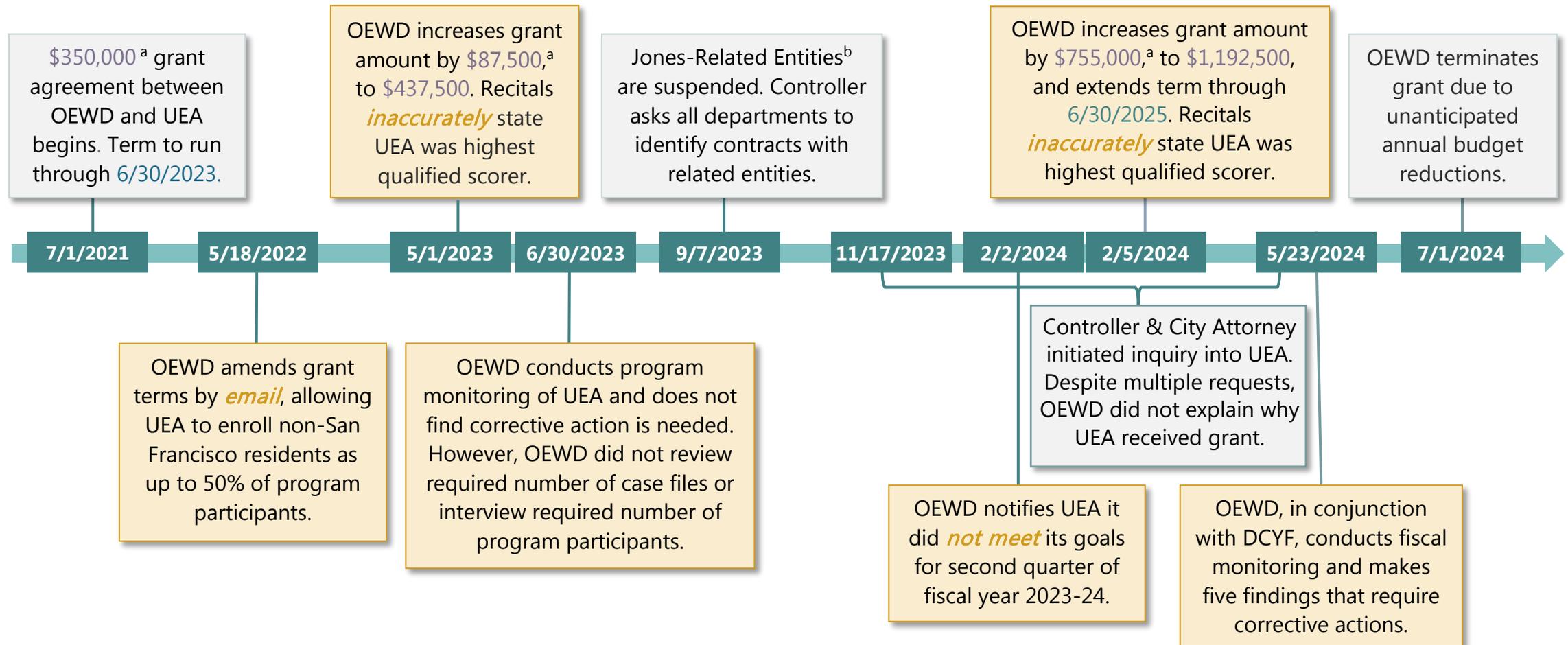
Summary of Scores, Recommendations, and Awards for OEWD’s Industries of Opportunity Grant Program (part of RFP 122)

The table below summarizes information from the score sheets and award decisions, by total score. Despite scoring second-lowest and not being recommended for funding, UEA was granted the award.

Rank & Proposer	Total Score (out of 100)	Recommendation for Funding	Awarded Grant?
1. PRC	96.33	Highly Recommend	Yes
2. Centers for Equity and Success, Inc.	95.00	Highly Recommend	Yes
3. Children’s Council of San Francisco	88.83	Recommend	Yes
4. Job Hackers	85.33	Highly Recommend	No
5. National Coalition of 100 Black Women, Inc.	84.33	Highly Recommend	Yes, after protest
6. FACES	78.33	Recommend	No
7. Urban Ed Academy	69.50	Not Recommended	Yes
8. Jarmstead, Inc.	66.83	Recommend “with Reservations (with fiscal [sponsor])”	Yes, once Homeless Children’s Network was added as fiscal sponsor after scoring and award to Jarmstead.

Source: Solicitation documents for the Industries of Opportunity grant provided by OEWD.

The timeline below shows OEWD’s Industries of Opportunity Grant to UEA, including increases that more than tripled it from \$350,000 to \$1,192,500.



Notes:

^a UEA’s grant budget item breakdown is in [Appendix A](#).

^b UEA is not a suspended entity but was included in the Controller’s request.

Source: CSA analysis; OEWD

Finding 3.1: OEWD’s scoring and award process for its Industries of Opportunity grant program under RFP 122 was flawed.

Although RFP 122 was issued before Admin. Code Chapter 21G took effect, OEWD did not adhere to its own solicitation and award process to ensure a fair, competitive selection process, as summarized in the table below.

Flaw Identified	What Happened
Unexplained award to grantee despite low score and panel recommendation of “not recommended”	<ul style="list-style-type: none"> • OEWD awarded UEA a grant although its proposal received the second lowest score (ranked seventh of eight) and was <i>not</i> recommended for funding by the scoring panel. Also, for two grant amendments made after Admin. Code Chapter 21G took effect, OEWD confirmed it did not change the contract template (default) language, which inaccurately states UEA was selected as the “highest qualified scorer.” • In November 2023 the Controller and City Attorney initiated an inquiry into UEA grants. Despite repeated requests from our offices from January through May 2024, OEWD failed to respond or provide an explanation for the award’s basis. Only during a compelled interview conducted by the City Attorney in May 2024 did OEWD confirm it had no documented explanation for awarding the grant to UEA.
Did not award to highly recommended eligible proposer	<ul style="list-style-type: none"> • OEWD initially declined to fund the proposal of National Coalition of 100 Black Women, Inc., San Francisco Chapter (NCBWSF), despite the panel’s high recommendation and its proposal’s score, which was almost 15 points higher than that received by UEA’s proposal. • In a letter to NCBWSF, OEWD stated it was funding five proposals and NCBWSF ranked fifth of eight proposals. NCBWSF protested and subsequently received a grant award.
Awarded grant to grantee with a fiscal sponsor that was not part of original proposal	<ul style="list-style-type: none"> • OEWD awarded a grant to Homeless Children’s Network (HCN), an organization that did not submit a proposal. • Jarmstead, Inc., (Jarmstead) submitted a proposal, and the scoring panel recommended an award to Jarmstead “with Reservations (with fiscal).” Although Jarmstead’s proposal did not include a fiscal sponsor, HCN received a grant to act in this role. There is no record of how HCN was selected to act as Jarmstead’s fiscal sponsor.

Source: CSA analysis; OEWD

Finding 3.2: OEWD did not follow best practices or its retention policies and procedures for its competitive solicitation process for four DKI grants.

- OEWD did not follow best practices for the DKI Industries of Opportunity grant because it:
 - Shared the list of proposed awards with the Mayor's Office *before* the awards were finalized. According to OEWD, this was common practice at the department. However, sharing information about proposed awards outside the department during the selection process—after scoring by a panel but before final award—is inconsistent with best practices and undermines the integrity of the competitive process by creating the appearance of potential bias.
 - Did not maintain individual score sheets for panelists as part of its selection practice. Instead, OEWD staff facilitated group discussions and consolidated each panelist's scores and comments into one document. In response to our request, OEWD staff transcribed the consolidated scores and comments into individual score sheets.
- OEWD did not follow its retention policies to maintain solicitation documents for five years for four DKI grants. Specifically, OEWD *did not* retain:
 - Award letter for one grantee under its DKI Community Arts grant.
 - Initial award letter for two grantees under its DKI Event Series and DKI Industries of Opportunity grants.
 - Signed award letter for one grantee under its DKI Economic Vitality Incubation Hub grant.

Finding 3.3: The Industries of Opportunity grant agreement with UEA does not mention the program the grant funds and is ambiguous on the grant's purpose.

- UEA's proposal for an Industries of Opportunity grant states that the funding would be used in its Man the Bay Program, which UEA describes as a four-year fellowship program that "recruits, trains, and houses Black males to teach in elementary schools in San Francisco." According to UEA, the program's goal is to increase the number of Black male teachers living in San Francisco and working in San Francisco schools. UEA also stated that the program would support Black homeownership in San Francisco by placing fellows in San Francisco homes (generating rental income for San Francisco homeowners).
- Despite what UEA's proposal states, OEWD's grant agreement with UEA does not mention the Man the Bay Program. Rather, the scope of work in the grant agreement and its amendments uses generic workforce development language, stating only that the target population is San Francisco residents and explains the (unnamed) program's goal is to ensure "Black and African American residents of San Francisco receive the opportunity to access workforce services to break the cycle of poverty and enhance overall equity."
- The original budget and subsequent budget increases, made via amendments, were largely for space rental and "other" categories. However, nowhere is it explained what "other" means, and the budget was increased without any change to the scope of work.

Finding 3.4: OEWD did not follow its monitoring and oversight policies and procedures to properly monitor its grant to UEA.

The table below lists OEWD’s program oversight and program and fiscal monitoring process.

Program Oversight	Program Monitoring	Fiscal Monitoring
<p>Per OEWD, it reviews and monitors program goals and/or metrics monthly and notifies grantees that are not meeting their goals and/or metrics to determine cause and to help them get back on track.</p>	<p>Per OEWD, it annually reviews all workforce-funded programs for program compliance as follows:</p> <ul style="list-style-type: none"> • Conducts site visits. • Interviews at least two participants per program area. • Reviews at least five case files per program. • Reviews monthly or quarterly participant case files, including case notes and summaries. Case notes must include dates of service, description of services provided, staff name or initials, and case closures and exits, and any next steps. 	<p>Per OEWD, as part of joint citywide fiscal monitoring, it annually reviews each program’s performance goals and required components, which may include program goals, general ledgers, payroll records, and/or statement of work, and participant plan.</p>

Source: OEWD

Finding 3.4 *(continued)*

We reviewed OEWD’s program monitoring of UEA’s Man the Bay Program—funded by the Industries of Opportunity Grant although the program is not mentioned in the grant agreement—for program years 2021-22 through 2023-24 and found that OEWD *did not*:

- Interview at least two participants and review at least five participants case files for program year 2022-23 as required by its monitoring and oversight policies and procedures.
- Provide participant case files and notes for program years 2022-23 through 2023-24 upon request because it did not properly document and store such documents.

The table below summarizes what OEWD did and did not do in its program monitoring of UEA under its Industries of Opportunity Grant, by program year.

Program Monitoring Requirement	2021-22	2022-23	2023-24
Pre-monitoring (desk) review that provides basis for on-site/remote review	✓	✓	✓*
Site visit to observe staff in action and review location’s physical and programmatic accessibility	✓	✓*	✓*
Interview at least 2 participants per program area	✓	✗	✓
Review no fewer than 5 case files, including case notes, per program area	✓	✗	✓*
Number of program participants	11	16	14

Legend	
✓	Yes
✓*	Not Documented
✗	No

* Note: OEWD stated it performed these program monitoring requirements, but did not provide supporting documentation for CSA to verify they were completed.

Source: CSA analysis; OEWD

Finding 3.5: OEWD did not adequately monitor key measures to ensure UEA met program goals and metrics for its grant.

- Through December 2024 OEWD had paid UEA **\$337,405** under its Industries of Opportunity grant, but OEWD could not answer questions about participants' progress in the Man the Bay Program funded by the grant. OEWD did not track participant or housing stipends or verify whether program participants residing in leased locations also received housing stipends, potentially resulting in duplicate payments. OEWD had lease agreements on file but never confirmed that program participants were residing in the leased spaces. OEWD failed to take simple steps to monitor for possible fraud or double billing by UEA or its program participants.
- OEWD had not requested or received any information related to stipends (such as proof of payment) to verify whether amounts received by participants were accurately and appropriately disbursed because, according to OEWD, it is not the department's standard practice to do so. In May 2024, only after our offices escalated our requests, OEWD asked UEA for more information related to enrolled participants receiving housing subsidies and stipends and proof of payments, among other documents. In June 2024 UEA submitted all documents requested by OEWD for July 2023 through April 2024, but OEWD subsequently terminated UEA's grant effective June 30, 2024. OEWD's last payment to UEA was made in August 2023.

Finding 3.6: OEWD improperly attempted to amend UEA’s grant agreement by email and did not verify that UEA met the amended terms.

- According to the grant agreement, OEWD is committed to ensuring that the funded program’s target population of Black and African American *residents of San Francisco* receive the opportunity to access workforce services to break the cycle of poverty and enhance overall equity.
- OEWD purports to have amended the terms of the grant *by email*—in a message it sent to UEA on May 18, 2022—to allow UEA to enroll up to 50 percent of program participants from outside San Francisco, prioritizing residents of the Oakland-to-Richmond corridor. Such an amendment would have been inconsistent with the RFP’s description of the target population of the grant. More importantly, the terms of the grant require that amendments be made by a written instrument executed and approved in the same manner as the original agreement. An email communication from a program manager at OEWD is insufficient to amend the terms of a city grant.
- According to OEWD, it did not verify whether 50 percent of UEA’s program participants resided in San Francisco.
 - We found that this threshold was not met, as only 45 percent of UEA’s Man the Bay participants were San Francisco residents after May 18, 2022. The remaining 55 percent of participants resided outside of San Francisco, specifically in Concord, Hayward, Oakland, Palo Alto, and San Mateo.

Finding 3.7: Although UEA fell far short of meeting its program goals, OEWD increased the grant amount by \$755,000, a 173 percent increase.

- As part of the grant agreement, UEA is required to meet service objectives and provide monthly progress reports for participant enrollment, completion, and employment placement.
- According to OEWD, it tracks, notifies, and asks grantees who fall below 80 percent of the target for any program goal with a quantitative target to submit a letter of explanation with a performance improvement plan to ensure goals will be met by the end of the program year.
- On February 2, 2024, OEWD notified UEA that it was at 43 percent of target for its employment placement goals for the second quarter of program year 2023-24. Despite this, three days later, on February 5, 2024, OEWD amended the grant agreement with UEA, increasing its grant amount by \$755,000, thereby more than doubling it from \$437,500 to \$1,192,500, a rise of 173 percent. This was in addition to a previous \$87,500 increase that occurred on May 1, 2023.
- On May 15, 2024, according to OEWD, UEA's program was at 60 percent of its annual enrollment goal and 45 percent of its annual placement goal.

Finding 3.8: OEWD failed to identify UEA's lease with a suspended Jones-Related Entity.

- Included in the supporting documentation UEA provided to OEWD is a two-year lease under which UEA rents space from [20ROC Holdings, LLC, \(20ROC Holdings\)](#), a Jones-Related Entity. The lease, executed on April 28, 2023, and effective May 1, 2023, requires UEA to pay 20ROC Holdings **\$3,600 in monthly rent for a three-bedroom residence in Oakland.**
- On May 1, 2023, the same day that UEA's lease with 20ROC Holdings began, OEWD amended its grant agreement with UEA to cover reimbursement of rental costs.
- On September 7, 2023, 20ROC Holdings was suspended and all city departments were directed to identify existing contracts with the suspended Jones-Related Entities, including 20ROC Holdings. All city departments were further directed to cancel contracts and subcontracts with 20ROC Holdings to the extent legally feasible. According to OEWD, it was unaware of a lease agreement between UEA and 20ROC Holdings because its standard practice for DKI grants does not include requesting documentation beyond payroll registers. However, OEWD had the lease agreement on file, but failed to identify it, as required by the directive.
- According to UEA, it did not seek reimbursement from OEWD for expenses under this lease. The timing of the grant amendment under prior leadership, the same day as the effective date of the lease, suggests that UEA might have submitted these expenses to OEWD for reimbursement if not for the subsequent criminal charges against Dwayne Jones and suspension of 20ROC Holdings.

Finding 4: Issues Related to Grant Disclosure and Overlapping Scopes of Work for UEA Grants

Summary of Findings on Grant Disclosure and Overlapping Scopes of Work for UEA Grants

The table below summarizes the findings related to transparency around the City’s multiple grants with UEA.

Department	Grant Purpose	Issue Identified for Each Grant	
		Grant agreement discloses grants with other departments	Scopes of work overlap with other grants
Children, Youth, and Their Families	SMART+ and Focus on Continued Success (Middle School Program)	✓	✓
Economic Workforce Development	Dream Keeper Initiative – Economic Vitality Incubation Hub – Youth Entrepreneurship	✗	✓
	Dream Keeper Initiative – Love Letters to Our Neighborhoods Event Series	✗	✗
	Dream Keeper Initiative – Industries of Opportunity	✓	✓
Human Rights	Dream Keeper Initiative – Community Support and Engagement	✗	✓
Public Health	Program Admin and Support	N/A – Subcontractor agreement does not have disclosure requirement	✗

Legend	
✓	Yes
✗	No

Source: CSA analysis; DCYF; HRC; OEWD; Public Health

Finding 4.1: A lack of transparency about grant funding across city departments increases the risk the City will overpay for services.

The City’s grant agreement template (Form G-100) requires grantees to list all other agreements they have with the City. (This is usually done in Appendix D – Interests in Other City Contracts.)

- This form is included with the final, executed agreement. However, it is not available to departments when they are making the award and finalizing the scope of work or when the City Attorney is reviewing the agreement as to legal form.
- Grant agreements are not always uploaded to the City’s financial and procurement system. Therefore, even if an interest is disclosed by one funding department, another may be unable to see the scope of work.

The table below shows the grant agreements between UEA (as a prime contractor) and city departments and whether UEA disclosed contracts and/or grants it had with other departments.

Department	Grant Description	Grant Agreement Date	Disclosed All Contracts/Grants With Other Departments?
Children, Youth, and Their Families	Urban Ed Academy UEA SMART+ and Focus on Continued Success (Middle School Program)	April 24, 2018	YES
Economic and Workforce Development	Dream Keeper Initiative – Industries of Opportunity	July 1, 2021	YES
	Dream Keeper Initiative – Economic Vitality Incubation Hub – Youth Entrepreneurship	July 1, 2021	NO
	Dream Keeper Initiative – Love Letters to Our Neighborhoods Event Series	April 1, 2023	NO
Human Rights	Dream Keeper Initiative – Community Support and Engagement	January 1, 2024	NO

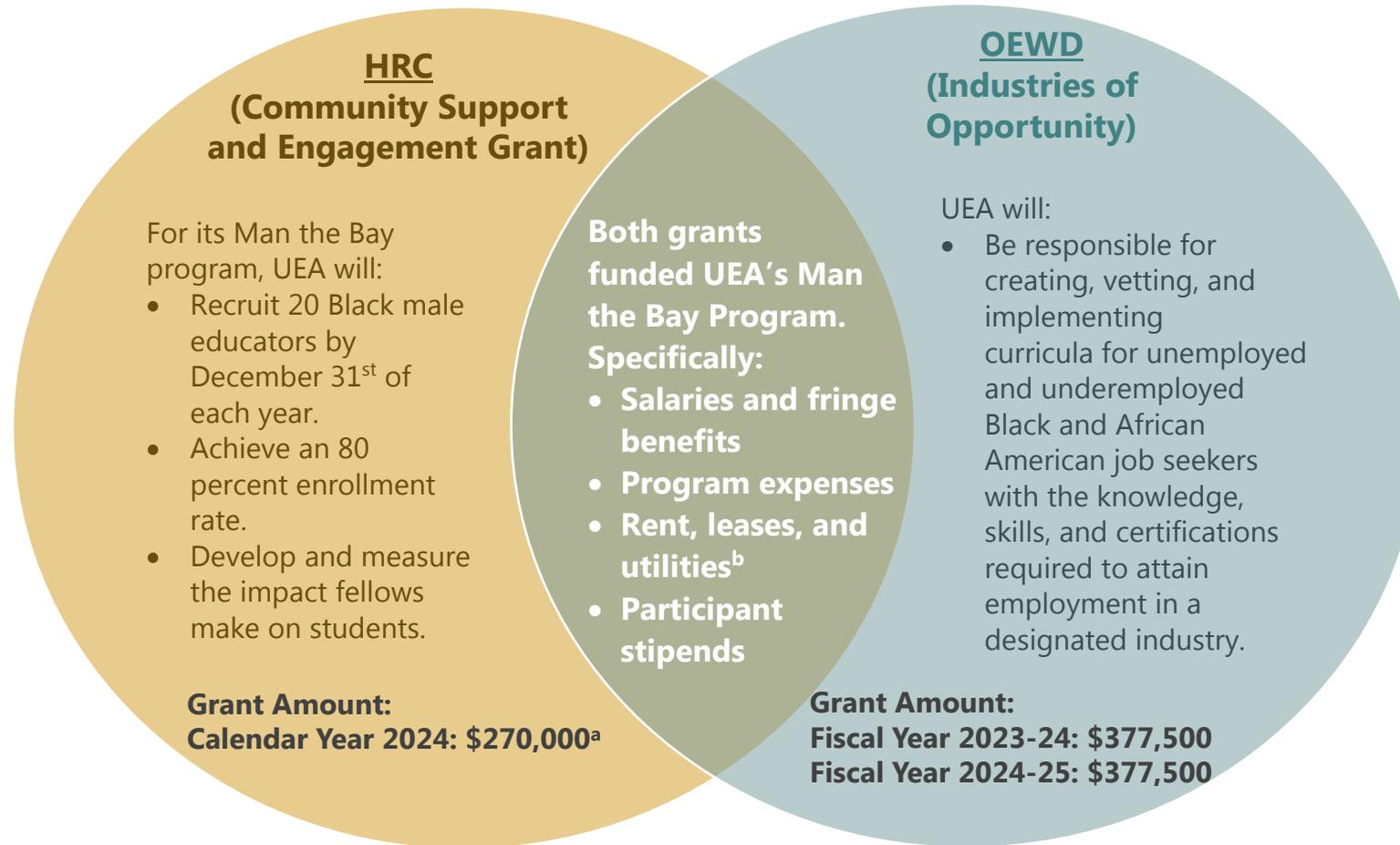
Source: DCYF; HRC; OEWD

Finding 4.1 *(continued)*

- Inconsistent disclosure of funding from departments makes it difficult for them to prevent duplicate services being provided and/or billed.
 - The grant agreements with OEWD for the Economic Vitality Incubation Hub and Love Letters to Our Neighborhoods Event Series grants did not include all other city funding received by UEA as required.
- On January 1, 2024, UEA entered into a grant agreement with HRC for the \$270,000 Community Support and Engagement grant that covers the staffing, participant stipends, program materials, operational costs (facility rent, utilities, and transportation), reporting and auditing, and contingency funding for its Man the Bay program and SMART+ program.
 - The second amendment to UEA's grant agreement with OEWD, dated February 2, 2024, includes funds for salaries, space rental, participant stipends, and "other."
 - OEWD's Industries of Opportunity grant and HRC's Community Support and Engagement grant both risk the City paying for overlapping services or double billing. OEWD only began scrutinizing invoices in May 2024, after our inquiries into UEA grants, while HRC received its first invoices from UEA in August 2024. This timing suggests the potential for duplicate payments that may have gone unnoticed without our assessment and inquiry into these grants to UEA.

Finding 4.1 *(continued)*

The diagram below compares two grants UEA used to fund its Man the Bay Program.



Notes:

^a Grant funds UEA's Man the Bay and SMART+ programs, but grant agreement does not break down the funding allocated to each.

^b HRC provides funding for facility rent, utilities, and transportation, and OEWD provides funding for space rental.

Source: HRC; OEWD

Finding 4.1 *(continued)*

We compared the invoices and deliverables UEA provided to DCYF and OEWD and found at least three instances of significant overlap in services provided for which UEA billed both departments. According to UEA, there was no double billing because staffing costs were billed to and paid by DCYF, and costs paid to entrepreneurs were billed to and paid by OEWD. However, without consistent disclosure of contracts with other departments by grantees, departments cannot ascertain whether duplicate services are being provided and take measures to prevent potential double billing.

The table below shows that in January 2024 UEA submitted expenses related to the same event, a three-day youth entrepreneurship workshop, to both DCYF and OEWD.

DCYF (UEA SMART+ and Focus on Continued Success [Middle School Program])		OEWD (Economic Vitality Incubation Hub – Youth Entrepreneurship)														
<u>Work performed:</u> UEA and Majorwavez Lab, Inc., organized a three-day workshop in January 2024 for students to draw, label, and design custom sneakers.																
<table border="1"> <thead> <tr> <th>Budget Item</th> <th>Expenses</th> </tr> </thead> <tbody> <tr> <td>Adult Staff</td> <td>\$8,417.40</td> </tr> <tr> <td>Fringe Benefits</td> <td>1,149.00</td> </tr> <tr> <td>Materials and Supplies</td> <td>1,445.11</td> </tr> <tr> <td>Other Program Expenses</td> <td>41.30</td> </tr> <tr> <td>Administrative</td> <td>1,532.97</td> </tr> <tr> <td>Total</td> <td>\$12,585.78</td> </tr> </tbody> </table>		Budget Item	Expenses	Adult Staff	\$8,417.40	Fringe Benefits	1,149.00	Materials and Supplies	1,445.11	Other Program Expenses	41.30	Administrative	1,532.97	Total	\$12,585.78	Deliverable-Based: \$15,000
Budget Item	Expenses															
Adult Staff	\$8,417.40															
Fringe Benefits	1,149.00															
Materials and Supplies	1,445.11															
Other Program Expenses	41.30															
Administrative	1,532.97															
Total	\$12,585.78															

It is unclear if DCYF and OEWD split the workshop’s cost (each paid for approximately half) or if DCYF paid the workshop’s full cost and OEWD paid for the same workshop that DCYF fully paid for, which would be a duplicate payment.

Source: CSA analysis; invoice summaries provided by DCYF; deliverables provided by OEWD

Finding 4.2: Inadequate subcontractor reporting in the City's financial and procurement system undermines tracking, oversight, and transparency.

In addition to UEA being a direct grantee of several departments, it was also a subcontractor under a Department of Public Health grant. However, because departments are not required to enter subcontractor grant awards and payment information into the City's financial and procurement system, we would not have known UEA was a subcontractor if UEA had not informed us or unless we had manually reviewed all the City's grant agreements.

In OEWD's Love Letters to Our Neighborhoods Event Series grant, under [RFP 223](#), UEA applied in collaboration with program lead, A Little x. However, A Little x was not listed as a permitted subgrantee in the grant agreement.

Recommendations

The Human Rights Commission and Office of Economic and Workforce Development should:

1. Comply with requirements of Chapter 21G of the San Francisco Administrative Code related to solicitation for all future grants.
2. Ensure grant documents do not contain misstatements, including in any boilerplate or default language. (The funding department is responsible for ensuring the factual accuracy of all recitations in grant documents.)
3. Ensure the scope of work in each grant agreement describes the unique services covered by the grant, in part to prevent grantees from billing two or more city departments for the same expenses.
4. Adhere to the Controller's Office Accounting Policies and Procedures regarding invoice reviews.
5. Ensure grantees provide complete and accurate disclosures of funding across city departments in grant agreements before grant execution, as required in the City's grant agreement template (Form G-100), Appendix D – Interests in Other City Contracts.

The Office of Economic and Workforce Development should:

6. Comply with its retention policies and procedures to retain documentation of the award process.
7. Document the justification if it selects a low-scoring proposer for a grant award.
8. Ensure awarded grants meet the objective(s) and scope of the grant request for proposal.
9. Conduct program monitoring to ensure grantees meet the targets set for required performance metrics. If targets are not met, collaborate with grantees to assess the targets, metrics, and/or budget, and amend agreement if necessary.
10. Change grant agreements only via written, approved amendments. Any change to a grant agreement, including a performance target, performance metric, or budget, should be formally documented in accordance with city rules and the department's policies and procedures. Grant budget changes should be reflected in the City's financial and procurement system.

The Office of Contract Administration should:

11. Consider modifying rules and regulations related to Chapter 21G of the San Francisco Administrative Code to require that grant *proposals* disclose any city funding the grant applicant receives and the scope of work associated with such funding to help ensure departmental grants do not unwittingly overlap.

The Controller's Office Systems Division should:

12. Consider adding functionality to the City's financial and procurement system to allow or require departments to enter information on sub-grant awards and payments in the system.

Appendix A

Budget Items for UEA’s Industries of Opportunity Grant Agreement and Amendments

Original Contract (Entered on July 1, 2021)			First Amendment (Entered on May 1, 2023)			Second Amendment (Entered on February 5, 2024)	
Line	Budget Item	Original Annual Budget	Line	Budget Item	Original Annual Budget	Budget Item	Original Annual Budget
		Column A			Column A		Column A
1	Salaries	\$0.00	1	Salaries	\$10,610.00	Salaries	\$45,025
2	Fringe Benefits	\$0.00	2	Fringe Benefits	\$1,890.00	Fringe Benefits	\$9,005
3	Contractual Services	\$0.00	3	Contractual Services		Contractual Services	\$0
4	Equipment	\$0.00	4	Equipment		Equipment	\$0
5	Insurance	\$0.00	5	Insurance		Insurance	\$0
6	Travel/Conferences	\$0.00	6	Travel/Conferences		Travel/Conferences	\$0
7	Space Rental	\$0.00	7	Space Rental		Space Rental	\$445,000
8	Telecommunications	\$0.00	8	Telecommunications		Telecommunications	\$0
9	Utilities	\$0.00	9	Utilities		Utilities	\$0
10	Supplies	\$0.00	10	Supplies		Supplies	\$0
11	Other	\$350,000.00	11	Other	\$75,000.00	Other	\$255,970
12	Indirect Cost	\$0.00	12	Indirect Cost		Indirect Cost	\$0
13	Total (Lines 1-12)	\$350,000.00	13	Total (Lines 1-12)	\$87,500.00	Total (Lines 1-12)	\$755,000

Source: OEWD

Appendix B

Letter to Department Heads



September 7, 2023

Dear Department Heads;

On August 29th, the District Attorney announced multiple felony charges against Lanita Henriquez and Rudolph Dwayne Jones (Dwayne Jones), two individuals involved in the City's Community Challenge Grant Program. The allegations include bribery, misappropriation of public funds, and financial conflicts of interest occurring between 2016 and 2020.

Based on those charges, last week the City Administrator and City Attorney commenced the process of suspending Dwayne Jones, RDJ Enterprises, and certain identified affiliates. At the City Administrator's request, the City Attorney and Controller also initiated a public integrity review of the City's Community Challenge grant portfolio, and grantmaking procedures. In the meantime, the Community Challenge Grant Program's director, Lanita Henriquez, was placed on administrative leave.

Today, the City filed and served Dwayne Jones, RDJ Enterprises and a number of other related entities listed below, with a formal suspension order. This order prohibits these individuals and entities from applying for and receiving future city funded contracts and subcontracts. The suspension order also allows the City to terminate existing contracts with the suspended contractors.

Some City departments may have current contracts with the below named individual and entities or have received responses to active procurements and solicitations that are pending review. As such, each department should immediately:

- Identify for the Mayor's Budget Office, Controller, and City Attorney any such existing contracts with and solicitation responses to active procurements from the below named individual and entities and coordinate an individual assessment of each with the City Attorney and Controller. This should include any such existing contracts where the below named individual and entities are listed as a subcontractor.
- Move to suspend, terminate, or otherwise close out such existing prime contracts unless the department identifies any exceptional or emergency circumstances and obtains approval to continue those contracts on a limited basis in writing by the City Attorney's Office in consultation with the Mayor's Office; and
- Where appropriate, and in consultation with the City Attorney's Office, direct the cancellation of existing subcontracts with the below named individual and entities.

1 DR. CARLTON B. GOODLETT PLACE
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

Letter to Department Heads *(continued)*



Suspended Individual and Entities:

- Dwayne Jones
- RDJ Enterprises
- Project Complete
- Southeast Consortium for Equitable Partnerships Inc.
- Urban Equity LLC
- 20ROC Holdings LLC

As the public integrity review continues, we may add other individuals and entities to this list. The Controller will also place the suspended individual and entities on their publicly available list located on their website.

Additionally, consistent with Mayoral Executive Directive 20-01, all departments must cooperate fully and with the utmost urgency with any requests made by the City Attorney and the Controller. All City employees and departments must proactively share any information that they believe could be helpful to the investigation. They can do so by contacting the City Attorney's Office and the Controller's Office directly by email at publicintegrity@sfgov.org or phone at (415) 554-7657.

Sincerely,

A handwritten signature in blue ink, appearing to read "London Breed".

Mayor London N. Breed

A handwritten signature in blue ink, appearing to read "David Chiu".

City Attorney David Chiu

A handwritten signature in black ink, appearing to read "Carmen Chu".

City Administrator Carmen Chu

A handwritten signature in black ink, appearing to read "Ben Rosenfield".

Controller Ben Rosenfield

1 DR. CARLTON B. GOODLETT PLACE
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

Item 9

From: Board of Supervisors (BOS)
To: BOS-Supervisors; BOS-Legislative Aides
Cc: Calvillo, Angela (BOS); Somera, Alisa (BOS); Ng, Wilson (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); BOS-Operations
Subject: FW: Results of Sale - Certificates of Participation, Series 2025A
Date: Wednesday, March 12, 2025 1:43:00 PM

Hello,

Please see below for communication from the Office of the Controller, submitting a Bond Sale Results Announcement pertaining to the Music Concourse Garage Project.

Sincerely,

Joe Adkins

Office of the Clerk of the Board

San Francisco Board of Supervisors

1 Dr. Carlton B. Goodlett Place, Room 244

San Francisco, CA 94102

Phone: (415) 554-5184 | Fax: (415) 554-5163

board.of.supervisors@sfgov.org | www.sfbos.org

From: San Francisco Controller's Office of Public Finance <gabriella.shiraw@sfgov.org>
Sent: Tuesday, March 11, 2025 4:08 PM
To: BOS Legislation, (BOS) <bos.legislation@sfgov.org>
Subject: Results of Sale - Certificates of Participation, Series 2025A

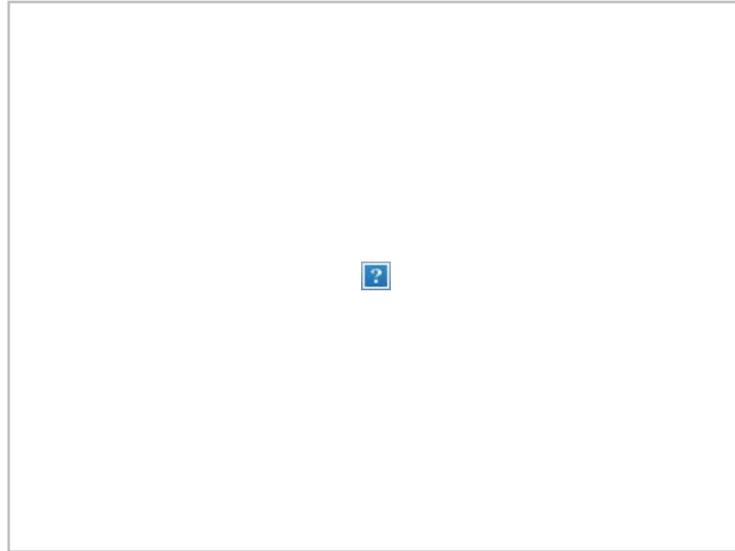
Alternate text



Certificates of Participation, Series 2025A (Music Concourse Garage Project)

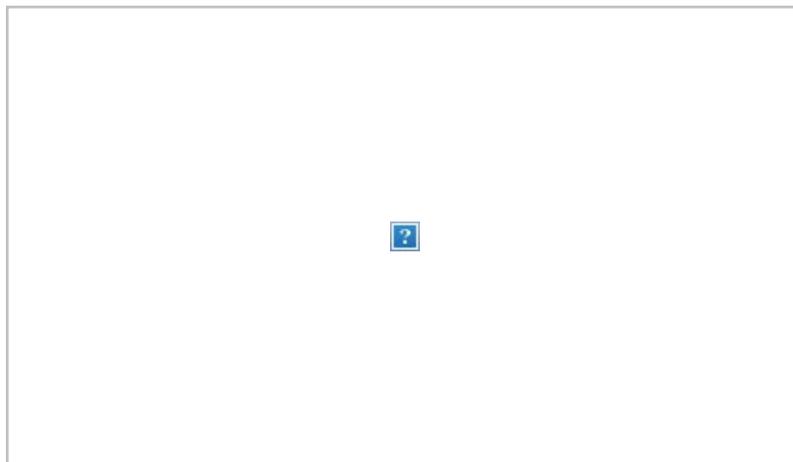
On Wednesday, February 26, 2025, the City and County of San Francisco (the "City") priced \$19,565,000 of Certificates of Participation, Series 2025A (Music Concourse Garage Project) (the "COPs") to finance the acquisition of the Music Concourse Garage (the "Garage") in Golden Gate Park. The COPs also funded related issuance costs.

The COP transaction is expected to close on March 20, 2025. In conjunction with the closing, the City will terminate its ground lease with the Music Concourse Garage Community Partnership and the Garage will be transferred to the City under the jurisdiction of the Recreation and Park Commission with the San Francisco Municipal Transportation Agency managing the Garage on its behalf.



Sale Results

The COPs were sold via a negotiated sale with BoA Securities, Inc. serving as underwriter. The COPs received strong investor demand, with orders from 30 unique investors. The COPs are structured with a final maturity of April 2050. The true interest cost (TIC) for the COPs is 4.05%.



The Controller's Office of Public Finance would like to thank and congratulate everyone who put in the hard work to successfully complete this acquisition financing.



For more information, please contact the Office of Public Finance:

Anna Van Degna, *Director*: anna.vandegna@sfgov.org

Grant Carson, *Debt Capital Market Specialist*: grant.carson@sfgov.org

Vishal Trivedi, *Financial Analyst*: vishal.trivedi@sfgov.org

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1 Dr. Carlton B. Goodlett Place | San Francisco, CA 94102 US

This email was sent to bos.legislation@sfgov.org.
To continue receiving our emails, add us to your address book.

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: CMD12B0004271 - "Request to Waive 12B Requirements" has been Approved by (JUV) Department Head (Walter Martinez)
Date: Thursday, March 13, 2025 9:49:00 AM
Attachments: [image](#)
[CMD12B0004271.pdf](#)
[image001.png](#)

Hello,

Please see below and attached for an approved request to waive 12B requirements.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: CCSF IT Service Desk <ccsfdt@service-now.com>
Sent: Monday, March 10, 2025 10:05 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: CMD12B0004271 - 'Request to Waive 12B Requirements' has been Approved by (JUV) Department Head (Walter Martinez)

Contract Monitoring Division

SF Board of Supervisors,

This is to inform you that CMD12B0004271 - 'Request to Waive 12B Requirements' has been approved by (JUV) Department Head (Walter Martinez).

Summary of Request

Requester: Elisa Baeza
Department: JUV
Waiver Justification: 12B.5-1(d)(1) (No Vendors Comply)
Supplier ID: 0000011707

Requested total cost: \$35,000.00

Short Description: [Mod 1] Safeway - food purchases for **emergency pantry for probation services**

[Take me to the CMD 12B Waiver Request](#)

For additional questions regarding this waiver request please contact cmd.equalbenefits@sfgov.org

Thank you.

Ref:TIS5728572_wfmtg0lOYy7MDubxtv5C

Report Title: CMD 12B Waiver Details
Run Date and Time: 2025-03-13 09:47:09 Pacific Daylight Time
Run by: ServiceNow Admin
Table name: u_cmd_12b_waiver

CMD 12B Waiver

Number:	CMD12B0004271	Request Status:	Completed
Requested for:	Elisa Baeza	State:	Completed
Department Head/Delegated authority:	Walter Martinez	Waiver Type:	12B Waiver
Opened:	2025-03-10 08:56:13	12B Waiver Type:	Standard
		Requesting Department:	JUV
		Requester Phone:	
		Awaiting Info from:	
		Awaiting Info reason:	
		Opened by:	Elisa Baeza
		Watch list:	

Short Description:

[Mod 1] Safeway - food purchases for **emergency pantry for probation services**

Supplier ID:	0000011707	Requested Amount:	\$0.00
Is this a new waiver or are you modifying a previously approved waiver?:	Modification – Prior Waiver Approved in ServiceNow	Increase Amount:	\$5,000.00
Last Approved 12B Waiver Request:	CMD12B0001861	Previously Approved Amount:	\$30,000.00
		Total Requested Amount:	\$35,000.00
Document Type:	Purchase Order	Enter Contract ID:	
12B Waiver Justification:	12B.5-1(d)(1) (No Vendors Comply)	Enter Requisition ID:	
City Treasurer:	Jose Cisneros	Enter Purchase Order ID:	0000000000
Admin Code Chapter:	Chapter 21 Goods and Services	Enter Direct Voucher ID:	
Select Chapter 21.04 Section:		Waiver Start Date:	2022-09-26
Confirm Dept. has documented this agreement as a Sole Source:		Waiver End Date:	2027-12-31

Advertising:	false
Commodities, Equipment and Hardware :	true
Equipment and Vehicle Lease:	false
On Premise Software and Support:	false
Online Content, Reports, Periodicals and Journals:	false
Professional and General Services:	false
Software as a Service (SaaS) and Cloud Software Applications:	false
Vehicles and Trailers:	false

Detail the purpose of this contract is and what goods and/or services the contra:

- a) Safeway, Inc.; Supplier 0000011707.
- b) To purchase smaller quantity bulk food items for the **emergency pantry for probation services;** these purchases would not require minimum order amounts, and purchases can be made on an as needed basis depending on program need.
- c) Safeway is the only supplier with the most locations within City & County limits, including one very close to SFJPD (in Diamond Heights), which will be convenient for programs staff doing the purchasing. Safeway also accepts the City's PO terms & conditions, and has had multiple 12B waivers approved over the years while working with several other City departments for similar purchases (see CMD12B0001861 for reference)

If you have made an effort to have the supplier comply, explain it here. If not,:

The supplier's 12B status is inactive according to PeopleSoft. They've also had multiple 12B waivers approved over the years while working with several other City departments for similar purchases (see CMD12B0001861 for reference).

Cancel Notes:

CMD Analyst

CMD Analyst:	Ruth Santana	CMD Director:	Stephanie Tang
CMD Analyst Decision:	Reviewed and Approved	Select the reason for this request:	12B.5-1(d)(1) (No Vendors Comply)
CMD Analyst Comments:	To purchase smaller quantity bulk food items for the **emergency pantry for probation services;** these purchases would not require minimum order amounts, and purchases can be made on an as needed basis depending on program need. Safeway is the only supplier with the most locations within City & County limits, including one very close to SFJPD (in Diamond Heights), which will be convenient for programs staff doing the purchasing.		

CMD Director

CMD Director:	Stephanie Tang	CMD Director Decision:	Reviewed and Approved
---------------	----------------	------------------------	-----------------------

Reason for Determination:
Approved under 12B.5-a(d)(1) authority,

12B.5-1(a)(1) (Non Property Contracts)

Select OCA Solicitation Waiver:	
Sole Source – Non Property Contract Justification Reason:	
Has DPH Commission qualified this agreement as a Sole Source under Chpt 21.42?:	
Has MTA qualified this agreement as a Sole Source under Charter Sec. 8A.102(b)?:	

Explain why this is a Sole Source:

12B.5-1(a)(1) (Property Contracts)

City Property Status:

Has DPH Commission qualified this agreement as a Sole Source under Chpt 21.42?:

Has MTA qualified this agreement as a Sole Source under Charter Sec. 8A.102(b)?:

CMD 12B.5-1(a)(1) (Sole Source – Property Contracts) Question1:

CMD 12B.5-1(a)(1) (Sole Source – Property Contracts) Question2:

12B.5-1(a)(1)(Property Contracts)

Sole Source – Property Contract Justification Reason:

12B.5-1(a)(2) (Declared Emergency)

12B.5-1(a)(2) (Declared Emergency) Question2:

12B.5-1(a)(3) (Specialized Litigation)

12B.5-1(a)(3) (Specialized Litigation) Question1 :

12B.5-1(a)(3) (Specialized Litigation) Question2:

12B.5-1(b) (Public Entity-Non Property)

Select OCA Solicitation Waiver:

Public Entity Sole Source – Non Property Contract Justification Reason:

Has DPH Commission qualified this agreement as a Sole Source under Chpt 21.42?:

Has MTA qualified this agreement as a Sole Source under Charter Sec. 8A.102(b)?:

Explain why this is a Sole Source (Public Entity):

12B.5-1(b) (Public Entity-Property)

12B.5-1(b) (Public Entity SS-PC) Question1:

12B.5-1(b) (Public Entity - Substantial)

12B.5-1(b) (Public Entity-SPI) Question1:

12B.5-1(c) (Conflicting Grant Terms)

12B.5-1(c) (Conflicting Grant Terms) Question1:

12B.5-1(c) (Conflicting Grant Terms) Question2:

12B.5-1(e) Investments and Services

12B.5-1(e) Investments Question1:

12B.5-1(e) Investments Question2:

12B.5-1(e) Investments Question3:

12B.5-1(f) (SFPUC Bulk Water, Power and

Bulk Water: false

Bulk Power: false

Bulk Gas: false

12B.5-1(f) (SFPUC Bulk WPG) Question2:

12B.5-1(f) (SFPUC Bulk WPG) Question1:

12B.5-1(d)(1) (No Vendors Comply)

12B.5-1(d)(1) (No Vendors Comply) Question1:

To purchase smaller quantity bulk food items for emergency pantry for probation services, which serves families of clients on probation.

12B.5-1(d)(1) (No Vendors Comply) Question2:

To extend the timeframe and amount to cover current and future purchases without service disruption.

12B.5-1(d)(1) (No Vendors Comply) Question3:

As mentioned in prior requests, JPD conducted a search in PeopleSoft for grocery store vendors that have done business with the City and that are 12B compliant. We found Safeway, which the City has conducted business with for several years, and they accept the City's PO terms and conditions. However, they are not 12B compliant. Plus, there are no other grocery stores that are 12B compliant.

12B.5-1(d)(1) (No Vendors Comply) Question4:

This waiver request does not defeat the intent of 12B requirements.

12B.5-1(d)(1) (No Vendors Comply) Question5:

Not Applicable

12B.5-1(d)(1)(No Vendors Comply)

12B.5-1(d)(1) (No Vendors Comply) Limited Question1:

12B.5-1(d)(1) (No Vendors Comply) Limited Question2 :

12B.5-1(d)(1) (No Vendors Comply) Limited Question3:

12B.5-1(d)(1) (No Vendors Comply) Limited Question4:

12B.5-1(d)(2) (Bulk Purchasing)

Select OCA Solicitation Waiver:

Has MTA qualified agreement as Bulk Purchasing under Charter Sec. 8A.102(b)?:

Detail the nature of this Bulk Purchasing transaction:

12B.5-1(d)(2) (Bulk Purchasing) Question1:

12B.5-1(d)(2) (Bulk Purchasing) Question2:

- 12B.5-1(d)(2) (Bulk Purchasing) Question3:
- 12B.5-1(d)(2) (Bulk Purchasing) Question4:
- 12B.5-1(d)(2) (Bulk Purchasing) Question5:
- 12B.5-1(d)(2) (Bulk Purchasing) Question6:

12B.5-1(d)(3) (Sham Entity)

- 12B.5-1(d)(3) (Sham Entity) Question1:
- 12B.5-1(d)(3) (Sham Entity) Question2:
- 12B.5-1(d)(3) (Sham Entity) Question3:
- 12B.5-1(d)(3) (Sham Entity) Question4:

Activities

Additional comments:

Related List Title: Approval List
Table name: sysapproval_approver
Query Condition: Approval for = CMD12B0004271
Sort Order: Order in ascending order

1 Approvals

State	Approver	Approving	Created	Approval set	Comments
Approved	Walter Martinez	CMD 12B Waiver: CMD12B0004271	2025-03-10 09:20:30		

Related List Title: Metric List
Table name: metric_instance
Query Condition: Table = u_cmd_12b_waiver AND ID = 6f69b1c03b186e14cf49eef764e45a2b
Sort Order: None

12 Metrics

Created	Definition	ID	Value	Start	End	Duration	Calculation complete
2025-03-10 09:20:36	OCA 12B Metric	CMD 12B Waiver: CMD12B0004271	Dept. Head approval	2025-03-10 09:20:30	2025-03-10 10:04:54	44 Minutes	true
2025-03-10 14:38:35	OCA 12B Metric	CMD 12B Waiver: CMD12B0004271	Awaiting CMD Director Approval	2025-03-10 14:38:35	2025-03-10 16:30:14	1 Hour 51 Minutes	true
2025-03-10 09:17:50	OCA 12B Metric	CMD 12B Waiver: CMD12B0004271	Draft	2025-03-10 09:17:47	2025-03-10 09:20:30	2 Minutes	true

Created	Definition	ID	Value	Start	End	Duration	Calculation complete
2025-03-10 09:20:30	OCA 12B Metric	CMD 12B Waiver: CMD12B0004271	Dept. Head approval	2025-03-10 09:20:30	2025-03-10 09:20:30	0 Seconds	true
2025-03-10 10:04:55	OCA 12B Metric	CMD 12B Waiver: CMD12B0004271	Awaiting CMD Analyst Approval	2025-03-10 10:04:54	2025-03-10 14:38:35	4 Hours 33 Minutes	true
2025-03-10 16:30:15	OCA 12B Metric	CMD 12B Waiver: CMD12B0004271	Completed	2025-03-10 16:30:14			false
2025-03-10 09:20:30	Assigned to Duration	CMD 12B Waiver: CMD12B0004271	Dept. Head approval	2025-03-10 09:20:30	2025-03-10 09:20:30	0 Seconds	true
2025-03-10 09:20:36	Assigned to Duration	CMD 12B Waiver: CMD12B0004271	Dept. Head approval	2025-03-10 09:20:30	2025-03-10 10:04:54	44 Minutes	true
2025-03-10 10:04:55	Assigned to Duration	CMD 12B Waiver: CMD12B0004271	Awaiting CMD Analyst Approval	2025-03-10 10:04:54	2025-03-10 14:38:35	4 Hours 33 Minutes	true
2025-03-10 09:17:50	Assigned to Duration	CMD 12B Waiver: CMD12B0004271	Draft	2025-03-10 09:17:47	2025-03-10 09:20:30	2 Minutes	true
2025-03-10 16:30:15	Assigned to Duration	CMD 12B Waiver: CMD12B0004271	Completed	2025-03-10 16:30:14			false
2025-03-10 14:38:35	Assigned to Duration	CMD 12B Waiver: CMD12B0004271	Awaiting CMD Director Approval	2025-03-10 14:38:35	2025-03-10 16:30:14	1 Hour 51 Minutes	true

Item 11

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: March 17, 2025 Civic Design Review Agenda
Date: Wednesday, March 12, 2025 4:28:00 PM
Attachments: [CDR Agenda 3.17.25.pdf](#)
[Outlook-Logo_Desc.png](#)

Hello,

Please see below and attached for communication from the San Francisco Arts Commission, submitting the agenda for the March 17, 2025, meeting of the Civic Design Review Committee.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Cotz, Paris (ART) <paris.cotz@sfgov.org>
Sent: Wednesday, March 12, 2025 11:28 AM
Subject: March 17, 2025 Civic Design Review Agenda

Hello,

Please find the agenda for the Civic Design Review Meeting coming up this Monday, March 17, 2p.m. here and attached via PDF: <https://www.sf.gov/meeting--march-17-2025--civic-design-review-committee-meeting>

Thank you,
Paris



Paris Cotz
Program Associate, Special
Initiatives & Civic Design
Pronouns: [she/her](#)
Email: paris.cotz@sfgov.org
Mobile: 415-539-6213

San Francisco Arts Commission

401 Van Ness Avenue, Suite 325
San Francisco, CA 94102

www.sfartscommission.org

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The San Francisco Arts Commission acknowledges that we are on the unceded ancestral homeland of the [Ramaytush Ohlone](#). We affirm the sovereign rights of their community as First Peoples and are committed to supporting the traditional and contemporary evolution of the American Indian community and uplifting contemporary indigenous voices and culture.

Please be mindful that all correspondence and documents submitted to the San Francisco Arts Commission are public records and, as such, are subject to the [Sunshine Ordinance](#) and can be requested by the public. If this happens, personal information such as personal emails, Social Security numbers and phone numbers will be redacted.



MEETING OF THE CIVIC DESIGN REVIEW COMMITTEE

Monday, March 17, 2025

2:00 p.m.

City Hall, Room 416

1 Dr. Carlton B. Goodlett Place

AGENDA

Members of the Committee will attend this meeting in-person at the location listed above.

Members of the public are invited to observe the meeting in-person at the physical meeting location listed or remotely online. Members of the public attending the meeting in-person will have an opportunity to provide up to three minutes of public comment on every agenda item.

Civic Design Review Committee Commissioners: Seth Brenzel, Patrick Carney, Jessica Rothschild, Abby Sadin Schnair, Janine Shiota, Debra Walker.

1. Call to Order, Roll Call, Agenda Changes, Land Acknowledgment

- Call to order
- Roll call / Confirmation of quorum.
- Agenda changes
- Ramaytush Ohlone Land Acknowledgement

The San Francisco Arts Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders and relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples. As a department dedicated to promoting a diverse and equitable Arts and Culture environment in San

Francisco, we are committed to supporting the traditional and contemporary evolution of the American Indian community.

2. General Public Comment

(This item is to allow members of the public to comment generally on matters within the Committee's purview as well as to suggest new agenda items for the Committee's consideration.)

3. SFWD Headquarters at 2000 Marin

Discussion and Possible Action

Discussion and possible action for Phase 3 Review for **SFWD Headquarters at 2000 Marin**

Presentation Time: Approximately 25 minutes (Presentation: 10 minutes, Commissioner Discussion: 15 minutes)

Project team:

Ellen Leuenberger, Project Designer & Architect, Mark Cavagnero Associates
Shelby Campbell, Project Manager, SF PUC
Bill Bulkley, Landscape Architect, SF DPW

[This project was previously reviewed on May 20, 2024.](#)

4. 447 Battery Street (Fire Station 13): Conceptual & Phase 1 Review

Discussion and Possible Action

Discussion and possible action for Phase 3 Review for **447 Battery Street (Fire Station 13)**

Presentation Time: Approximately 35 minutes (Presentation: 20 minutes, Commissioner Discussion: 15 minutes)

Project team:

Skidmore, Owings, & Merrill, Project Designer & Architect
EQX Jackson Square Holdco LLC, Project Manager
Surface Design, Landscape Architect

5. SFO West Field Campus - Cargo Building 720.1 & 742: Phase 1 Review

Discussion and Possible Action

Discussion and possible action for Phase 1 Review for Cargo Building 720.1 & 742

Presentation Time: Approximately 30 minutes (Presentation: 15 minutes,
Commissioner Discussion: 15 minutes)

Project team:

Claudio Martonffy, Project Designer, Martonffy Architecture Studio
Samuel Chui and Josh Heth, Project Managers, SFO
William Wallace, Architect & Landscape Architect, Woods Bagot

[This project was previously reviewed on January 27, 2025.](#)

6. New Business and Announcements

Discussion

(This item is to allow the Commissioners to introduce new agenda items for consideration, to report on recent arts activities and to make announcements.)

7. Adjournment

Action

Posted 3/17/2025, 2:00pm

Notices

The meetings of the San Francisco Arts Commission will be occurring in-person at City Hall, Room 416 and available to view on SFGovTV2, Comcast 78/Astound 28 and AT&T Uverse 99.

Agenda Item Information / Materials Available

Each item on the agenda may include the following documents:

- 1) Department or agency report;
- 2) Public correspondence;
- 3) Other explanatory documents.

Each explanatory documents listed above, as well as documents created or distributed after the posting of this agenda to the Arts Commission will be available only electronically at <https://sf.gov/departments/civic-design-review-committee-arts-commission>. Please contact: Paris Cotz at paris.cotz@sfgov.org or 415-252-2252. PLEASE NOTE: The Arts Commission often receives documents created or submitted by other City officials, agencies, or departments after the posting of the Arts Commission agenda. For such documents or presentations, members of the public may wish to contact the

originating agency if they seek documents not yet provided to the Arts Commission.

Meeting Procedures

1. Agenda items will normally be heard in order. Please note, that on occasion a special circumstance may necessitate that an agenda item be taken out of order. To ensure that an agenda item is not missed, it is advised to arrive at the beginning of the meeting. All agenda changes will be announced by the Chair at the top of the meeting.

2. Public comment will be taken before or during the Committee's consideration of each agenda item. Each speaker will be allowed to speak for the time allotted by the Chair at the top of the meeting or up to three (3) minutes. Speakers may not transfer their time to another person.

3. During General Public Comment, members of the public may address the Commissioners on matters that are within the Arts Commission's jurisdiction and are not on the agenda.

4. Persons who speak during the public comment period at today's meeting of the Arts Commission may supply a brief written summary of the comments to be included in the minutes if it is 150 words or less, to paris.cotz@sfgov.org. The Arts Commission may reject the summary if it exceeds the prescribed word limit or is not an accurate summary of the speaker's public comment.

5. Persons unable to attend an Arts Commission meeting may submit correspondence to the Arts Commission in connection with an agenda item. Art Commission staff will post these documents adjacent to the agenda if they are one page in length. If they are longer than one page, the Arts Commission will make such documents available for public inspection and copying. Please note, correspondence submitted to the Arts Commission will NOT be read aloud during the meeting. Names and addresses included in these submittals will be public. Submittals may be made anonymously. Written comments pertaining to this meeting should be submitted to paris.cotz@sfgov.org by 5:00 p.m. before the date of the meeting to ensure comments are shared with commissioners ahead of the meeting.

Electronic Devices Prohibited

The ringing of and use of cell phones, pagers, and similar sound-producing electronic devices are prohibited at this meeting. The Chair may order the removal from the meeting room of any person responsible for the ringing or use

of a cell phone, pager, or other similar sound-producing electronic device

Disability Access

To obtain a disability-related modification or accommodation, including auxiliary aids or services, to participate in the meeting, please contact Paris Cotz at paris.cotz@sfgov.org or 415-252-2252, at least 48 hours before the meeting, except for Monday meetings, for which the deadline is 4:00 p.m. the previous Friday. Captions can be enabled by you using our meeting platform, WebEx.

Archives Available

A recording of this meeting will be available online after the meeting at https://sanfrancisco.granicus.com/ViewPublisher.php?view_id=149.

Lobbyist Registration and Reporting Requirements

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code sections 2.100-2.160) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, telephone 415/252-3100, fax 415/252-3112 and <http://www.sfethics.org/>.

Sensitivity to chemical-based products

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity, or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City accommodate these individuals.

Sunshine Ordinance

Government's duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact by mail to Administrator, Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco CA 94102-4689; by phone at 415-554 7724; by fax at 415-554 7854; or by email at sotf@sfgov.org.

Citizens interested in obtaining a free copy of the Sunshine Ordinance can request a copy from by printing Chapter 67 of the San Francisco Administrative Code on the Internet, <http://www.sfgov.org/sunshine/>

Accessibility Meeting Policy

Per the American Disabilities Act and the Language Access Ordinance, Chinese, Spanish, and/or American Sign Language interpreters will be available upon request. Additionally, every effort will be made to provide a sound enhancement system, meeting materials in alternative formats, and/or a reader. Minutes may be translated after they have been adopted by the Commission. For all these requests, please contact Paris Cotz, paris.cotz@sfgov.org, 415-252-2252. Late requests will be honored if possible. The hearing room is wheelchair accessible.

利便參與會議的相關規定

根據美國殘疾人士法案和語言服務條例，中文、西班牙語、和/或美國手語翻譯人員在收到要求後將會提供翻譯服務。另外，我們將盡力提供擴音設備。同時也將提供不同格式的會議資料，和/或者提供閱讀器。此外，翻譯版本的會議記錄可在委員會通過後提供。上述的要求，請於會議前最少48小時致電415-252-2219向Paris Cotz, paris.cotz@sfgov.org, 415-252-2252提出。逾期提出的請求，若可能的話，亦會被考慮接納。聽證室設有輪椅通道。

Política De Acceso A La Reunión

De acuerdo con la Ley sobre Estadounidenses con Discapacidades (American Disabilities Act) y la Ordenanza de Acceso a Idiomas (Language Access Ordinance) intérpretes de chino, español, y lenguaje de señas estarán disponibles de ser requeridos. En adición, se hará todo el esfuerzo posible para proveer un sistema mejoramiento de sonido, materiales de la reunión en formatos alternativos, y/o proveer un leedor. Las minutas podrán ser traducidas luego de ser aprobadas por la Comisión. Para solicitar estos servicios, favor contactar a Paris Cotz, por lo menos 48 horas antes de la reunión al 415-252-2252, paris.cotz@sfgov.org. Las solicitudes tardías serán consideradas de ser posible. La sala de audiencia es accesible a silla de ruedas.

Patakaran para sa pag-access ng mga Miting

Ayon sa batas ng American Disabilities Act at ng Language Access Ordinance, maaring mag-request ng mga tagapagsalin wika sa salitang Tsino, Espanyol at/o sa may kapansanan pandinig sa American Sign Language. Bukod pa dito, sisikapin gawan ng paraan na makapaglaan ng gamit upang lalong pabutihin ang inyong pakikinig, maibahagi ang mga kaganapan ng miting sa iba't ibang anyo, at/o isang tagapagbasa. Ang mga kaganapan ng miting ay maaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Sa mga ganitong uri ng kahilingan, mangyari po lamang makipag ugnayan kay Paris Cotz

paris.cotz@sfgov.org, 415-252- 2252. Magbigay po lamang ng hindi bababa sa 48 oras na abiso bago ng miting. Kung maari, ang mga late na hiling ay posibleng tanggapin. Ang silid ng pagpupulungan ay accessible sa mga naka wheelchair.

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Monthly Memo on the Status of Abortion Rights for March 2025
Date: Thursday, March 13, 2025 9:39:00 AM
Attachments: [Monthly Memo on the Status of Abortion Rights March 2025.pdf](#)
[Outlook-nmimno5w.png](#)

Hello,

Please see below and attached for communication from the Department on the Status of Women, submitting the Monthly Memo on the Status of Abortion Rights.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Heitzenroder, Denise (WOM) <denise.heitzenroder@sfgov.org>
Sent: Thursday, March 13, 2025 9:20 AM
To: Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Tugbenyoh, Mawuli (HRC) <mawuli.tugbenyoh@sfgov.org>; Chu, Carmen (ADM) <carmen.chu@sfgov.org>; Tsai, Daniel (DPH) <daniel.tsai@sfdph.org>
Cc: Ellis, Kimberly (WOM) <kimberly.n.ellis@sfgov.org>; Negusse, Nina (MYR) <Nina.Negusse@sfgov.org>; Gabillet, Annie (MYR) <annie.gabillet@sfgov.org>; Lutvak, Charles (MYR) <charles.lutvak@sfgov.org>; WILENSKY, JULIE (CAT) <Julie.Wilensky@sfcityatty.org>; CLARK, JANA (CAT) <Jana.Clark@sfcityatty.org>; KRELL, REBEKAH (CAT) <Rebekah.Krell@sfcityatty.org>; ALARCON, MOLLY (CAT) <Molly.Alarcon@sfcityatty.org>; Bobba, Naveena (DPH) <naveena.bobba@sfdph.org>; Patil, Sneha (DPH) <sneha.patil@sfdph.org>; Escandon, Martin (DPH) <martin.escandon@sfdph.org>; Yip, Angela (ADM) <angela.yip@sfgov.org>
Subject: Monthly Memo on the Status of Abortion Rights for March 2025

Good morning all,

On behalf of the Department on the Status of Women, please see the attached Monthly Update on the Status of Abortion Rights Memorandum. I look forward to supporting you around any questions or requests for additional information.

Best,

Denise



Denise Heitzenroder | Project Manager for Strategic Initiatives

She/her

San Francisco Dept. on the Status of Women

Engage. Educate. Empower.

p: 415-252-2576

w: dosw.org



Mayor
Daniel Lurie

City and County of San Francisco
Department on the Status of Women



Date: March 13, 2025

To: Mayor Daniel Lurie, Members of the Board of Supervisors; City Attorney David Chiu; Director of the Department of Public Health, Daniel Tsai; Acting Executive Director of the Human Rights Commission, Mawuli Tugbenyoh; City Administrator Carmen Chu and other interested stakeholders.

Cc: Kimberly Ellis, Nina Negusse, Annie Gabillet, Charles Lutvak, Julie Wilensky, Molly Alacron, Rebekah Krell, Jana Clark, Dr. Naveena Bobba, Dr. Martin Escandon, Sneha Patil, and Angela Yip

From: Denise Heitzenroder, Project Manager for Strategic Initiatives, Department on the Status of Women

Subject: Monthly Memo on the Status of Abortion Rights

The following update provides an overview of abortion laws in individual states, as well as local and statewide efforts to protect patients' access to reproductive healthcare. Our goal is to provide a monthly update that keeps the Mayor and other key internal stakeholders informed of developments in this new, ever-changing post-Dobbs landscape.

I. Current Snapshot of Abortion Access across the Nation

- A total of 19 states [restrict abortion access](#) and 12 states now ban abortions. In November, voters passed abortion protections in seven states, ending bans in Arizona and Missouri. However, measures to enshrine abortion rights failed to pass in three states, and Nebraska voters passed a measure to uphold the state's abortion restrictions. Restrictions exist in seven states. Florida, Georgia, Iowa and South Carolina have six-week abortion bans. Nebraska and North Carolina have bans at 12 weeks and Utah has a ban after 18 weeks. Abortion bans are currently blocked in Montana and Wyoming. While some states with abortion bans have [exceptions for certain scenarios](#), six states have no exceptions to protect the life of the pregnant person, eight have no exceptions for rape or incest and ten have no exceptions for lethal fetal anomalies.
- The Trump administration's [Department of Justice has dropped a lawsuit](#), started by the Biden Administration, that challenged Idaho's near-total ban

on abortions, even in medical emergencies that threaten the mother's life. A federal ruling allowed doctors to provide abortion care when they deem it necessary to treat emergencies. By dropping the case, the Trump administration has paved the way for the state to [reinstate its near total ban](#). The state's healthcare system, St. Luke's Health System, has noted if the state is allowed to enforce its ban, pregnant women will see delays in care and providers will be forced to airlift patients out of the state for care. St Luke's has [filed a motion requesting](#) a restraining order and is pursuing its [own lawsuit against Idaho's Attorney General Raúl Labrador](#), asserting that Idaho's restrictions violate the Emergency Medical Treatment and Labor Act (EMTALA).

- President Trump's nominee to lead the Food and Drug Administration, Dr. Mark Makary, faced questions from Democrats and Republicans during his hearing in the [Senate health committee](#). Democrats pressed Dr. Makary on his views about the abortion pill, mifepristone, hoping to secure support for the pill and current regulations, while Republicans sought a commitment to roll back access to the drug. Makary echoed concerns shared by Republicans in the committee and stated he would convene a committee to review the F.D.A.'s determinations. Senator Maggie Hassan, Democrat of New Hampshire, expressed concern about his position, noting she wished Dr. Makary was "hedging a little bit less." Senator Josh Hawley, Republican of Missouri, however, successfully pressed Makary on whether the drug was safe to administer without an office visit. Dr. Makary stated: "I think their concern there is that if this drug is in the wrong hands, it could be used for coercion."
- The Trump administration has taken [numerous steps to restrict or roll back abortion access](#) in their first few weeks in office.
 - Trump pardoned several anti-abortion protesters convicted of violating the Freedom of Access to Clinic Entrances (FACE) Act and has directed the Justice Department to roll back enforcement of the measure.
 - Trump signed an Executive Order committing to enforce the Hyde Amendment and revoked two orders protecting abortion access under the Biden administration. Trump also signed an Executive Order declaring that the United States will only recognize two genders, male and female.
 - The administration took down [reproductiverights.gov](#), a federal website launched under the Biden Administration that shared information about abortion and reproductive healthcare.
 - By freezing foreign aid, the administration undermines international family planning work, sexual and reproductive education and health work. The Trump administration also reinstated the Global Gag Rule and rejoined the anti-abortion Geneva Consensus Declaration.
- The Supreme Court declined to [hear a challenge brought by anti-abortion activists](#) to the legality of buffer zones around abortion clinics and limit harassment of patients, who have argued that their free speech rights

were being violated. Anti-abortion activists in Illinois and New Jersey brought the suit, hoping to overturn the [2000 Hill v. Colorado](#) ruling, which established that Colorado's statute did not violate the First Amendment, as the restrictions did not target a specific group and imposed a valid time, place, and manner restriction.

- A decision in the [Eighth Circuit Court of Appeals](#) reversed a decision from the Eastern District of Arkansas, and found that the 17 states challenging the Equal Employment Opportunity Commission's Pregnant Workers Fairness Act do have standing since they are subject to the federal rules. Conservatives were angered that the act included provisions that required accommodations for post-abortion care. The Trump administration has also overhauled the EOC itself, firing two Democratic commissioners before the end of their terms, naming a Republican chair. And replacing the EEOC's general counsel.
- Senator Elizabeth Warren and Representative Suzanne Bonamici have reintroduced the [Stop Anti-Abortion Disinformation \(SAD\) Act](#), which would direct the Federal Trade Commission to regulate anti-abortion "crisis pregnancy centers" (CPCs). The bicameral legislation is unlikely to progress in the Republican controlled chambers. Abortion rights advocates are bracing for changes that would allow Title X funding to again go to CPCs, and for steps newly confirmed Health and Human Services Secretary Robert F. Kennedy Jr. might take to curb abortion access.
- The Institute for Women's Policy Research (IWPR) has released a [new report examining the "brain drain"](#) in states with abortion restrictions and bans. The report, like the earlier analysis from the National Bureau of Economic Research, found that abortion bans are impacting where young people are willing to live. The study also found that individuals wanted employer support for reproductive rights, including ensuring medical plans include abortion and reproductive healthcare coverage and for employers to work to protect reproductive rights.
- Women in states with abortion bans and [restrictions experience more complications](#), and more severe, even life-threatening complications, than women in state's without restrictions. In Texas, [ProPublica](#) has found that more women are experiencing pregnancy related infections since the state introduced its abortion ban in 2021. Dozens more women have died compared to pre-pandemic levels, and 50% more of the women who were hospitalized after losing their pregnancy in the second trimester contracted sepsis. Providers have noted the bans have resulted in delays in care, as many providers must wait until the fetal heartbeat stops or they can document a life-threatening complication.
- KFF analyzed abortion data before and after the *Dobbs* decision and found a number of [surprising, and many not so surprising, trends](#). Abortion rates immediately following the decision dropped as states instituted

restrictions and bans. However, policy changes in states protecting abortion rights and under the prior federal administration have helped increase access to abortion care *in some scenarios*. Pregnant people in states with bans still face substantial barriers to care. However, improved access to telehealth, medication abortion, and requirements to cover abortion care under private insurance have led to a slight increase in abortion rates from before the decision. However, the analysis shows "wide state-level variation and sharp declines in the number of abortions in states with bans and early gestational restrictions."

- Researchers from the John Hopkins Bloomberg School of Public Health have documented an [increase in infant mortality rates](#) in states that have instituted abortion bans. Overall infant mortality rates increased 5.6%, and deaths related to congenital anomalies rose 10.87%. Mortality rates also increased among Black and Hispanic babies, in southern states and in cases where parents were unmarried, young or did not attend college.
- GenBioPro, the largest manufacturer of abortion pills in the United States, [filed paperwork to join the defendants](#) in a lawsuit challenging the F.D.A.'s rules regarding mifepristone. The suit, filed by the [state attorneys general](#) from Missouri, Idaho and Kansas, seeks to reverse decisions made by the F.D.A. to expand access to mifepristone. Under the Biden administration, the Department of Justice defended the F.D.A.'s rules, but many abortion advocates expect the Trump administration to instruct the Department of Justice to stop defending the agency.
- The woman charged by a Louisiana grand jury with [criminal abortion has plead not guilty](#). The woman allegedly received abortion pills from a New York based doctor, Dr. Margaret Carpenter. The woman gave the pills to her teenage daughter who then experienced a medical emergency. The grand jury also indicted Dr. Carpenter, in what is the first-of-its kind challenge to shield laws. Louisiana Gov. Jeff Landry sent a formal extradition order to New York Gov. Kathy Hochul, who refused to sign the order, saying "Not now, not ever." Louisiana is the first state to reclassify the abortion medications mifepristone and misoprostol as "dangerous controlled substances." Under Louisiana law, providers convicted of performing an illegal abortion face up to 15 years in prison, \$200,000 in fines and the loss of their medical license.
- Washington state Governor Bob Ferguson is carrying on the work of former Gov. Jay Inslee to help [protect abortion access in the state](#). To strengthen safeguards, Gov. Inslee directed the Department of Health to clarify that Washington hospitals are legally obligated to provide abortion care in emergencies. Gov. Ferguson issued numerous executive orders on his first day in office to help define the policy and clearly outline protections.
- Maricopa County judge Frank Moskowitz has ruled that the state's prior [abortion restrictions were "permanently and forever enjoined and](#)

[restrained](#)" after the voters passed Proposition 139 in November 2024. The state's 15 week ban was paused in December after a group of providers filed a law suit arguing that the [ballot measure's provisions](#) that added constitutional protections for abortion until about 24 weeks made the 15-week ban unconstitutional.

- Efforts by anti-abortion representatives in the Indiana legislature to [further restrict abortion access](#) in the state have stalled but not stopped. Numerous measures were introduced but did not advance during a packed budget season. However, abortion advocates are bracing for a deluge of amendments in the next half of the legislative session after budget season.
- Two physicians that are abortion providers in Indiana have filed a lawsuit in Marion County to stop the Indiana Department of Health from [releasing individual terminated pregnancy reports](#). A final [decision in the case](#) is still pending.
- Oklahoma's Senate Judiciary Committee voted down Senate Bill 456, introduced by state Senator Dusty Deever. The bill would have subjected women who receive an abortion to penalties, [including homicide charges that could result in life in prison and death sentences](#). While the measure did not advance, its supporters have stated they will make another attempt to pass the measure. Cindy Nguyen, ACLU of Oklahoma policy director, noted the state's recurring efforts to restrict abortion have had negative impacts on women's care, as doctors leave the state, creating maternity care deserts.
- Months after the voters in Missouri passed Amendment 3, [which enshrined reproductive rights in the state constitution](#) but did not overturn the myriad of regulations restricting access, a judge [blocked the licensing requirements](#) that had been preventing abortion care providers from abortion service in the state. It is the most recent of the state's many regulations that abortion advocates have had to challenge individually in court. The Republican State Attorney General is expected to appeal the ruling. The Attorney General Andrew Bailey has also [filed a cease and desist order](#) on March 5th against Planned Parenthood to prevent them from "performing chemically induced abortions without an approved complication plan" after a judge ruled medication abortion could resume in the state in February. Planned Parenthood affiliates have stated they do not provide medication abortion without a complication plan, and [submitted copies of those plans](#) to the Missouri Department of Health and Senior Services, which has not signaled a timeline for review or approval of the plan.
- Missouri Republican state Rep. Phil Amato introduced a bill to create a [database of pregnant women in the state](#). The bill, dubbed the Save MO Babies Act, would "create a registry of every expecting mother in the state "who is at risk for seeking an abortion"" and potential adoptive parents. The

measure does [not define what "at risk"](#) means.

- Conservatives in Iowa's [legislature advanced a bill](#) that would restrict access to abortion medication by mail, require physicians to inform patients about medication abortion reversal options, and to collect written consent of the patient seeking an abortion. The bill requires pregnant individuals to provide written certification that they received information about risks associated with medication abortions and reversal options and would mandate that mifepristone be dispensed only in "healthcare settings."
- West Virginia Republicans want to [remove the rape and incest exceptions for abortion care](#) that are currently permitted under the state's near-total abortion ban. The state's narrow exceptions only permit the procedure in the event of a medical emergencies and in cases of rape and incest. House Bill 2712 would completely remove the rape and incest exception, including for minors who are victims of rape and incest and can currently access an abortion up to 14 weeks. A Senate version of the bill had been introduced and withdrawn after a severe backlash, including threats against the bill's sponsor. Other legislation introduced in the state would prohibit dispensing medication abortion without a physical exam and require medication abortion pills to include a "catch kit."
- Republicans in South Carolina are being [urged by their leadership](#) to hold off on their efforts to ban nearly all abortions in South Carolina, including in cases of rape, incest or fetal anomaly, until the [State Supreme Court rules on a case](#) that would define a "fetal heartbeat" and, in turn, determine when the state's abortion ban takes effect. Providers and advocates testifying against the bills noted the potential harms to women, the loss of providers in the state and the resulting gaps in care many women in South Carolina already face: according to the most recent report by the state Office for Healthcare Workforce, 15 of the state's 46 counties had no OB-GYN doctors.
- The [Republican-backed candidate for the Wisconsin Supreme Court](#), Brad Schimel, a Waukesha County judge and former Republican attorney general, accused the state's female sitting Court Justices of "being driven by their emotions" in hearings related to abortion rights cases. Schimel, who opposes abortion rights, is facing Susan Crawford, a Dane County judge who supports abortion rights, in the high-stakes April 1 election. The election will determine the balance for the state court, which is expected to rule in cases affecting abortion, unions rights, congressional redistricting and election laws in the next cycle.

II. State Policy Update

- Arguments in California Attorney General Rob Bonta's case against [Culture of Life Family Services Inc. \(COLFS\)](#) were heard in early February. The clinic seeks to prevent a suit like the one the Attorney General filed against Heartbeat International under the state's Unfair Competition or False

Advertising Law.

III. San Francisco Bay Area Abortion Rights Coalition Update

- The Department on the Status of Women will be delving deeper into the recommendations from our recently published regional abortion landscape report, "[Preparing for an Uncertain Future in Post-Dobbs America](#)."

Item 13

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: 3 Grant Budget Revisions
Date: Thursday, March 13, 2025 11:18:00 AM
Attachments: [3 Grant Budget Revisions.pdf](#)

Hello,

Please see attached for 3 grant budget revisions, submitted by the Department of Public Health.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: [Zeng, Sharon \(DPH\)](#)
To: [Board of Supervisors \(BOS\)](#)
Cc: [Quinonez, Miguel \(DPH\)](#)
Subject: Grant Budget Revision - Grant name: Immunization Cooperative Agreements
Date: Tuesday, March 11, 2025 4:29:23 PM
Attachments: [Budget revision documentation.pdf](#)

Hello,

In accordance with Administrative Code Section 10.170-1(H), this memo serves to notify the Board of Supervisors of a (type Federal or State) grant line item budget revision in excess of 15% requiring funding agency approval.

We have attached a copy of budget revision documentation submitted to the funding agency.

Attachment: Budget revision documentation

Thank you,

Sharon Z.
Fiscal Unit - Grants
San Francisco Dept. of Public Health
1380 Howard St.
San Francisco, CA 94103

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**IMMUNIZATION BRANCH
LOCAL ASSISTANCE AGREEMENT BUDGET MODIFICATION**

DATE: 1/23/25

COUNTY: San Francisco

CDPH GRANT AGREEMENT NUMBER: 22-11052 COVID-19, R3

PERIOD OF LAST INVOICE SUBMITTED: Q1 7/1/24 - 9/30/24

PERIOD TO BE COVERED BY THIS MODIFICATION: 7/1/24 - 6/30/25

FISCAL YEAR: 2024-25

	APPROVED BUDGET FY 2024-25	PROPOSED CHANGES	REVISED BUDGET
I. PERSONNEL	\$ 697,400.00	\$ (116,136.00)	\$ 581,264.00
II. FRINGE BENEFITS (35%)	\$ 244,090.00	\$ (40,648.00)	\$ 203,442.00
III. OPERATING EXPENSES OR GENERAL EXPENSES	\$ 315,292.00	\$ 80,000.00	\$ 395,292.00
IV. EQUIPMENT	\$ 120,000.00	\$ 112,000.00	\$ 232,000.00
V. TRAVEL EXPENSES	\$ -	\$ -	\$ -
VI. SUBGRANTEE	\$ -	\$ -	\$ -
VII. INDIRECT COSTS (22.462%)	\$ 211,477.00	\$ (35,216.00)	\$ 176,261.00
TOTAL	\$ 1,588,259.00	\$ 0.00	\$ 1,588,259.00

JUSTIFICATION:

We are requesting to increase this line item to \$227,000. This increase is due to us needing to increase the number of batteries purchased to cover both our AITC clinic as well as the Vax Hub/IZ Program which are in separate locations. The cost also includes remote battery kits, power outage alert systems, and freight. This purchase also includes replacement batteries for emergency power supply should any of the original batteries, as well as the freight for these replacements. These batteries are used to power vaccine refrigerators and freezers that house COVID-19 vaccines. We will move money from the personnel category to cover the \$105,000 difference

Signed by:
Elijah Saunders
COAA8EC804954FD...

1/23/2025 | 4:54:55 PST

County Authorized Signature

Date

APPROVED BY:

Noemi Marin
Noemi Marin, Chief
Operation Support Section
Immunization Branch

01/24/2025

Date

From: [Zeng, Sharon \(DPH\)](#)
To: [Board of Supervisors \(BOS\)](#)
Cc: [Quinonez, Miguel \(DPH\)](#)
Subject: Grant Budget Revision - Grant name: Workforce Development
Date: Tuesday, March 11, 2025 4:34:32 PM
Attachments: [San Francisco WFD Budget Revised 3.4.25 APPROVED 3.6.25.xlsx](#)
[WFD approval_email.pdf](#)

Hello,

In accordance with Administrative Code Section 10.170-1(H), this memo serves to notify the Board of Supervisors of a (type Federal or State) grant line item budget revision in excess of 15% requiring funding agency approval.

We have attached a copy of budget revision documentation submitted to the funding agency.

Attachment: Budget revision documentation

Thank you,

Sharon Z.
Fiscal Unit - Grants
San Francisco Dept. of Public Health
1380 Howard St.
San Francisco, CA 94103

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Hi Elijah,

From: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>
Sent: Tuesday, March 4, 2025 1:31 PM
To: Saunders, Elijah (DPH) <elijah.saunders@stdph.org>; Semblo, Taylor@CDPH <Taylor.Semblo@cdph.ca.gov>
Cc: Walsh, Douglas (DPH) <douglas.walsh@stdph.org>; Kwong, Amanda (DPH) <amanda.kwong@stdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: RE: WFD Uniform Purchase Approved

Thank you!
Elijah

No apology necessary, glad we could figure it out. Please find an updated budget file with the FY 22/23 salary cap adjusted for Andrea Tenner.

Hi Alyssa,

This message is from an External Sender
 This message came from outside your organization.

[Report Suspicious](#)

From: Saunders, Elijah (DPH) <elijah.saunders@stdph.org>
Sent: Tuesday, March 4, 2025 2:07 PM
To: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>; Semblo, Taylor@CDPH <Taylor.Semblo@cdph.ca.gov>
Cc: Walsh, Douglas@SFDPH <douglas.walsh@stdph.org>; Kwong, Amanda (SAN FRANCISCO) <Amanda.Kwong@stdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: Re: WFD Uniform Purchase Approved

Confidential - Low

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Alyssa Rodriguez
Contract Manager
Contract Coordination Unit
Local Coordination Section
Center for Preparedness and Response | California Department of Public Health
W: +1 (279) 667-2273
Alyssa.Rodriguez@cdph.ca.gov

Thank you,

Let me know if you have any questions!

Thank you for your patience while we got this revision all sorted out! The attached is now APPROVED. Please make sure to archive any previous budgets and use this one for reports moving forward.

Hi Elijah,

Importance: High
From: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>
Sent: Thursday, March 6, 2025 9:45 AM
To: Saunders, Elijah (DPH) <elijah.saunders@stdph.org>; Semblo, Taylor@CDPH <Taylor.Semblo@cdph.ca.gov>
Cc: Walsh, Douglas (DPH) <douglas.walsh@stdph.org>; Kwong, Amanda (DPH) <amanda.kwong@stdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: RE: WFD Uniform Purchase Approved

Thanks
Amanda

Attached is latest approved budget for WFD PD168.

Hi Sharon,

Attachments:
 image01.png
 image02.png
 image03.png
 image04.png
 image05.png
 image06.png
Date: Thursday, March 6, 2025 10:03:39 AM
Subject: WFD Uniform Purchase Approved
To: Zeng, Sharon (DPH)
From: Kwong, Amanda (DPH)

Importance: High
San Francisco WFD Budget Revised 3.4.25 APPROVED 3.6.25.xlsx
image07.png

Apologies, you are correct. And since it was already approved at 25% previously we will keep this percentage in the budget for you. However, since this approved percentage changes each FY please make sure on your expenditure report you are only reporting the approved % for that FY. So for the current FY, your approved percentage is 22.462%.

Additionally, I provided the incorrect annual salary cap. **for Andrea Temer specifically, the cap for her salary in FY 22/23 should be no higher than 212,000. Please make that correction in cell K8 and return to me for approval**

Thank you! And again I apologize for the back and forth.

Alyssa Rodriguez

Contract Manager

Contract Coordination Unit

Local Coordination Section

Center for Preparedness and Response | California Department of Public Health

W: +1 (279) 667-2273

Alyssa.Rodriguez@cdph.ca.gov



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Confidential - Low

From: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>

Sent: Tuesday, February 25, 2025 12:03 PM

To: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>; Selumbo, Taylor@CDPH <Taylor.Selumbo@cdph.ca.gov>

Cc: Walsh, Douglas@SFDPH <douglas.walsh@sfdph.org>; Kwong, Amanda (SAN FRANCISCO) <Amanda.Kwong@sfdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>

Subject: Re: WFD Uniform Purchase Approved

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Hi Alyssa,

Please find an updated budget file attached, with adjustments made to the two salaries and the ICR %. It is our understanding that the max allowable ICR% is 25%. We raised our ICR to 24.71% to more accurately reflect our invoiced ICR costs. Please let us know if any further adjustments are necessary.

Thank you,

Elijah

From: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>

Sent: Tuesday, February 25, 2025 9:21 AM

To: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>; Selumbo, Taylor@CDPH <Taylor.Selumbo@cdph.ca.gov>

Cc: Walsh, Douglas (DPH) <douglas.walsh@sfdph.org>; Kwong, Amanda (DPH) <Amanda.Kwong@sfdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>

Subject: RE: WFD Uniform Purchase Approved

Hi Elijah,

What would you like to change the % to? I can manually do that for you and send it back to you for review. As a reminder, it is currently at the max of 22.462%.

Alyssa Rodriguez

Contract Manager

Contract Coordination Unit

Local Coordination Section

Center for Preparedness and Response | California Department of Public Health

W: +1 (279) 667-2273

Alyssa.Rodriguez@cdph.ca.gov



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From: Saunders, Elijah (DPH) <elijah.saunders@sfdh.org>

Sent: Monday, February 24, 2025 12:13 PM

To: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>; Selumbo, Taylor@CDPH <Taylor.Selumbo@cdph.ca.gov>

Cc: Walsh, Douglas@SFDH <douglas.walsh@sfdh.org>; Kwong, Amanda (SAN FRANCISCO) <Amanda.kwong@sfdh.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>

Subject: Re: WFD Uniform Purchase Approved

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Hi Alyssa,

Thank you for the questions. For the ICR, we would like to update the % in the budget file but the sheet is protected. Can you please share a file with that sheet unprotected so we can update the ICR %?

Thank you,

Elijah

From: Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>

Sent: Monday, February 24, 2025 10:49 AM

To: Saunders, Elijah (DPH) <elijah.saunders@sfdh.org>; Selumbo, Taylor@CDPH <Taylor.Selumbo@cdph.ca.gov>

Cc: Walsh, Douglas (DPH) <douglas.walsh@sfdh.org>; Kwong, Amanda (DPH) <amanda.kwong@sfdh.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>

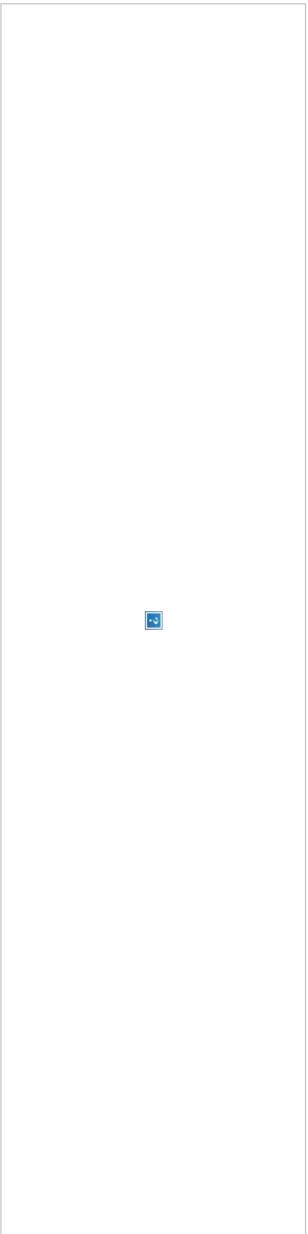
Subject: RE: WFD Uniform Purchase Approved

Hi Elijah,

I have a few questions before we can approve this revision...

For personnel, I noticed that Andrea Tenner and Tiffany Rivera's Annual Salary have exceeded the cap of **\$215,000.00**. I have highlighted the salaries in question on the attached.

In addition, you do not have enough in your budget for indirect costs. If you see in the screenshot below, your expenditures exceed what has been budgeted for that category. You will need to allocate more funds there to cover that cost.



Let me know if you have any questions !

Thank you,

Alyssa Rodriguez

Contract Manager

Contract Coordination Unit

Local Coordination Section

Center for Preparedness and Response | California Department of Public Health

W: +1 (279) 667-2273

Alyssa.Rodriguez@cdph.ca.gov



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From: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>
Sent: Monday, February 24, 2025 10:27 AM
To: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Cc: Walsh, Douglas@SFDPH <douglas.walsh@sfdph.org>; Kwong, Amanda (SAN FRANCISCO) <Amanda.Kwong@sfdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>; Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>
Subject: Re: WFD Uniform Purchase Approved

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[Report Suspicious](#)

Hi Taylor,

Great, thank you very much for the update! We will be on standby for the approved version.

Thank you,

Elijah



Maggie.Halbach@cdph.ca.gov

Center for Preparedness and Response | California Department of Public Health
Local Coordination Section
Project Management Unit
Unit Chief
Maggie Halbach

The exception for the purchase of the uniforms using WFD funds has been **approved**.

Hi Taylor,

From: Halbach, Maggie@CDPH <Maggie.Halbach@cdph.ca.gov>
Sent: Monday, February 24, 2025 9:38 AM
To: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Subject: RE: SFDPH - WFD Budget Revision Request

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My pronouns: they/them/theirs

taylor.selembo@cdph.ca.gov

W: +1 (279) 217-1155

California Department of Public Health
Center for Preparedness and Response
Local Coordination Section
Health Program Specialist I
Taylor Selembo

Taylor

Best,

The exception for the purchase of the uniforms using WFD funds has been **approved**. I will pass the spend plan off for fiscal review, and we will send you the approved version soon.

Hi Elijah,

From: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Sent: Monday, February 24, 2025 9:50 AM
To: Saunders, Elijah (DPH) <Elijah.Saunders@stdph.org>; Kwon, Amanda (DPH) <Amanda.Kwon@stdph.org>; Douglas, Douglas (DPH) <Douglas.Walsh@stdph.org>; Rodriguez, Alyssa <Alyssa.Rodriguez@cdph.ca.gov>
Cc: Walsh, Douglas (DPH) <Douglas.Walsh@stdph.org>; Kwon, Amanda (DPH) <Amanda.Kwon@stdph.org>; LocalEmergencyFunding@cdph.ca.gov
Subject: WFD Uniform Purchase Approved



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From: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Sent: Wednesday, February 19, 2025 1:30 PM
To: Halbach, Maggie@CDPH <Maggie.Halbach@cdph.ca.gov>
Subject: FW: SFDPH - WFD Budget Revision Request

Hi Maggie,

San Francisco would like to **request an exception to purchase uniforms** using WFD funds. They noted that uniforms were approved in Year 2 (2022-2023) of the WFD grant. Their rationale is below:

Public Health Emergency Preparedness and Response (PHEPR) responds to communicable disease outbreaks (i.e., COVID-19). Having a uniform helps with identification of the responders, which increases safety for both the responder and for the site they are responding to. Responder safety is a priority objective within emergency management.

Please advise on next steps.

Best,

Taylor

Taylor Selembo

Health Program Specialist I

Local Coordination Section

Center for Preparedness and Response

California Department of Public Health

W: +1 (279) 217-1155

taylor.selembo@cdph.ca.gov

My pronouns: they/them/theirs



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From: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>
Sent: Wednesday, February 5, 2025 10:20 AM
To: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Subject: Re: SFDPH - WFD Budget Revision Request



This message came from outside your organization.

Hi Taylor,

A phone call would be helpful. Are you available today? I am available this afternoon between 1 and 4 and tomorrow morning from 8:30-10.

Thank you,

Elijah

From: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>

Sent: Monday, February 3, 2025 3:38 PM

To: Saunders, Elijah (DPH) <elijah.saunders@stdph.org>; Sawyer, Michele@CDPH <Michele.Sawyer@cdph.ca.gov>; Rodriguez, Alyssa@CDPH <Alyssa.Rodriguez@cdph.ca.gov>

Cc: Kwong, Amanda (DPH) <amanda.kwong@stdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>

Subject: RE: SFDPH - WFD Budget Revision Request

Hi Elijah,

Thanks for these responses! Regarding uniforms—unfortunately, the only way uniforms can be allowable is if they are vests that remain under the control of the health department. If you want to move forwards with uniforms in this way, we can do that.

Happy to talk via phone if you would like!

Best,

Taylor

Taylor Selembo

Health Program Specialist I

Local Coordination Section

Center for Preparedness and Response

California Department of Public Health

W: +1 (279) 217-1155

taylor.selembo@cdph.ca.gov

My pronouns: they/them/theirs



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From: Saunders, Elijah (DPH) <elijah.saunders@stdph.org>

Sent: Monday, February 3, 2025 3:29 PM

To: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>; Sawyer, Michele@CDPH <Michele.Sawyer@cdph.ca.gov>

Cc: Kwong, Amanda (SAN FRANCISCO) <Amanda.Kwong@stdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>

Subject: Re: SFDPH - WFD Budget Revision Request

This message came from outside your organization.

Hi Taylor,

Apologies for the delay in getting back to you. Please see our responses [below](#).

Thank you,

Elijah

From: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Sent: Friday, January 24, 2025 4:09 PM
To: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>; Sawyer, Michele@CDPH <Michele.Sawyer@cdph.ca.gov>
Cc: Kwong, Amanda (DPH) <amanda.kwong@sfdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: RE: SFDPH - WFD Budget Revision Request

Thanks, Elijah. I have two follow-up questions for you.

1. Out of state travel—you marked \$9,000 for HHC conference and other similar conferences. Is this the Healthcare [Career Connection Conference](#) or another? **This is the one <https://web.cvent.com/event/1c30e469-c6e7-4d1f-9a8d-fe0732323ecd/websitePage:645d57e4-75eb-4769-b2c0-f201a0bfc6ce>**
2. Uniforms—Unfortunately, uniforms for individual employees aren't allowed with WFD funds. However, you can consider vests/etc. that identify your employees for safety or security purposes, but these items must remain under the control of the health department. Let me know how you want to move forwards with this item! **PHEPR responds to communicable disease outbreaks (i.e., COVID-19). Having a uniform helps with identification of the responders, which increases safety for both the responder and for the site they are responding to. Responder safety is a priority objective within emergency management. Is this purchase possible under this justification?**

Best,

Taylor

Taylor Selembo

Health Program Specialist I

Local Coordination Section

Center for Preparedness and Response

California Department of Public Health

W: +1 (279) 217-1155

taylor.selembo@cdph.ca.gov

My pronouns: they/them/theirs



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From: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>
Sent: Thursday, January 23, 2025 10:58 AM
To: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>; Sawyer, Michele@CDPH <Michele.Sawyer@cdph.ca.gov>
Cc: Kwong, Amanda (SAN FRANCISCO) <Amanda.Kwong@sfdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: Re: SFDPH - WFD Budget Revision Request

This Message Is From an External Sender

[Report Suspicious](#)

This message came from outside your organization.

Apologies, please see attached.

From: Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>
Sent: Thursday, January 23, 2025 10:21 AM
To: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>; Sawyer, Michele@CDPH <Michele.Sawyer@cdph.ca.gov>
Cc: Kwong, Amanda (DPH) <amanda.kwong@sfdph.org>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: RE: SFDPH - WFD Budget Revision Request

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hi Elijah,

Cc'ing Michele here who has taken on some of Christine's roles, as Christine has moved on to a different job!

PS—I didn't see anything attached to this email if you meant to attach the budget revision.

Best,

Taylor

Taylor Selembo

Health Program Specialist I

Local Coordination Section

Center for Preparedness and Response

California Department of Public Health

W: +1 (279) 217-1155

taylor.selembo@cdph.ca.gov

My pronouns: they/them/theirs



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From: Saunders, Elijah (DPH) <elijah.saunders@sfdph.org>
Sent: Thursday, January 23, 2025 10:19 AM
To: Gibson-Norris, Christine@CDPH <Christine.Gibson-Norris@cdph.ca.gov>
Cc: Kwong, Amanda (SAN FRANCISCO) <Amanda.Kwong@sfdph.org>; Selembo, Taylor@CDPH <Taylor.Selembo@cdph.ca.gov>; CDPH Local Emergency Funding <LocalEmergencyFunding@cdph.ca.gov>
Subject: SFDPH - WFD Budget Revision Request

This Message Is From an External Sender

[Report Suspicious](#)

This message came from outside your organization.

Hi Christine,

I hope you have been well. SFDPH is submitted a budget revision request for the WFD grant for your review and approval. Please let us know if you have any questions.

Thank you,

Elijah

Award Information

Centers for Disease Control and Prevention

Crisis Response Cooperative Agreement:

COVID-19 Public Health Workforce Supplemental Funding

Award # 1 NU90TP922174-01-00

FAIN # NU90TP922174

Federal Award Date: 05/19/2021

Recipient: California Department of Public Health

CFDA # 93.354

Budget Period Start Date: 07/01/2021 End Date 06/30/2023

Subrecipient: Local Health Jurisdiction

Budget Summary Instructions: The numbers below correspond to the numbers listed on the Budget Summary Tab.

1. Local Entity Name: Enter Local Health Department name
2. Date: Enter the date of the budget.
3. Allocation: Enter the Total Allocation.
4. If applicable, EPO will deduct costs charged to CDPH contract for services conducted on behalf of the LHJ (i.e. vaccinators). Date, Contract Name and Amount are entered by EPO.
5. Balance: This cell has a formula that calculates the Balance; Balance equals the Allocation minus Deductions, if applicable.
6. Select Indirect Costs rate method (Personnel or Direct Costs) based on Local Entity's approved Indirect Cost Rate from
7. Enter the Indirect Cost rate percentage.

All other sections on this tab are driven by formula and do not require Local Entity data entry.

Budget FY21-22 and FY22-23 Instructions:

Personnel

1. Enter name of Person (Last Name, First) or TBD.
 2. Enter position title (this needs to be spelled out).
 3. Select position type from the drop down menu.
 4. Enter justification, must be specific to role and include how it supports COVID-19 activities.
 5. Enter annual salary of the person, for Year 1.
 6. Enter FTE, percent of time to work, for example, a full-time employee is 100%. For Year 1.
 7. Enter number of months to work, a number 1 through 12. For Year 1.
- Enter total amount of Fringe for this person, it must reflect the percentage in the Justification.
- 8-10. Repeat steps 5-7, for Year 2.

Additional rows are hidden, unhide the amount of rows needed.

Operating Expenses

11. Enter the Expenses Name/Topic.
12. Select the position the Operating Expenses support from the drop down menu.
13. Enter the justification for the Operating Expenses.
- 14-15. Enter the Total Costs for Year 1 and Year 2.

Equipment

Follow the steps above, include the quantity of each equipment item to be purchased.

Travel In State

Similar steps to above, include the name of traveler and destination.

Travel Out of State

Follow the steps above.

Other Costs

Similar to the steps for Operating Expenses.

Contracts

1. Enter name of Contract or TBD.
2. Enter position title this contract supports.
3. Select position type from the drop down menu.
4. Enter justification, must be specific to role and include how it supports COVID-19 activities.
5. Enter annual salary of the person, for Year 1.

Reporting

The reporting worksheet is setup for quarterly reporting, each expenditure column header includes the time period and the the report is due. The budget column is pulled directly from the Budget Summary. Enter expenditures under the appropriate

→ Enter expenditures under the appropriate quarter report column and row that aligns with the budget category.

→ PERSONNEL - Enter the Start date and End date for each of the personnel budgeted.

→ CONTRACT Personnel - Enter the FTE, Start date and End date for each of the Contract staff budgeted.

Submit this entire spreadsheet to LHBTProg@cdph.ca.gov by no later than the due date listed in the Direct Allocation Letter

**Workforce Development Funding
 Local Budget and Reporting**

1) Local Entity Name:	San Francisco
3) Allocation:	\$ 1,557,822.00
4)	
5) Balance:	\$ 1,557,822.00
6) Indirect Cost based on:	Personnel Costs
7) Personnel Costs Rate:	25%

2) Date:

Deductions, if applicable

Budget Category	Total	% Allocation
Personnel	\$ 674,824.00	43%
Fringe	\$ 219,518.46	14%
Operating Expenses	\$ 266,705.61	17%
Equipment	\$ 11,577.35	1%
In State Travel	\$ 11,220.17	1%
Out of State Travel	\$ 16,816.70	1%
Contracts	\$ 59,785.00	4%
Other Costs	\$ 76,369.00	5%
Total Direct	\$ 1,336,816.29	86%
Total Indirect Cost	\$ 221,005.71	
Total Budget	\$ 1,557,822.00	
Balance	\$ -	

Workforce Development (WFD) Budget Detail																							Fiscal Year 2021-22 Year 1				Fiscal Year 2022-23 Year 2				Fiscal Year 2023-24 Year 3				Fiscal Year 2024-25 Year 4				TOTAL YEARS 1, 2, 3, & 4
PERSONNEL (Salaries & Fringe)																																							
No.	1 Name of Personnel (or TBD)	2 Position Title (Non-Contractual)	3 Position Type	4 Justification (include fringe percentage)	5 Annual Salary (Year 1)	6 FTE (Year 1)	7 No. of Months (Year 1)	Fringe (Year 1)	Salary (Year 1)	8 Annual Salary (Year 2)	9 FTE (Year 2)	10 No. of Months (Year 2)	Fringe (Year 2)	Salary (Year 2)	8 Annual Salary (Year 3)	9 FTE (Year 3)	10 No. of Months (Year 3)	Fringe (Year 3)	Salary (Year 3)	8 Annual Salary (Year 4)	9 FTE (Year 4)	10 No. of Months (Year 4)	Fringe (Year 4)	Salary (Year 4)	Total of Years 1, 2, 3, & 4 Personnel														
WFDP001	Douglas Walsh	Agency Preparedness Manager (0931)	Program Management Staff	The COVID-19 Pandemic has demonstrated many gaps in our Public Health Preparedness, as well as the silos that exist within the City and County of San Francisco (CCSF). This manager-level position will be tasked with overseeing the updating of current plans based on lessons learned from the pandemic, as well as modification of current plans as new variants are introduced, as well as coordinating across city departments to ensure a robust-unified response to future disasters and health threats.	\$155,638.00	100.00%		\$ -	\$ -	\$168,322.60	100.00%		\$ -	\$ -	\$176,332.00	100.00%	9.49	\$52,410.12	\$139,439.50	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	191,849.62													
WFDP002	Amy Ovadia	Healthcare System Readiness Manager (2593)	Program Management Staff	Prior to the pandemic, CCSF Public Health Emergency Preparedness and Response (PHEPR) maintained relationships with external healthcare entities to keep them apprised in times of crisis. However, the COVID-19 pandemic demonstrated the acute need for better coordination, as well as improved support to maintain facility preparedness. This position will allow for improved coordination with healthcare partners, as well as improved ability to provide guidance to facilities in need.	\$115,362.00	100.00%		\$ -	\$ -	\$133,874.00	100.00%	2.08	\$7,613.60	\$23,170.50	\$145,528.62	100.00%	12.00	\$43,655.60	\$145,528.62	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	219,968.32													
WFDP003	Duane Poe	Policy, Communications, and Community Resilience Manager (0931)	Program Management Staff	The Policy, Communications, and Community Resilience Manager will help to fill a gap demonstrated by the COVID pandemic. We have essentially no outreach capability to the community, and we know that in the first phases of a disaster, community often leads the response itself and community preparedness, as well as strong relationships with disaster management officials, is absolutely key to a successful response. This manager will oversee community outreach efforts, build relationships at a neighborhood level, oversee training and exercise development to improve community preparedness, and support community messaging and outreach both through liaising DPH communications, the city-wide JIC, and the communities themselves.	\$155,638.00	100.00%		\$ -	\$ -	\$168,322.60	100.00%		\$ -	\$ -	\$176,332.00	100.00%	3.22	\$15,625.48	\$47,326.50	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	62,951.98													
WFDP004	Elijah Saunders	Grants Analyst (2119)	Administrative Support Staff	This staff member will help to ensure that we meet deliverables and reporting requirements for this Workforce Grant, as well as support further funding options.	\$101,140.00	100.00%		\$ -	\$ -	\$109,369.52	100.00%		\$ -	\$ -	\$111,540.00	100.00%	4.77	\$15,630.57	\$44,368.80	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	59,999.37													
WFDP005	Andrea Tenner	PHEPR Director (2233)	Program Management Staff	Directs and coordinates DPH planning and response to emergencies and disasters. Develops, refines, and improves the City and County of San Francisco (CCSF) Department of Public Health's response framework for public health emergencies. Oversees strategic planning for emergency preparedness within DPH and the CCSF. Fosters existing and creates new collaborative partnerships with community, regional and national partners. Represents DPH at city, regional, state, and national emergency preparedness meetings. Conducts meetings and conferences with other agencies and representatives. Works with both internal DPH partners and external CCSF partners to develop and coordinate policies related to emergency preparedness. Provides oversight and guidance for local partnerships in emergency preparedness. Performs Deputy Health Officer duties. Duties cover all Functions and Capabilities within the grant.	\$0.00	0.00%	0.00	\$ -	\$ -	\$212,000.00	10.00%	6.00	\$2,161.05	\$10,600.00	\$215,000.00	60.00%	6.05	\$17,417.28	\$65,028.65	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	95,206.99													
WFDP006	Amy Ovadia	Community Planning Coordinator	Program Management Staff	Responsible for engaging a variety of community sectors to enhance community resiliency and ensure that needs of at-risk populations are included in emergency planning. Participate in Mass Care & Shelter Work Group meetings to support public health medical mission in general population shelters. Responsible for developing, updating, and implementing plans, protocols and policies for improving community resiliency based on lessons learned from the COVID-19 Response.	\$0.00	0.00%	0.00	\$ -	\$ -	\$119,612.00	10.00%	0.92	\$317.12	\$920.00	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	1,237.12												
WFDP007	Nicholas Holsapple	Exercise and Quality Improvement Coordinator	Program Management Staff	Responsible for exercise planning, ensuring evidence based approach, overseeing capability assessment and improvement, grant work plan oversight, and general project management and organization. Responsible for overseeing development, updates, and evaluation of public health emergency plans, protocols and policies based on lessons learned from the COVID-19 Response.	\$0.00	0.00%	0.00	\$ -	\$ -	\$119,612.00	10.00%	2.53	\$851.13	\$2,519.60	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	3,370.73												
WFDP008	Martin Martinez	Communication & Community Analyst (1823)	Program Management Staff	The Communication & Community Analyst supports the Community Resilience Group within PHEPR through analyzing data, researching existing services, making policy recommendations, supporting project management of the implementation of those policies, monitoring outcomes and providing ongoing communication and reporting.	\$0.00	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$127,816.00	60.00%	3.27	\$1,806.57	\$20,890.25	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	22,696.82													
WFDP009	Tony Albert	Training Officer (1232)	Program Management Staff	The Training Officer is responsible for all emergency preparedness and PHEPR branch workforce development training programs including assessment, planning, development/design, coordination/organization, implementation, conduction and evaluation of training.	\$0.00	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$115,414.00	70.00%	6.86	\$14,709.74	\$46,182.15	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	60,891.89													
WFDP010	DeJanelle Bovelle	Healthcare Responder Coordinator (2589)	Program Management Staff	Healthcare responder position roles and responsibilities include assisting in the safe deployment of DPH staff as DPHs; planning for the safe deployment of a cadre of healthcare volunteers, and managing a disaster volunteer program.	\$0.00	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$99,944.00	70.00%	4.62	\$9,091.24	\$26,908.35	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	35,999.59													
WFDP011	Kenpou Saelee	Healthcare Preparedness Manager (0923)	Program Management Staff	Manages the Healthcare Preparedness Program that develops and maintains emergency plans related to coordination and communications with healthcare organizations, and builds and maintains relationships with healthcare organizations to support healthcare sector preparedness.	\$0.00	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$137,540.00	65.00%	6.52	\$19,962.82	\$48,569.30	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	68,532.12													
WFDP012	Tiffany Rivera	Deputy Director (2322)	Program Management Staff	Assists in directing and coordinating DPH planning and response to emergencies and disasters. Develops, refines, and improves the City and County of San Francisco (CCSF) Department of Public Health's response framework for public health emergencies. Assists with strategic planning for emergency preparedness within DPH. Fosters existing and creates new collaborative partnerships with community, regional, state and national partners. Represents DPH at city, regional, state, and national emergency preparedness meetings. Conducts meetings and conferences with other agencies and representatives. Works with both internal DPH partners and external CCSF partners to develop and coordinate policies related to emergency preparedness. Covers administrative duties for the Director as needed; provides clinical support to the branch for planning and response to health emergencies; supervises a 2589 position (Healthcare Responder Coordinator); provides support to branch management; assists with budget analysis and branch management.	\$0.00	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	\$215,000.00	60.00%	2.96	\$10,721.26	\$31,815.03	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	42,536.29												
WFDP013	Michèle Loya-Talamantes	Community Policy Lead (2593)	Program Management Staff	The Community Policy Lead provides direct support to the Community Resilience Manager and the Community Resilience team in the identification, design and implementation of policies and procedures that directly influence the Community Resilience branch engagement with both CCSF and community-based stakeholders. The Community Policy Lead acts as both a system-facing and community-facing intermediary in the development of effective relationships with systems and community leaders that lead to the development of learning, training and community engagement tools that prepare underserved communities to demonstrate resiliency in the face of small- and large-scale emergency incidents.	\$0.00	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$ -	\$ -	0.00%	0.00	\$ -	\$ -	\$ -													

	PHP Summit 2024	All Positions	4-days PHP Summit which provides a national forum for staff to learn best practices that can be applied to local programs. Cost includes return flight, hotel and food. This is for 3 FTE WFD funded staff.	\$ -	\$ 2,276.45				\$ 2,276.45
WFDT001	Harvard National Preparedness Leadership Initiative and Leadership in Crises	Mainly Program Management Staff	Harvard National Preparedness Leadership "Leading when it matters most" course for the PHEPR Director and "Leadership in Crises" for budgeted staff. Participation in the Harvard Kennedy School in-person course, "Leadership in Crisis", will allow key personnel from San Francisco Department of Public Health Public Health Emergency Preparedness and Response branch those responsible for overseeing, developing, updating, implementing and evaluating programs, policies, plans and procedures based on lessons learned from the COVID-19 response, to build greater capacity to prepare for and respond to hazards and incidents that may impact the health of the public, including pandemic and other infectious disease threats. Cost includes return flight, hotel and food. Number of people: three.	\$ -	\$ 2,959.80	\$ 954.49	\$ -	\$ -	\$ 3,914.29
WFDT002	MRC National Summit	Mainly Program Management Staff	MRC National Summit events which will provide new healthcare responder position a foundation of understanding a disaster volunteer management program; assist in the safe deployment of DPH staff as DSWs; plan for the safe deployment of a cadre of healthcare volunteers. This is for 1 FTE WFD funded staff.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WFDT003	NACCHO Conference	Mainly Program Management Staff	The conference focuses on collaboration, partnerships, and innovation in the public health space. The mission of the Community Resilience section is to develop partnerships and collaboration between underserved communities and CBOS to create an innovative strategy to build resiliency within underserved communities to weather small and large emergency incidents. This is for 4 WFD funded staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WFDT004	Various out-of-state travels	All Positions	This is for WFD funded staff to attend various out-of-state trainings, such as HCC (National Healthcare Coalition) conference, etc, which are fulfilling all Functions and Capabilities within the grant.	\$ -	\$ -	\$ -	\$ 1,625.96	\$ -	\$ 1,625.96
WFDT005				\$ -	\$ -	\$ -	\$ 9,000.00	\$ -	\$ 9,000.00
WFDT006				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WFDT007				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WFDT008				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WFDT009				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WFDT010				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL				\$ -	\$ 2,959.80	\$ 3,230.94	\$ 10,625.96	\$ -	\$ 16,816.70

OTHER				Year 1	Year 2	Year 3	Year 4	Total
No.	Other Expenses (Training, Exercises and Materials)	Position(s) Expense Supports	Justification	Total	Total	Total	Total	of Years 1, 2, 3, & 4 Other
WFDO01	Various trainings	All Positions	This is for WFD staff to attend various trainings which are fulfilling all Functions and Capabilities within the grant, such as, PMP, IAEM, AEM/CEM certifications, MRC, 24 Plus training, IDWeek, SFDHR DEI Managers, SFDHR DEI All Staff etc. This is for 16 FTE WFD funded staff.	\$ -	\$ -	\$ 350.00	\$ 18,470.00	\$ 18,820.00
WFDO02	Harvard National Preparedness Leadership Initiative and Leadership in Crises Registration	Mainly Program Management Staff	Registration fees for the Harvard National Preparedness Leadership "Leading when it matters most" course for the PHEPR Director and "Leadership in Crises" for budgeted staff. Participation in the Harvard Kennedy School in-person course, "Leadership in Crisis", will allow key personnel from San Francisco Department of Public Health Public Health Emergency Preparedness and Response branch those responsible for overseeing, developing, updating, implementing and evaluating programs, policies, plans and procedures based on lessons learned from the COVID-19 response, to build greater capacity to prepare for and respond to hazards and incidents that may impact the health of the public, including pandemic and other infectious disease threats.	\$ -	\$ 24,950.00	\$ -	\$ -	\$ 24,950.00
WFDO03	PHP Summit 2024 Registration	All Positions	Registration fees for the 4-days PHP Summit attendance which provides a national forum for emergency preparedness planners to learn best practices that can be applied to local programs. This is for 3 FTE WFD funded staff.	\$ -	\$ -	\$ 700.00	\$ -	\$ 700.00
WFDO04	EPTW Conference Registration	All Positions	Registration fees for the 3-days emergency preparedness training workshop which provides a forum for personnel from PHEP in California to learn and share best practices from statewide partners. This is for 6 FTE WFD funded staff.	\$ -	\$ -	\$ 1,750.00	\$ -	\$ 1,750.00
WFDO05	Uniforms	All Positions	PHEPR responds to communicable disease outbreaks (i.e. COVID-19). Having a uniform helps with identification of the responders, which increases safety for both the responder and for the site they are responding to. Responder safety is a priority objective within emergency management.	\$ -	\$ 1,904.00	\$ -	\$ 16,145.00	\$ 18,049.00
WFDO06	Sydon - iCAM	All Positions	One-year license access and maintenance fees for iCAM resource inventory database to manage, track, maintain and deploy shared emergency health and medical assets for San Francisco DPH, EMS, Hospitals, Long Term Care facilities and clinics.	\$ -	\$ -	\$ -	\$ 4,100.00	\$ 4,100.00
WFDO07	Translation services	All Positions	Translate materials and information for emergency incidents and general communication to community partners.	\$ -	\$ -	\$ -	\$ 8,000.00	\$ 8,000.00
WFDO08				\$ -	\$ -	\$ -	\$ -	\$ -
WFDO09				\$ -	\$ -	\$ -	\$ -	\$ -
WFDO10				\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL				\$ -	\$ 26,854.00	\$ 2,800.00	\$ 46,715.00	\$ 76,369.00

CONTRACTS					Year 1	Year 2	Year 3	Year 4	Total
No.	Contractor Name	Position(s) Contract Supports	Position(s) Type Supplied	Justification (Contractors will be required to provide the same level of staffing detail)	Total	Total	Total	Total	of Years 1, 2, 3, & 4 Contracts
WFDC001	San Francisco Public Health Foundation	All Positions	All Positions	Contractor to hire consultants to conduct public health emergency preparedness planning activities, trainings, exercises, and special projects to produce deliverables required within the WFD grant cooperative agreement.	\$ -	\$ -	\$ 37,785.00	\$ 22,000.00	\$ 59,785.00
WFDC002					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC003					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC004					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC005					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC006					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC007					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC008					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC009					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC010					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC011					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC012					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC013					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC014					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC015					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC016					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC017					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC018					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC019					\$ -	\$ -	\$ -	\$ -	\$ -
WFDC020					\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL					\$ -	\$ -	\$ 37,785.00	\$ 22,000.00	\$ 59,785.00

TOTAL DIRECT COSTS		\$1,336,816.29
Indirect Cost (% of Total Personnel)		
ICR based on Percent of Salary and Benefits	\$894,342.46	25%
		\$ 221,005.71
TOTAL INDIRECT COST		\$ 221,005.71
TOTAL BUDGET		\$ 1,557,822.00
TOTAL ALLOCATION	\$ 1,557,822.00	BALANCE \$ -

Administrative Support Staff	All Positions	Personnel Costs
Professional or Clinical Staff	Mainly Administrative Support Staff	Direct Costs
Disease investigation Staff	Mainly Professional or Clinical Staff	
Program Management Staff	Mainly Disease investigation Staff	
School Health Staff	Mainly Program Management Staff	
	Mainly School Health Staff	
	Administrative Support Staff	
	Professional or Clinical Staff	
	Disease investigation Staff	
	Program Management Staff	
	School Health Staff	

From: [Zeng, Sharon \(DPH\)](#)
To: [Board of Supervisors \(BOS\)](#)
Cc: [Quinonez, Miguel \(DPH\)](#)
Subject: Grant Budget Revision - Grant name: Cities Readiness Initiative
Date: Tuesday, March 11, 2025 4:40:47 PM
Attachments: [2. CRI Base BR approved.pdf](#)

Hello,

In accordance with Administrative Code Section 10.170-1(H), this memo serves to notify the Board of Supervisors of a (type Federal or State) grant line item budget revision in excess of 15% requiring funding agency approval.

We have attached a copy of budget revision documentation submitted to the funding agency.

Attachment: Budget revision documentation

Thank you,

Sharon Z.
Fiscal Unit - Grants
San Francisco Dept. of Public Health
1380 Howard St.
San Francisco, CA 94103

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Spend Plan

Approved

Due at: 07/03/2024

Updated at: 02/03/2025, 11:50 AM

BP1 - PHEP FY 24-25 - CRI - CRI - 2025

[Export](#)

[Start](#)

Invoices Summary

Total allocation	Total invoices	Pending invoices	Remaining allocation
\$219,195.00	\$0.00	2	\$219,195.00

Category	Invoiced value
----------	----------------

Personnel:	\$0.00 (0.0%)
Personnel Fringe:	\$0.00 (0.0%)
Operating Expenses:	\$0.00 (0.0%)
In-State Travel:	\$0.00 (0.0%)
Out-of-State Travel:	\$0.00 (0.0%)
Equipment:	\$0.00 (0.0%)
Subcontracts:	\$0.00 (0.0%)
Other Expenses:	\$0.00 (0.0%)
Total Direct:	\$0.00 (0.0%)
Total Indirect:	\$0.00 (0.0%)
Total Advanced Payments:	(\$0.00) (0.0%)

[View all invoices](#)

Budget Summary

Total allocation	Total budgeted	Pending invoices	Remaining allocation
\$219,195.00	\$219,195.00	2	\$0.00

Category	Budgeted value
Personnel:	\$59,287.28 (27.05%)
Personnel Fringe:	\$23,525.24 (10.73%)
Operating Expenses:	\$8,300.00 (3.79%)
In-State Travel:	\$3,909.93 (1.78%)
Out-of-State Travel:	\$2,200.00 (1.0%)
Equipment:	\$0.00 (0.0%)
Subcontracts:	\$102,958.62 (46.97%)
Other Expenses:	\$8,100.00 (3.7%)
Total Direct:	\$208,281.07 (95.02%)
Total Indirect:	\$10,913.93 (4.98%)

Indirect cost basis

Indirect cost based on direct

Indirect cost rate

5.24%

Name

Melissa Ta

Time (months)

12.0

Position

PHEP Manager

FTE

10.0%

Salary

\$144,532.0

Salary cost

\$14,453.20

Fringe percentage

39.99%

Fringe

\$57,798.35

Fringe cost

\$5,779.84

Total cost

\$20,233.04

Total annual cost

\$20,233.04

Position filled?

Yes

Which Strategy(s) will this person be responsible for?

Strategy(s)

Strategy 1 (ST1)

Strategy 2 (ST2)

Strategy 3 (ST3)

Budget justification

Public Health Emergency Preparedness (PHEP) Manager provides general program oversight and coverage of roles and responsibilities within the grant.



Updated at: 12/17/2024, 02:16 PM

Name

Tony Huang

Time (months)

9.0

Position

Mass Propy Coordinator

FTE

10.0%

Salary

\$102,942.0

Salary cost

\$7,720.65

Fringe percentage

45.0%

Fringe

\$46,323.90

Fringe cost

\$3,474.29

Total cost

\$11,194.94

Total annual cost

\$14,926.59

Position filled?

Yes

Which Strategy(s) will this person be responsible for?

Strategy(s)

Strategy 1 (ST1)

Strategy 2 (ST2)

Strategy 3 (ST3)

Budget justification

Provides expertise for mass prophylaxis planning. Liaise with citywide terrorism response agencies. Develop operational details of mass prophylaxis plan including pre-staging and training of staff, identification of RSS site and backup sites, response equipment and supplies, identification and maintenance of primary and backup POD sites, setup and breakdown of PODs. Duties cover management of the Chempack program and all Functions

Updated at: 12/17/2024, 02:16 PM

Name

Hoiyan (Sharon) Sun

Time (months)

12.0

Position

Senior Clerk

FTE

10.0%

Salary

\$79,924.8

Salary cost

\$7,992.48

Fringe percentage

39.91%

Fringe

\$31,897.99

Fringe cost

\$3,189.80

Total cost

\$11,182.28

Total annual cost

\$11,182.28

Position filled?

Yes

Which Strategy(s) will this person be responsible for?

Strategy(s)

Budget justification

Provide administrative and clerical support in processing and tracking expenditures for preparedness and response activities. Duties cover all Functions and Capabilities within the grant. This position is not covered by indirect costs.

Updated at: 12/17/2024, 02:16 PM

Name

Elena Chan

Time (months)

6.525

Position

Public Sercie Aide

FTE

60.0%

Salary

\$54,497.0

Salary cost

\$17,779.65

Fringe percentage

40.0%

Fringe

\$21,798.80

Fringe cost

\$7,111.86

Total cost

\$24,891.51

Total annual cost

\$45,777.48

Position filled?

Yes

Which Strategy(s) will this person be responsible for?

Strategy(s)

Strategy 1 (ST1)

Strategy 2 (ST2)

Strategy 3 (ST3)

Budget justification

Public Service Aide to provide assistance to Mass Propy Coordinator to support activates to coordinate implementation of corrective action programs, collect and synthesize data from exercises and trainings, and develop Branch annual reports.

Updated at: 12/17/2024, 02:17 PM

Name

Lin Qiu

Time (months)

12.0

Position

MCM CRI Coordinator

FTE

10.0%

Salary

\$113,413.0

Salary cost

\$11,341.30

Fringe percentage

35.0%

Fringe

\$39,694.55

Fringe cost

\$3,969.46

Total cost

\$15,310.76

Total annual cost

\$15,310.76

Position filled?

Yes

Which Strategy(s) will this person be responsible for?

Strategy(s)

Strategy 1 (ST1)

Strategy 2 (ST2)

Strategy 3 (ST3)

Budget justification

Provides expertise for mass prophylaxis planning. Liaise with citywide terrorism response agencies. Develop operational details of mass prophylaxis plan including pre-staging and training of staff, identification of RSS site and backup sites, response equipment and supplies, identification and maintenance of primary and backup POD sites, setup and breakdown of PODs. Duties cover all Functions under Medical Countermeasure Capability.

Updated at: 12/17/2024, 02:17 PM

Name

Transfer funds to San Mateo for ABAHO-PHP Coordinator

Time (months)

0.0

Position

Enter position for employee

FTE

0.0%

Salary

\$0.0

Salary cost

\$0.00

Fringe percentage

0.0%

Fringe

\$0.00

Fringe cost

\$0.00

Total cost

\$0.00

Total annual cost

\$0.00

Position filled?

Yes

Which Strategy(s) will this person be responsible for?

Strategy(s)

Strategy 1 (ST1)

Strategy 2 (ST2)

Strategy 3 (ST3)

Budget justification

\$4,191 is deducted from our Allocation on the Summary page of budget to allow for transfer of this amount to San Mateo County to pay for Association of Bay Area Health Officials- Public Health Preparedness.

Updated at: 12/17/2024, 02:17 PM



Operating Expense

Office and Operating Supplies

Cost

\$500.0

Select all related Strategy(s)

Strategy(s)

Budget justification

Office and operating supplies to include desks, chairs, file cabinets, pens, pencil, paper, notepads, clips, folders, binder, staples, post-it notes, toner cartridges, etc. for PHEP CRI funded staff. Disposal of damaged POD trailer supplies.

Updated at: 06/18/2024, 02:55 PM

Operating Expense

Smartphone usage charge

Cost

\$7,800.0

Select all related Strategy(s)

Strategy(s)

Budget justification

Monthly usage fees for ten smartphones for PHEPR's management team to use during surge/emergency situation.



Updated at: 07/03/2024, 09:47 AM



In-State Travel

EPTW Conference

Cost

\$400.0

Select all related Strategy(s)

Strategy(s)

Budget justification

3-days emergency preparedness training workshop which provides a forum for personnel from CRI in California to learn and share best practices from statewide partners. Cost includes hotel, parking, and food. Number of people: one.

Updated at: 06/18/2024, 04:02 PM

In-State Travel

Various in-state travels

Cost

\$3,509.93

Select all related Strategy(s)

Strategy(s)

Budget justification

This is for CRI staff to attend various in-state travels which are fulfilling all Functions and Capabilities within the grant.



Updated at: 06/28/2024, 11:20 AM

Out-of-State Travel

PHP Summit 2025

Cost

\$2,200.0

Select all related Strategy(s)

Strategy(s)

Budget justification

4-days PHP Summit which provides a national forum for personnel from PHEP CRI in California to learn best practices that can be applied to local programs. Cost includes return flight, hotel and food. Number of people: one.

Updated at: 06/18/2024, 02:58 PM

Name

"San Francisco Public Health Foundation"

FTE

100.0%

Cost

\$102,958.62

Select all related Strategy(s)

Strategy(s)

Strategy 1 (ST1)

Strategy 2 (ST2)

Strategy 3 (ST3)

Budget justification

Contractor to hire consultants to conduct public health emergency preparedness planning activities, trainings, exercises, and special projects to produce deliverables required within the Public Health Emergency Preparedness (PHEP CRI) grant cooperative agreement. A copy of the contract will be submitted to CDPH for approval prior to executing the contract.

Updated at: 12/17/2024, 02:10 PM



Training/Exercise Material

Catering Service

Cost

\$1,000.0

Select all related Strategy(s)

Strategy(s)

Budget justification

Food & beverages to be provided for participants attending Emergency Responder exercises, workshops and trainings that are lasting more than 4 hours without a designated break for lunch. Expected attendance is 100. All meal reimbursement rates will follow Cal-HR guidelines per the WAM and will attach a Sign-in sheet for all the events.

Updated at: 09/06/2024, 10:24 AM



Maintenance Agreement

Sydion - iCAM

Cost

\$4,100.0

Select all related Strategy(s)

Strategy(s)

Budget justification

One-year license access and maintenance fees for ICAM resource inventory database to manage, track, maintain and deploy shared emergency health and medical assets for San Francisco DPH, EMS, Hospitals, Long Term Care facilities and clinics.

Updated at: 06/18/2024, 03:54 PM



Training/Conference Registration

PHP Summit 2025 Registration

Cost

\$700.0

Select all related Strategy(s)

Strategy(s)

Budget justification

Registration fees for the 4-days PHP Summit which provides a national forum for Personnel from CRI to learn best practices that can be applied to local programs.
Position Name: 2589 MCM/CRI Coordinator
Number of Budgeted Staff: 1

Updated at: 09/06/2024, 10:19 AM

Training/Conference Registration

EPTW Conference Registration

Cost

\$300.0

Select all related Strategy(s)

Strategy(s)

Budget justification

Registration fees for the 3-days emergency preparedness training workshop which provides a forum for personnel from CRI in California to learn and share best practices from statewide partners.
Position Name: 2589 MCM/CRI Coordinator
Number of Budgeted Staff: 1



Updated at: 09/06/2024, 10:19 AM

Training/Conference Registration

Various trainings

Cost

\$2,000.0

Select all related Strategy(s)

Strategy(s)

Budget justification

This is for PHEPR CRI staff to attend various trainings which are fulfilling all Functions and Capabilities within the grant.

Updated at: 06/18/2024, 03:04 PM

Item 14

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Notice of Proposed Emergency Regulations - Commercial Coonstripe Shrimp Fishery
Date: Thursday, March 13, 2025 11:00:00 AM

Hello,

Please see below for communication from the California Fish and Game Commission regarding a notice of proposed emergency regulations regarding the commercial coonstripe shrimp fishery.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: California Fish and Game Commission <fgc@public.govdelivery.com>
Sent: Thursday, March 13, 2025 10:12 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Notice of Proposed Emergency Regulations - Commercial Coonstripe Shrimp Fishery

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California Fish and Game Commission
Wildlife Heritage and Conservation Since 1870

Notice of Proposed Emergency Regulations

Greetings,

A notice of proposed emergency regulations regarding the commercial coonstripe shrimp fishery has been posted to the Commission's website. The notice and associated documents can be accessed at <https://fgc.ca.gov/Regulations/2025-New-and-Proposed#180.15>.

Sincerely,

Jenn Bacon
California Fish and Game Commission

[Click here to visit our regulations page](https://fgc.ca.gov/Regulations/2025-New-and-Proposed#180.15)

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[California Fish and Game Commission](#)

715 P Street, Sacramento, CA 95814

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This email was sent to board.of.supervisors@sfgov.org from the California Natural Resources Agency utilizing govDelivery. California Natural Resources Agency, 715 P Street, Sacramento, CA 95814

Item 15

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: Funding for LGBTQ programs
Date: Monday, March 10, 2025 3:49:00 PM
Attachments: [Funding for LGBTQ programs.pdf](#)

Hello,

Please see attached for communication from Shane regarding funding for school LGBTQ programs.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2025 MAR 10 PM 03:44

005-11

My Name is Shane im a student at Mission high and the president of GS

The board of educations shouldnt cut SFSD funding for queer and trans folks because it is a major thing in the school and for our students. GSA, Rainbow group, and other critical groups in middle schools are high schools, these groups create a safe place for the youth. I'm a trans youth struggling with my daily life being who I am, I fear for my safety often but school in a place where I am safe even though I'm not fully respected. GSA is a high school place where many queer people are safe and respected. Many people's experience is a place where we can talk and our mental health has improved by being surrounded by people like us. People with our experiences and relation, young people who are queer always feel they are in shadows or put down from who they are.

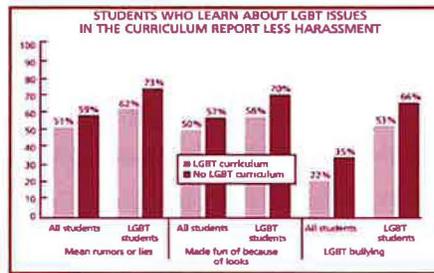
In my experience school is a tough place to be queer especially in middle and high school where people are either insulting and straight up rude. I was able to socially transition in middle school, they provided me with resources to change my name and email and gender in the system, and that's a long process. My middle school gave me resources like supplies, therapy and groups, which most of which require funding that SFUSD PROVIDES,I wouldn't have been able to transition or be confident and comfortable enough to transition publicly with this support and funding, bring it all back,

CDC's What Works in Schools Program Has Wide-reaching Impact



Studies have shown that students that are in rainbow,queer, and GSA have better mental and health and feel more confident with people in school being trans or queer. And also say assaults,rape,sexual assaults, suicide and substance use go significantly down. These groups are essential for children's well being and safety. Please don't get rid of the funding. It will impact so many children and teens not being able to get this type of support.

LGBTQ+ Inclusive education is not just good for LGBTQ+ students, it's good for EVERYONE!



We are so grateful for Dr. Su and the Board's stated commitment to our students during these uncertain times.

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [BOS-Operations](#); [Calvillo, Angela \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [Somera, Alisa \(BOS\)](#)
Subject: FW: Urgent Request to Halt New Cannabis Dispensary Approvals in San Francisco
Date: Friday, March 7, 2025 9:16:45 AM
Attachments: [The Green Cross - Highlights and Accomplishments 2-25.pdf](#)

Hello,

Please see attached and below communication regarding the cannabis industry.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sfbos.org

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From: Kevin Reed <kevinreed@thegreencross.org>
Sent: Friday, March 7, 2025 8:59 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Cityattorney <Cityattorney@sfcityatty.org>; Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Chan, Connie (BOS) <connie.chan@sfgov.org>; Chen, Chyanne (BOS) <Chyanne.Chen@sfgov.org>; Dorsey, Matt (BOS) <matt.dorsey@sfgov.org>; Engardio, Joel (BOS) <joel.engardio@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; Mahmood, Bilal (BOS) <bilal.mahmood@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Melgar, Myrna (BOS) <myrna.melgar@sfgov.org>; Sauter, Danny (BOS) <Danny.Sauter@sfgov.org>; Sherrill, Stephen (BOS) <Stephen.Sherrill@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>
Cc: BoardofAppeals (PAB) <boardofappeals@sfgov.org>; Office of Cannabis (ADM) <officeofcannabis@sfgov.org>; So, Lydia (CPC) <lydia.so@sfgov.org>; Moore, Kathrin (CPC)

<kathrin.moore@sfgov.org>; Braun, Derek (CPC) <derek.braun@sfgov.org>; Campbell, Amy (CPC) <amy.campbell@sfgov.org>; Imperial, Theresa (CPC) <theresa.imperial@sfgov.org>; McGarry, Sean (CPC) <Sean.McGarry@sfgov.org>; Williams, Gilbert A (CPC) <gilbert.a.williams@sfgov.org>

Subject: Urgent Request to Halt New Cannabis Dispensary Approvals in San Francisco

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To Mayor Daniel Lurie and the San Francisco Board of Supervisors,

The continued decline in California’s taxable cannabis sales is not simply a market correction—it is the direct consequence of a regulatory system that has failed to foster a sustainable cannabis industry. Excessive taxation, oversaturation, and relentless bureaucratic challenges are devastating licensed operators and simultaneously empowering the illicit market.

As President of The Green Cross, San Francisco’s oldest licensed dispensary, I have repeatedly shared the harmful impact of current policies. Just a few short months ago, we announced the closure of our distribution and manufacturing warehouse, a painful decision resulting from ongoing economic hardships. Today, we are compelled to announce another difficult and unprecedented measure: The Green Cross will now close on Sundays starting March 16th, marking the first time in our 21-year history in San Francisco that we will not operate seven days a week.

Cannabis demand in San Francisco has significantly declined—not because consumption has stopped—but due to profound economic shifts. Oversaturation of dispensaries throughout the Bay Area means former city customers now have closer options, as virtually every other city and county in the region has opened their own clubs. The rise of remote work has drastically reduced downtown economic activity, and tourism remains below pre-pandemic levels. Additionally, broader economic uncertainty has forced consumers to reduce discretionary spending, including cannabis.

Despite clear evidence of these challenges, state and city governments continue to issue licenses and expand an already saturated market without addressing these fundamental issues. This is not a failure of businesses to adapt; it is the outcome of policy decisions making sustainable competition impossible. Licensed dispensaries continue to close while illicit sales thrive unchecked.

California’s cannabis tax revenues have reached historic lows, businesses are closing regularly, and consumer behaviors have dramatically shifted. Immediate and meaningful policy action is crucial to prevent further damage.

Today, The Green Cross urgently calls upon the City of San Francisco to immediately halt processing any new cannabis dispensary applications, excluding those that have already successfully completed land use hearings or begun the building process. Continued expansion without addressing current market realities will only exacerbate the challenges facing existing operators and further undermine the legal cannabis market.

Respectfully,

--

Kevin Reed

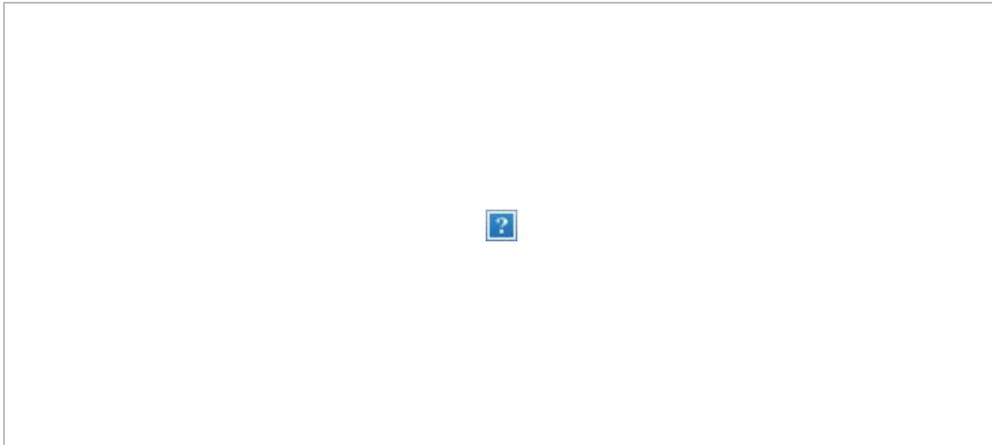
Founder & President
The Green Cross
4218 Mission Street
San Francisco, CA 94112

Mobile: 415.846.7671

Office: 415.648.4420

Email: KevinReed@TheGreenCross.org

Web: TheGreenCross.org



The Green Cross: Highlights and Accomplishments

Who We Are: The Green Cross (TGC) is a licensed, award-winning cannabis retailer located at 4218 Mission Street, San Francisco, California. We proudly operate as the only non-profit public benefit cannabis retailer in the city.

Pioneering Achievements:

The Green Cross has a distinguished and pioneering legacy in the cannabis industry. Below are some of our significant milestones:

- **First Land-Use Permit:** We are the trailblazers in applying for and being issued a land-use permit even before cannabis regulations were in place. This pioneering step set a precedent in the industry.
- **Medical Cannabis Permitting:** We are the first to navigate the medical cannabis permitting process, earning a delivery-only permit despite challenges, including our initial inability to open in the Fisherman's Wharf area.
- **Historical Sales:** We made history by recording the first sales of recreational cannabis in San Francisco on the very first day it became legal.
- **Longest-Running Licensed Cannabis Dispensary:** Serving the community since June 2004, The Green Cross is proud to be the longest continuously operating licensed cannabis dispensary in San Francisco. As a pioneer in the industry, we have remained committed to safe, legal, and affordable cannabis access for over two decades. Our dedication to quality, compliance, and patient care has made us a trusted name in cannabis, setting the standard for dispensaries in California.

Establishment and Growth:

- **Founded in 2004:** Opened our first location in Noe Valley, quickly gaining a reputation for a professional, member-centric approach.
- **Delivery Service:** Successfully provided 10+ years of medical cannabis delivery services to our San Francisco community.
- **IncrediMeds:** For two decades, IncrediMeds served as The Green Cross's signature in-house brand of edibles and topicals. Renowned for their exceptional quality, IncrediMeds offers a diverse selection of award-winning cannabis-infused products, celebrated for their reliable effects and delicious flavors. Each product was thoughtfully crafted to deliver a consistent and enjoyable experience, embodying the dedication and care that defined The Green Cross's commitment to excellence.
- **Current Location:** In 2013, we opened our storefront at 4218 Mission Street in the Excelsior District, after a dedicated six-year search and setup process.

- **Licensed Retailer:** Since January 6, 2018, The Green Cross has held local and state licenses to sell cannabis for both medical and adult use.

Commitment to Excellence and Service:

- **21 Years of Service:** Celebrating over two decades of service and dedication to the San Francisco community.
- **Community Engagement:** We are known for exceptional community and outreach services, offering member consulting and compassionate care.

Social Equity and Community Impact:

- **Equity Program Participation:** Active participant in the SF Cannabis Equity Program, supporting those impacted by the War on Drugs.
- **Local Employment:** Provide living wages, excellent benefits, and employment opportunities to residents from diverse backgrounds.
- **Philanthropy:** Since the passage of recreational cannabis in 2016, The Green Cross has contributed over \$650,000 to local non-profits and charities that support causes and initiatives we believe in.
- **SF Medical Cannabis Competition:** We organized and ran the San Francisco Medical Cannabis Competition for nine years before legalization and new regulations, donating all profits to cannabis advocacy groups.

Neighborhood Safety and Support:

- **Enhanced Safety Measures:** Employs dedicated security personnel and provides special member parking to ensure a safe and convenient experience.
- **Active in Local Associations:** Participates in neighborhood associations to help improve the local district.
- **Community Involvement:** The Green Cross proudly adopted the 4200 block of Mission Street, demonstrating our commitment to maintaining a clean and safe neighborhood. This initiative highlights our dedication to community improvement and local engagement.

Highlights of The Green Cross Founder & President, Kevin Reed:

- **Background:** Alabama native, Kevin Reed, moved to San Francisco in 1999 after a car accident led to chronic hip and back pain.
- **Discovery of Cannabis:** Found cannabis effective for pain relief, leading him to grow his own due to high dispensary costs.
- **Activism:** Motivated by an encounter with law enforcement, Kevin has been advocating for patient and user rights since 2004.
- **Legislative Efforts:** Partnered with various stakeholders in 2005-2006 to advocate for favorable cannabis legislation in San Francisco.

- **Task Force Involvement:** Served on San Francisco’s Medical Cannabis Task Force (2010-2012) and the Cannabis State Legalization Task Force (2016-2018), continuously lobbying for better laws and accessibility.
- **Impact:** His experiences have been instrumental in the success and member-focused mission of The Green Cross.

Recognition and Awards:

- **Industry Leadership:** Established as a trusted leader in the cannabis industry, known for innovation, quality, and community involvement.
- **The Green Cross has received the following awards since our inception:**

- | | |
|--|--|
| ○ 2025 Talk of the Town Award | ○ 2015 The Edible List - Best Chocolate Bar |
| ○ 2024 Best of the Bay - Cannabis Dispensary | ○ 2015 ABD6 - Special Distinction Award |
| ○ 2024 Best of the Bay - Cannabis Edibles | ○ 2015 SFMCC - 3rd Place Indica |
| ○ 2024 SF Gate's Best of the Bay Area - Best Cannabis Dispensary | ○ 2015 SFMCC - 3rd Place Sativa |
| ○ 2024 Better Business Bureau Accredited Business | ○ 2015 SFMCC - 3rd Place Hybrid |
| ○ 2024 Talk of the Town Award | ○ 2015 SFMCC - 1st Place Indica Edible |
| ○ 2023 Best of the Bay - Cannabis Dispensary | ○ 2015 SFMCC - 2nd Place Indica Edible |
| ○ 2023 Best of the Bay - Cannabis Edibles | ○ 2015 SFMCC - 1st Place Sativa Edible |
| ○ 2023 Better Business Bureau Accredited Business | ○ 2015 SFMCC - 2nd Place Sativa Edible |
| ○ 2023 Talk of the Town Award | ○ 2015 SFMCC - 2nd Place Hybrid Edible |
| ○ 2022 Best of the Bay - Cannabis Dispensary | ○ 2015 SFMCC - 1st Place High CBD Edible |
| ○ 2022 Better Business Bureau Accredited Business | ○ 2015 SFMCC - 2nd Place Hybrid Edible |
| ○ 2022 Talk of the Town Award | ○ 2015 SFMCC - 3rd Place High CBD Edible |
| ○ 2021 Better Business Bureau Accredited Business | ○ 2015 SFMCC - 1st Place Topical |
| ○ 2021 Talk of the Town Award | ○ 2015 Talk of the Town Award |
| ○ 2020 Best of the Bay - Cannabis Dispensary | ○ 2014 Best of the Bay - Pot Edibles |
| ○ 2020 Talk of the Town Award | ○ 2014 Talk of the Town Award |
| ○ 2020 Better Business Bureau Accredited Business | ○ 2014 SFMCC - 2nd Place Edible |
| ○ 2019 Talk of the Town Award | ○ 2014 SFMCC - 3rd Place Sativa |
| ○ 2019 Best of the Bay - Cannabis Dispensary | ○ 2014 SFMCC - 3rd Place Edible |
| ○ 2019 High Times Cannabis Cup - Best Edible | ○ 2013 Best of the Bay - Cannabis Edibles |
| ○ 2018 Talk of the Town Award | ○ 2013 Best of the Bay - Cannabis Dispensary |
| ○ 2018 Best of the Bay - Cannabis Dispensary | ○ 2013 SFMCC - 1st Place Strain |
| ○ 2018 Best of the Bay - Cannabis Edibles | ○ 2013 SFMCC - 2nd Place Strain |
| ○ 2017 Talk of the Town Award | ○ 2012 SFMCC - 1st Place Edible |
| ○ 2017 Best of the Bay - Cannabis Dispensary | ○ 2012 SFMCC - 3rd Place Edible |
| ○ 2016 CA Assembly Cert. of Recognition | ○ 2011 SFMCC - 1st Place Strain |
| ○ 2016 SF Board of Supervisors Certificate of Honor | ○ 2011 SFMCC - 1st Place Edible |
| ○ 2016 CA Senate Certificate of Recognition | ○ 2010 SFMCC - 1st Place Concentrate |
| ○ 2016 Certificate of Special Congressional Recognition | ○ 2010 SFMCC - 2nd Place Concentrate |
| ○ 2016 Talk of the Town Award | ○ 2010 SFMCC - 3rd Place Concentrate |
| | ○ 2009 SFMCC - 1st Place Strain |
| | ○ 2008 SFMCC - 1st Place Strain |

These accolades reflect our unwavering commitment to excellence and innovation in the cannabis industry.

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Urgent Request to Halt New Cannabis Dispensary Approvals in San Francisco
Date: Monday, March 10, 2025 4:01:00 PM

Hello,

Please see below for communication from Kevin Reed regarding the cannabis industry.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
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From: Kevin Reed <kevinreed@thegreencross.org>
Sent: Sunday, March 9, 2025 7:24 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Cityattorney <Cityattorney@sfcityatty.org>; Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Chan, Connie (BOS) <connie.chan@sfgov.org>; Chen, Chyanne (BOS) <Chyanne.Chen@sfgov.org>; Dorsey, Matt (BOS) <matt.dorsey@sfgov.org>; Engardio, Joel (BOS) <joel.engardio@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; Mahmood, Bilal (BOS) <bilal.mahmood@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Melgar, Myrna (BOS) <myrna.melgar@sfgov.org>; Sauter, Danny (BOS) <Danny.Sauter@sfgov.org>; Sherrill, Stephen (BOS) <Stephen.Sherrill@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>
Cc: BoardofAppeals (PAB) <boardofappeals@sfgov.org>; Office of Cannabis (ADM) <officeofcannabis@sfgov.org>; So, Lydia (CPC) <lydia.so@sfgov.org>; Moore, Kathrin (CPC) <kathrin.moore@sfgov.org>; Braun, Derek (CPC) <derek.braun@sfgov.org>; Campbell, Amy (CPC) <amy.campbell@sfgov.org>; Imperial, Theresa (CPC) <theresa.imperial@sfgov.org>; McGarry, Sean (CPC) <Sean.McGarry@sfgov.org>; Williams, Gilbert A (CPC) <gilbert.a.williams@sfgov.org>
Subject: Re: Urgent Request to Halt New Cannabis Dispensary Approvals in San Francisco

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Subject: Follow-Up: Urgent Need for Cannabis Industry Review in San Francisco

Dear Mayor Lurie and Members of the San Francisco Board of Supervisors,

I apologize for the multiple emails, but I hope you understand that my persistence comes from a place of urgency and deep concern. My goal is simply to get your attention on an issue that is rapidly destabilizing the legal cannabis industry in San Francisco, and in turn, negatively impacting tax revenues, jobs, and public safety.

As promised, I have compiled and verified comprehensive data on the state of the cannabis industry in San Francisco as of March 2025. This includes a detailed review of all active dispensaries, delivery-only services, pending applications, and recent closures. The data confirms what we've been warning about: oversaturation is eroding the viability of licensed businesses while the illicit market continues to flourish.

San Francisco has long understood the need to regulate market saturation in key industries—whether it be through limiting alcohol licenses, restricting big-box stores, or capping taxi medallions. The logic behind these policies is clear: **uncontrolled expansion leads to economic instability, crime, and failing businesses.** Yet, for some reason, this same logic has not been applied to cannabis. Instead, we continue to see new licenses approved despite a shrinking consumer base, increased competition from neighboring jurisdictions, and an illicit market that remains unchecked.

I urge you to review the attached data and consider the undeniable economic realities we are facing. Immediate action is needed to stabilize this industry before more businesses—longstanding, compliant, and community-focused dispensaries—are forced to close. At the very least, I again ask that the city **immediately halt processing any new dispensary applications beyond those already in the approval pipeline** and conduct a full economic assessment of the industry's sustainability.

I appreciate your time and consideration, and I welcome any opportunity to discuss this further. My goal is not to inundate you with emails, but rather to ensure that legal cannabis businesses in San Francisco are given the same thoughtful regulatory protections as other highly controlled industries.

Respectfully,

San Francisco Cannabis Dispensaries – Updated Data (March 2025)

This report verifies and updates the status of all San Francisco dispensaries listed in the provided file, with location corrections and current operational details. It is organized by dispensary category and includes a summary of key insights on geographic distribution, industry trends, and regulatory changes affecting the SF cannabis market.

Active Storefront Dispensaries (Fully Permitted)

The following **storefront cannabis retailers** in San Francisco are verified as open and state-licensed for adult-use (and most for medical use as well). Each entry includes the

dispensary name and updated address:

- **ZONE2** – 212 California St (Financial District). Active licensed retailer ([ZONE2 California - Real CA Cannabis](#)).
- **Authentic 415** – 165 Mississippi St (Potrero Hill). Open since Jan 2023.
- **Barbary Coast** – 952 Mission St (SoMa/Mid-Market). Established dispensary with on-site lounge.
- **BASA (Bay Area Safe Alternatives)** – 1328 Grove St (Western Addition). Long-running community dispensary.
- **Blaze on Haight** – 1685 Haight St (Upper Haight). Equity-owned shop in the Haight-Ashbury district.
- **Bloom Room – 471 Jessie St (SoMa) – Closed Feb 2024** due to safety concerns downtown (Pacifica location remains open).
- **Bloomerang** – 3015 San Bruno Ave (Visitacion Valley). New neighborhood dispensary (opened 2022).
- **California Street Cannabis Co.** – 1398 California St (Nob Hill). Formerly *Grass Roots*; fully licensed retailer.
- **California St. @ Clement** – 235 Clement St (Inner Richmond). Second location for California St. Cannabis (opened 2023).
- **Cannavine** – 70 2nd St (South of Market). Downtown SF outlet of a Mendocino-based retailer.
- **Connected SF** – 5234 Mission St (Crocker-Amazon/Outer Mission). High-end boutique shop.
- **Dr. Greenthumb's** – 3139 Mission St (Bernal Heights). Opened 2022, part of the B-Real chain.
- **Dutchman's Flat** – 2534 3rd St (Dogpatch). Established in 2019 serving Potrero/Dogpatch.
- **Eureka Sky** – 3989 17th St (Castro). LGBTQ-owned dispensary in the Castro, open daily ([Eureka Sky: Cannabis Dispensary in Castro Street](#)) ([Dispensary - Visit Us \[NOT LIVE\] - Eureka Sky](#)).
- **Elevated SF** – 2442 Bayshore Blvd (Visitacion Valley). Equity storefront serving the southern border of SF.
- **Fig & Thistle** – 313 Ivy St (Hayes Valley). Small apothecary-style cannabis boutique.
- **Flight SF (Parkmerced)** – 61 Cambon Dr (Parkmerced/Lake Merced). Serving southwest SF (opened ~2022).
- **Flore Dispensary** – 258 Noe St (Castro). New dispensary near Market & Noe (named after historic Café Flore site).
- **Gemme Verdi** – 899 Columbus Ave (North Beach). Neighborhood shop focusing on wellness products.

- **Golden Gate Cannabis Co.** – 500 Jones St (Tenderloin). Equity-owned retailer in the TL (opened 2022).
- **Green Cross** – 4218 Mission St (Excelsior). Longstanding dispensary (est. 2004) known for delivery and storefront.
- **Harborside SF** (with **HYRBA**) – 768 Stanyan St (Haight-Ashbury). Open daily under Harborside brand ([Harborside - Weed dispensary San Francisco, California - Weedmaps](#)) (partnered with equity applicant HYRBA).
- **KOLAS SF** – 1545 Ocean Ave (Ingleside). Sacramento-based chain's first Bay Area store (opened Jan 2023); equity license active ([KOLAS SF - Real CA Cannabis](#)).
- **Love Shack by Green Dragon – 502 14th St (Mission)** – *Active license but physical shop appears closed.* (Green Dragon operates other Bay Area locations.)
- **Magic Flower** – 906 Post St (Tenderloin). Fully permitted retailer in operation.
- **Marina Greens** – 3109 Fillmore St (Marina). New dispensary serving the Marina/Cow Hollow area.
- **MediThrive** – 1933 Mission St (Mission). Historic dispensary (founded 2009) now operating as both storefront and delivery.
- **Mission Cannabis Club** – 2441 Mission St (Mission). Formerly Shambhala, a veteran dispensary with lounge.
- **Mission Organic** – 5258 Mission St (Outer Mission/Excelsior). Retailer with large selection and parking, also offers delivery.
- **Moe Greens** – 1276 Market St (Mid-Market). Dispensary and consumption lounge on Market Street.
- **North Beach Pipeline** – 1335 Grant Ave (North Beach). Pipeline's flagship store in North Beach (opened 2019).
- **Off the Charts SF** – 879 Bryant St (SoMa). San Diego-based chain location opened in 2023.
- **Ohana Cannabis** – 1737 Post St (Japantown). Equity dispensary planned for Japantown – currently open in Emeryville (SF status pending).
- **Outer Haze** – 928 Van Ness Ave (Cathedral Hill). Equity-owned shop opened 2023 ([Outer Haze - Real CA Cannabis](#)), serving Civic Center/TL area.
- **Posh Green** – 828 Innes Ave #110 (Bayview-Hunters Point). SF's first Black woman-owned dispensary, opened 2021.
- **Project Cannabis SF** – 761 Bryant St (SoMa). Opened 2023, part of a retail chain ([Project Cannabis SF - Cannabis Dispensary in San Francisco ...](#)).
- **Pure 710SF** – 49 Kearny St, 3rd Fl (Union Square). Boutique dispensary (elevator entry) focusing on concentrates ([Pure 710SF | Dispensary Menu, Reviews & Photos - Leafly](#)).
- **Purple Star** – 2520 Mission St (Mission). Community-focused dispensary in the

Mission, known for charitable programs ([Purple Star MD](#)).

- **Russian Hill Cannabis Club** – 2424 Polk St (Russian Hill). Equity retailer opened 2023 on Polk Street.
- **Seaweed SF** – 245 Jefferson St (Fisherman’s Wharf). Tourist-friendly shop in Wharf area (opened 2022).
- **Solful SF** – 900 Irving St (Inner Sunset). High-quality dispensary by a Sonoma County operator (opened early 2023).
- **SPARC (SoMa)** – 1256 Mission St (SoMa). Pioneering dispensary with vapor lounge, operating since 2010 (converted to adult-use).
- **SPARC (Polk)** – 1735 Polk St (Nob Hill). Second SPARC location opened 2022 ([Outer Haze - Real CA Cannabis](#)).
- **STIIIZY Mission** – 3326 Mission St (Bernal/Outer Mission). The *STIIIZY* chain’s Mission location (opened 2020).
- **STIIIZY SoMa** – 518 Brannan St (SoMa). Large dispensary opened 2022; site of high-profile security incident.
- **STIIIZY Union Square** – 180 O’Farrell St (Union Square). Opened mid-2022 in downtown shopping district.
- **Sunset Pipeline** – 2161 Irving St (Outer Sunset). Equity-owned Sunset District dispensary (opened 2022) ([Sunset Pipeline \(2025\) - All You Need to Know BEFORE You Go ...](#)).
- **The Apothecarium – Castro** – 2029 Market St (Castro). Flagship location, operating with lounge.
- **The Apothecarium – Marina** – 2414 Lombard St (Marina). Opened 2021, serving Marina/Pacific Heights.
- **The Apothecarium – SoMa** – 527 Howard St (SoMa). Downtown location catering to FiDi and SOMA.
- **Union Cannabis Club** – 2030 Union St (Cow Hollow). Neighborhood dispensary in Cow Hollow (opened 2021 after MedMen’s first exit).
- **Union Station** – 2075 Mission St (Mission). New Mission District dispensary (opened ~2023).
- **Urbana – Geary** – 4811 Geary Blvd (Inner Richmond). Modern dispensary (opened 2020) by Urbana brand.
- **Urbana – Mission** – 33 29th St (Mission/Bernal Heights). Opened 2020 in former Bernal Heights collective space ([Urbana Weed Dispensary Mission - KingPalm](#)) ([Urbana Weed Dispensary Mission - KingPalm](#)).
- **Weedhub** – 3407 Geary Blvd (Inner Richmond). Retailer in Richmond District (opened ~2021).

Note: **Bloom Room (SoMa)** is a notable recent closure – after 11 years, it **shut its Jessie St** . Its sister dispensary in

location in Feb. 2024 citing deteriorating Downtown conditions

Pacifica remains operational. **Love Shack by Green Dragon** is listed with an active license but has been reported as “*permanently closed*” at the SF location. All other above-listed retailers are open and fully licensed as of March 2025.

Active Delivery-Only Cannabis Services

These businesses are **licensed for delivery only** (no public storefront). They operate out of office or warehouse locations in San Francisco:

- **Bay Care Delivery** – 2200 Cesar Chavez St, Ste 7 (Bayview). Licensed delivery service.
- **BAYTRU Inc.** – 2110 Jennings St (Bayview). Equity-owned delivery operator.
- **Budtenders** – 880 Folsom St (SoMa). Licensed delivery serving SF & Daly City.
- **California Wellness** – 40 Shotwell St (Mission). Delivery hub (formerly a medical-only cooperative).
- **Golden Bear Delivery** – 1555 Yosemite Ave #3 (Bayview). Licensed delivery service (industrial zone).
- **Hometown Heart** – 2800 3rd St #201 (Bayview/Dogpatch). Major Bay Area delivery provider (medical and adult-use).
- **Kure SF** – 214 California St, #203 (Financial District). **Status:** *Application stage or not yet operating.* (See application list below).
- **Sava** – 2800 3rd St (Bayview). Women-founded curated cannabis delivery, serving all of SF.
- **SmileHouse** – 3450 3rd St (Bayview). Equity-focused delivery service.

Note: Several listed delivery permits (e.g. **Kure SF**) are still in the **application or approval process** and not yet operating. All others above are active as of 2025.

Permitted Locations – Under Construction (Land Use Approved)

The following **storefront dispensary locations have received land-use permits and are in the build-out phase** as of 2025. These businesses are not open yet but are expected to begin operations upon completion of construction and final inspections:

- **2000 Oakdale Ave (Bayview)** – Retail permit approved (Equity applicant). Interior construction underway.
- **3185 Mission St (Mission)** – “*3185 Mission, LLC*” building out a dispensary space (La Lengua area).

- **500 Laguna St (Hayes Valley)** – “500 Retail LLC,” location under construction near Hayes Valley/Filmore.
- **615 Sansome St (Financial District)** – “Aggrieved Elk LLC,” building a dispensary in FiDi/North Beach.
- **2401 Irving St (Outer Sunset)** – “62 Smooth,” future Sunset District cannabis store (site in progress).
- **2745 19th St (Mission)** – “Alaf Extracts Inc.,” constructing a Mission Potrero area storefront.
- **1200 Indiana St (Dogpatch)** – “Alaf Extracts Inc.,” second location under construction (Potrero/Dogpatch).
- **214 California St #203** – “Kure SF,” (**Downtown**) – Construction pending (delivery hub with retail component).
- **49 Kearny St (Union Sq)** – “Pure 710SF,” (already operating on 3rd floor; *expansion or modifications ongoing*).

Additional locations with permits in this phase (not exhaustive): 5801 Mission St (Outer Mission), 4994 Mission St (Excelsior), 1455 Donner Ave (Bayview), among others. These sites have secured Planning approval and are working toward opening. Completion timelines vary, and some may begin operating later in 2025.

Cannabis Retail License Applications in Process

San Francisco has a number of **cannabis business permit applications in progress** (submitted under the equity program before the 2023 moratorium). These include proposals for both storefront and delivery-only operations across the city. As of March 2025:

- **Storefront Retail Applications:** *Approximately 40+ pending.* Notable proposed locations are spread citywide – e.g., **100 Broadway** (north waterfront), **1019 Ocean Ave** (Ingleside), **5 Leland Ave** (Visitacion Valley), **1881 Lombard St** (Marina), **2222 Bush St** (Western Addition), and others. These applications are in various stages of review (Office of Cannabis and other city departments). No new retail applications are being accepted until 2027 due to a temporary ban on new permits, so the current pipeline consists of equity applicants already in process. Each must complete city permitting and state licensing before opening.
- **Delivery-Only Applications:** *Approximately 35+ pending.* Proposed delivery services include businesses at **1500 Burke Ave** (Bayview), **2250 Jerrold Ave** (Bayview), **1585 Howard St** (SoMa), **214 California St** suites (Downtown), etc. These are likewise moving through the permit pipeline. Many are equity entrepreneurs planning to serve various neighborhoods without storefronts.

Note: The **City enacted Ordinance 200-144 in July 2023, pausing acceptance of new**

cannabis retail applications until Dec 31, 2027. This allows SF to process the backlog of existing applications (predominantly equity applicants). The figures above reflect that backlog; some applicants may withdraw or face delays, while others will progress to opening in coming years.

Inactive or Closed Dispensaries and Services

The following dispensaries and delivery services from the original list are **no longer operating in San Francisco** (as of 2025), due to business closures, permit expirations, or mergers:

- **1944 Ocean Collective** – 1944 Ocean Ave (Ingleside). Closed in 2018 despite holding a city permit.
- **Waterfall Wellness** – 1545 Ocean Ave. Closed 2018; location later taken over by KOLAS.
- **Various 214 California St “Suite” Operations** (Downtown) – A number of small delivery-only businesses that were incubating at 214 California St (Suites #200, #201, #207, #209, #210, #213, #216) became inactive and did not ultimately launch. These permits have lapsed or been terminated.
- **Liberty Cannabis** – 2222 Bush St (Lower Pacific Heights). Opened in 2021 as an East Coast-based entrant, **abruptly closed in 2022** (staff given <1 week notice, per reports).
- **Mary Modern** – Proposed at 2845 Geary Blvd (Laurel Heights). High-profile planned boutique (female-founded) that never opened; project was abandoned by 2022.
- **MedMen (Cow Hollow)** – 1861 Union St. Opened 2020, **closed Mar 7, 2024 amid parent company’s financial collapse.** (MedMen has exited the Bay Area entirely.)
- **MegaBud SF** – 1649 Divisadero St (Pacific Heights). Opened 2022 in MedMen’s former space, but shuttered by late 2023 as the operator’s venture collapsed.
- **Poncho Brotherz** – 2934 Cesar Chavez St (Mission). Opened Oct 2022 ([Poncho Brotherz, a Dispensary, Has ‘Shaman-Grown’ Cannabis](#)) as SF’s first farm-to-table dispensary, but **closed in 2023** (the state shows its license expired) ([Poncho Brotherz, 2934 Cesar Chavez, San Francisco, CA 94110, US](#)).
- **Vapor Room** – 79 9th St (SoMa). Relaunched lounge by Martin Olive (after prior closure on Haight); **closed in 2023** after the owner was tragically shot in front of the shop ([San Francisco cannabis shop owner shot 7 times closing business ...](#)) ([Downtown SF store to close after owner shot in jarring daytime attack](#)).
- **CDXX (SF)** – 4526 3rd St (Bayview). Early delivery service that is no longer active.
- **BCI Delivery** – 214 California St #200 (Downtown). An incubator delivery operation that closed without commencing full operations.

Summary of closures: The San Francisco cannabis market has seen churn with legacy medical dispensaries shutting down (e.g. 1944 Ocean, Vapor Room) and some new ventures struggling (MedMen’s high-profile failure, short-lived equity startups like Poncho Brotherz). Reasons vary from **financial woes, competition, crime, to regulatory hurdles**. Notably, *Bloom Room* and *Vapor Room* cited public safety and economic downturn in downtown SF as factors in closing ([San Francisco cannabis shop owner shot 7 times closing business ...](#)). Despite these setbacks, most closures have been offset by new openings in other neighborhoods, as listed above.

Summary Report and Key Insights (2025)

San Francisco’s cannabis landscape is dynamic and has evolved significantly through 2024 into 2025. Below is an analysis of the **geographic distribution of dispensaries, trends in operations, and regulatory/market changes** affecting the industry:

Geographic Distribution of Dispensaries

San Francisco now hosts a **broadly distributed network of cannabis retailers** across its neighborhoods:

- **Historically Centralized, Now Citywide:** Dispensaries were once concentrated in Downtown, SoMa, and the Mission. Today, almost every part of the city has at least one dispensary. Established hubs like **SoMa/Mid-Market and the Mission** still have the highest concentrations (e.g. SPARC, Moe Greens, Barbary Coast in SoMa; multiple in Mission), but new shops have spread to **outer neighborhoods**. For example, **Sunset Pipeline in the Outer Sunset** brought the first dispensary west of 19th Ave ([Sunset Pipeline \(2025\) - All You Need to Know BEFORE You Go ...](#)), and **KOLAS opened in Ingleside** on Ocean Ave, ending a cannabis “dry spell” in that area. The **Bayview/Bayshore** area, traditionally underserved, now has equity storefronts like Posh Green and Elevated SF, with more delivery hubs clustering in industrial zones. The **Marina/Pacific Heights** area saw a gap after MedMen’s closure, but local operators (Apothecarium Marina, Marina Greens) have filled in. Even tourist zones like **Fisherman’s Wharf (Seaweed SF)** and **Union Square (STIIIZY, Pure710SF)** host dispensaries, reflecting a wider geographic reach.
- **Neighborhood Counts:** As of 2025, the Mission District and SoMa each boast a large number of retailers, while **formerly unserved neighborhoods now have at least one** (e.g. **Parkmerced/Lake Merced** got Flight SF; **Haight-Ashbury** gained Blaze on Haight; **Russian Hill/Nob Hill** gained Russian Hill Cannabis Club and SPARC Polk). The city’s westside (Sunset and Richmond) went from zero dispensaries a few years ago to several today (Sunset Pipeline, Solful, Urbana Geary, etc.). This broader distribution improves patient and customer access but also means **increased**

competition in some areas.

- **Clustering and Buffer Zones:** San Francisco’s zoning rules prevent retailers from locating within 600 feet of schools or each other. Nonetheless, some commercial corridors host multiple dispensaries a short walk apart (especially in SoMa and Mission). Meanwhile, large residential areas like west of Twin Peaks remain mostly free of dispensaries due to zoning and lower retail density. Overall, the map of dispensaries now roughly correlates with major commercial zones citywide, rather than being confined to a few enclaves.

Trends in Dispensary Operations

Several notable trends are shaping how SF dispensaries operate and compete:

- **Enhanced Security Measures:** A concerning spike in burglaries and armed robberies targeting dispensaries and distributors emerged in 2022–2023. Operators report organized groups hitting stores in smash-and-grab attacks or even brazen day-time robberies. For instance, in one incident the manager of STIIIZY SoMa was kidnapped during a burglary. In response, dispensaries have **hardened security** – installing bollards, gates, alarm systems, and hiring overnight guards. Industry leaders held press conferences to demand greater police protection and attention to what they suspect are “*inside job*” theft rings. While these measures increase operating costs, they have become necessary to protect staff and inventory. Some stores have adjusted hours (closing earlier) or use buzz-in entry to enhance safety. The heightened security emphasis is now a standard part of doing business in SF’s cannabis retail sector.
- **Delivery and Omni-Channel Services:** Almost all storefront dispensaries now offer delivery or express pickup options in addition to in-store sales. Furthermore, purely **delivery-only businesses (like Sava, Budtenders)** continue to thrive by serving customers who prefer online ordering. This trend was accelerated by the pandemic and remains popular. Dispensaries compete by providing quick delivery across the city, and some partner with tech platforms for wider reach. The integration of e-commerce, loyalty apps, and online menus is a notable trend, making cannabis as easy to order as takeout. Delivery has also been a way for equity entrepreneurs to enter the market without the high overhead of a retail storefront.
- **Product Selection and Consumption Experiences:** San Francisco shops differentiate themselves with curated product menus and in-store experiences. Many carry a wide range of **locally produced craft cannabis** (to appeal to connoisseurs) alongside value brands. A trend toward **on-site consumption lounges** is evident – pioneers like Barbary Coast and Moe Greens set the example, and newer stores like Mission Cannabis Club and Urbana offer lounge areas or vaping bars for patrons. This adds a social element and draws tourists seeking the Amsterdam-style experience. Some dispensaries host events, vendor demos, or patient education sessions as allowed, to build community and customer loyalty.
- **Equity and Local Ownership:** A defining trend in SF is the city’s **Equity Program**, which has enabled many **Black, Latinx, and API entrepreneurs** to open dispensaries in the past two years. Names like **Posh Green (Bayview), Sunset Pipeline (Sunset),**

Poncho Brotherz (Mission), and **Russian Hill Cannabis Club** are all equity ventures. These owners often emphasize community engagement, hiring locally, and culturally relevant branding. The equity focus has diversified the industry, although some equity businesses have struggled with funding and some (like Poncho Brotherz) unfortunately closed. Larger established companies (e.g. Harborside, STIIIZY) have in some cases partnered with equity applicants as incubators to help them launch, a requirement for some licenses. The continued support and success of equity operators remains a key trend and goal for the city's cannabis scene.

- **Market Competition and Consolidation:** The San Francisco market is **highly competitive and saturated** compared to just a few years ago. With ~40+ active storefronts and dozens more on the way, dispensaries are vying for the same customer base, which exerts downward pressure on prices. Profit margins have thinned, contributing to the exit of big players like MedMen (whose aggressive expansion collapsed under debt). At the same time, multi-state operators (MSOs) and regional chains are making their presence felt – examples include **STIIIZY (Shryne Group)**, **Harborside (StateHouse Holdings)**, **Authentic 415** (part of Authentic chain), **Off The Charts**, and **KOLAS**. Some local independents have been acquired or rebranded under larger umbrellas (Apothecarium's locations are now part of TerrAscend's portfolio, Urbana is expanding, etc.). This **consolidation trend** means fewer but stronger companies could dominate, although SF still has many single-shop proprietors. In an increasingly consolidated industry ([Poncho Brotherz, a Dispensary, Has 'Shaman-Grown' Cannabis](#)), SF's market is trying to balance corporate influence with small business opportunities.
- **Adaptation to Economic Climate:** San Francisco's downtown economic challenges (remote work, reduced tourism in some areas) have impacted dispensaries. The closure of Bloom Room in SoMa underscored how declining foot traffic and safety issues can hurt cannabis retail. In response, some downtown dispensaries have ramped up delivery and online promotions to reach customers outside the immediate area. Others are focusing on **neighborhood-centric models**, assuming that residential areas will provide more stable clientele than the struggling downtown core. Pricing strategies have also adapted: many shops run daily deals or loyalty discounts to retain price-sensitive customers in the face of cheaper unlicensed markets.

Regulatory and Market Changes Affecting SF Dispensaries

The cannabis industry in San Francisco operates under complex and evolving regulations. Key recent changes and their impacts include:

- **Transition from Article 33 to Article 16 Permits:** San Francisco required all legacy medical dispensaries (permitted under Health Code Article 33) to transition to the new Adult-Use permits (Police Code Article 16) by the end of 2024. This was a significant administrative burden, but by January 2025 essentially all operating dispensaries obtained their permanent Article 16 permits or closed. The city's legalization framework is now fully in the "post-Prop 64" era, with uniform regulations for adult-use retailers.

Moratorium on New Permits: In mid-2023, the City enacted a **temporary ban on new cannabis permit applications until 2027**. This means no new cannabis retail or delivery businesses (beyond those already in process) can apply for permits for several years. The rationale was to give existing equity applicants a chance to catch up and to prevent oversaturation while many shops are still getting established. For the market, this moratorium creates a *finite competitive set* through 2027 – advantageous for current operators (fewer new competitors) but also locking out any would-be newcomers who missed the application window. The total number of dispensaries will likely plateau once the pipeline of pending applicants is exhausted, at least until the moratorium lifts.

- **Local Tax Suspension:** San Francisco lawmakers recognized the financial hurdles facing legal dispensaries competing with the illicit market. The city **suspended its Cannabis Business Tax for fiscal years 2021 through 2025**, meaning cannabis retailers pay no local gross receipts tax until 2026. This tax holiday (spearheaded by Supervisor Rafael Mandelman) was intended to help licensed businesses “thrive against the pull of the illicit market”. It provides some relief – roughly a 1%–5% gross revenue boost – which can be reinvested in security, lower prices, or employee pay. However, operators caution that state taxes and compliance costs are still high, and the illicit market remains a formidable competitor (estimated \$8 billion in illegal sales vs. \$4 billion legal in CA). There is hope the tax suspension will be extended or made permanent if economic conditions remain tough.
- **State Licensing Deadlines:** As of Jan 1, 2025, California’s Department of Cannabis Control can no longer renew provisional licenses for retailers. All SF dispensaries were required to secure an annual state license by this date. This state-level change pressured some equity startups to expedite operations or risk lapsing. San Francisco worked to support equity applicants through this transition (offering technical assistance and grants). The state’s stricter enforcement of licensing (and efforts to curb unlicensed sellers) is gradually creating a more stable, compliant marketplace, but it also eliminated some marginal operators who couldn’t meet requirements by the deadline.
- **Regulatory Enforcement and Compliance:** SF dispensaries in 2024/2025 face rigorous compliance checks – from DCC inspections for product safety to SF Health Code rules on security and ventilation. There’s also the new **cannabis consumption lounge permit process** (Article 8A of Health Code) which a few have navigated to allow on-site smoking/vaping legally. Overall, the regulatory climate is strict, but the city government has shown support for the industry (e.g., extending deadlines for equity businesses, pausing the tax, cracking down on illegal competitors). Dispensaries must stay agile in responding to any new ordinances (for example, any future city efforts to combat storefront burglaries or new zoning tweaks).
- **Market Trends – Price and Supply:** The broader California market in 2024 saw record-high cannabis production and falling wholesale prices. SF retailers benefited from lower cost of goods, but many passed savings on to consumers to stay competitive. The glut of product has led to frequent sales and a buyer’s market in dispensaries. Conversely, some smaller craft farms went out of business, potentially reducing product variety long-term. San Francisco shops are leveraging the ample supply by stocking a wide selection, but also differentiating with exclusive local brands and emphasizing quality over quantity for discerning customers. The market’s growth has also contributed to a degree of normalization – cannabis stores are now an accepted part of

main streets in SF, and stigma continues to decrease, which in turn subtly influences regulations to be more business-friendly over time.

Outlook

In summary, San Francisco's cannabis dispensary landscape as of early 2025 is **robust but facing challenges**. The city has achieved a more equitable and geographically balanced distribution of dispensaries, improving access across communities. Consumers enjoy diverse retail experiences – from high-end lounges to quick delivery – and a highly competitive market that keeps prices reasonable. However, operators are contending with issues like security threats, intense competition (both legal and illegal), and an uncertain economic recovery in parts of the city.

On the regulatory front, measures like the permit moratorium and tax suspension show the city adjusting policy to stabilize the industry. These moves, along with continued state-level refinements, aim to ensure that the licensed market in San Francisco remains viable and that the **public benefits of legalization** (safe products, jobs, tax revenue) are realized despite the headwinds. Going forward, key factors to watch will be how many of the pending equity businesses successfully launch (adding to the diversity of ownership), whether downtown storefront conditions improve, and if the city extends further support (such as continued tax relief or grants).

San Francisco's cannabis industry is still maturing. The **trends of consolidation versus independent ownership, the balance of storefront and delivery models, and the interplay of public safety and commerce** will shape the next few years. For now, the SF dispensary scene in 2025 is characterized by resilience and adaptation – a group of businesses navigating a complex urban market with creativity and community-minded approaches, in the spirit of the city they serve.

On Sat, Mar 8, 2025 at 9:25 AM Kevin Reed <kevinreed@thegreencross.org> wrote:

To Mayor Daniel Lurie and the San Francisco Board of Supervisors,

San Francisco has long understood the importance of regulating certain industries to prevent economic collapse, market oversaturation, and negative community impacts. That is why the city places strict limits on alcohol licenses, restricts big-box retail chains, and controls the number of taxi medallions issued. These policies exist because unchecked expansion in these industries leads to economic instability, public safety concerns, and degradation of local businesses.

Yet, when it comes to cannabis, the same regulatory logic has been ignored. The cannabis industry is treated as an endless well of opportunity for new businesses, despite overwhelming evidence that excessive licensing is destabilizing the market, driving legal businesses to closure, and fueling the illicit market.

Alcohol licenses are limited because an oversaturated market leads to public safety

concerns, lower revenues for existing establishments, and increased regulatory challenges. Taxi medallions are capped to protect drivers from unsustainable competition and to ensure the industry remains viable. Big-box retailers are restricted because they threaten small businesses and disrupt neighborhood economies.

The cannabis industry faces similar—if not greater—challenges. Oversaturation has drastically diminished revenues for existing operators, shifting sales to neighboring regions and illicit sellers who face none of the regulatory burdens we do. Instead of acknowledging these economic realities, the city continues to approve new dispensary applications, despite declining consumer demand and historic lows in taxable cannabis sales.

By failing to recognize that cannabis businesses require the same strategic market controls as alcohol, taxis, and retail, San Francisco is ensuring the continued collapse of its legal cannabis industry. The consequences are already clear: dispensaries closing, lost jobs, and declining tax revenue. Meanwhile, the illicit market thrives, completely undermining the goals of legalization.

I urge you to apply the same rational policy-making to cannabis as you do to other regulated industries. **San Francisco must immediately pause the issuance of new dispensary licenses—excluding those already in the approval pipeline—until the city can assess and address the ongoing economic crisis within the industry.**

The continued survival of legal cannabis businesses depends on decisive action. Please do not wait until more businesses close before recognizing the need for urgent reform.

Respectfully,

On Fri, Mar 7, 2025 at 8:59 AM Kevin Reed <kevinreed@thegreencross.org> wrote:

To Mayor Daniel Lurie and the San Francisco Board of Supervisors,

The continued decline in California's taxable cannabis sales is not simply a market correction—it is the direct consequence of a regulatory system that has failed to foster a sustainable cannabis industry. Excessive taxation, oversaturation, and relentless bureaucratic challenges are devastating licensed operators and simultaneously empowering the illicit market.

As President of The Green Cross, San Francisco's oldest licensed dispensary, I have repeatedly shared the harmful impact of current policies. Just a few short months ago, we announced the closure of our distribution and manufacturing warehouse, a painful decision resulting from ongoing economic hardships. Today, we are compelled to announce another difficult and unprecedented measure: The Green Cross will now close on Sundays starting March 16th, marking the first time in our 21-year history in San Francisco that we will not operate seven days a week.

Cannabis demand in San Francisco has significantly declined—not because consumption has stopped—but due to profound economic shifts. Oversaturation of dispensaries throughout the Bay Area means former city customers now have closer options, as virtually every other city and county in the region has opened their own clubs. The rise of

remote work has drastically reduced downtown economic activity, and tourism remains below pre-pandemic levels. Additionally, broader economic uncertainty has forced consumers to reduce discretionary spending, including cannabis.

Despite clear evidence of these challenges, state and city governments continue to issue licenses and expand an already saturated market without addressing these fundamental issues. This is not a failure of businesses to adapt; it is the outcome of policy decisions making sustainable competition impossible. Licensed dispensaries continue to close while illicit sales thrive unchecked.

California's cannabis tax revenues have reached historic lows, businesses are closing regularly, and consumer behaviors have dramatically shifted. Immediate and meaningful policy action is crucial to prevent further damage.

Today, The Green Cross urgently calls upon the City of San Francisco to immediately halt processing any new cannabis dispensary applications, excluding those that have already successfully completed land use hearings or begun the building process. Continued expansion without addressing current market realities will only exacerbate the challenges facing existing operators and further undermine the legal cannabis market.

Respectfully,

--

Kevin Reed

Founder & President
The Green Cross
4218 Mission Street
San Francisco, CA 94112

Mobile: 415.846.7671

Office: 415.648.4420

Email: KevinReed@TheGreenCross.org

Web: TheGreenCross.org



--

Kevin Reed

Founder & President

The Green Cross

4218 Mission Street

San Francisco, CA 94112

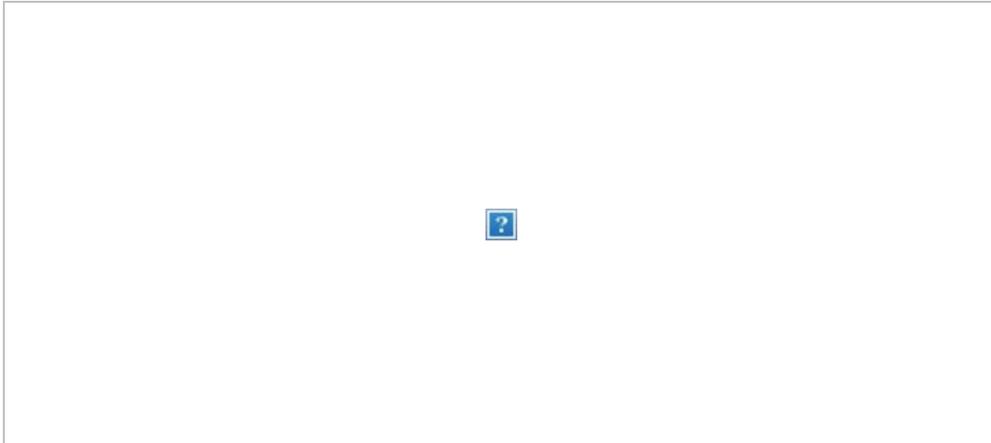
Mobile: 415.846.7671

Office: 415.648.4420

Fax: 415.431.2420

Email: KevinReed@TheGreenCross.org

Web: TheGreenCross.org



--

Kevin Reed

Founder & President

The Green Cross

4218 Mission Street

San Francisco, CA 94112

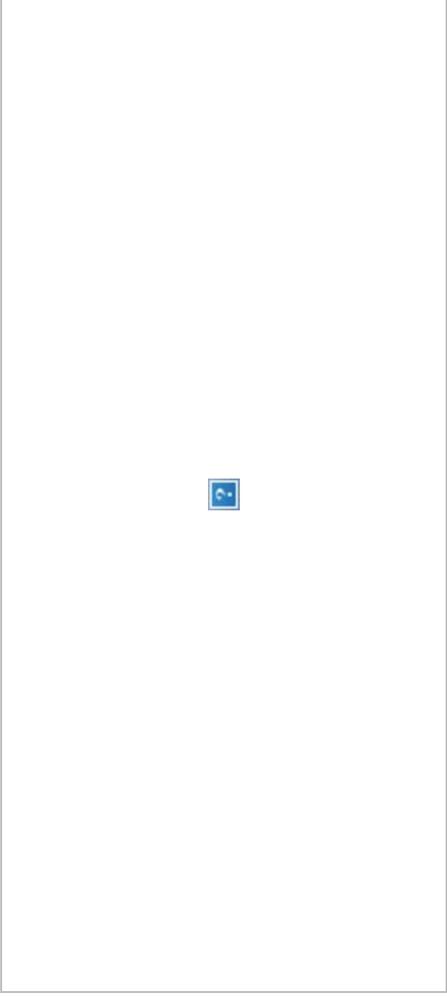
Mobile: 415.846.7671

Office: 415.648.4420

Fax: 415.431.2420

Email: KevinReed@TheGreenCross.org

Web: TheGreenCross.org



Item 17

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: NOV Awning and Gate.
Date: Monday, March 10, 2025 4:09:00 PM
Attachments: [NOV Awningandgate.docx](#)

Hello,

Please see below and attached for communication from Lily Lo regarding building code enforcement.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Lily Lo <lilylo@necfcu.org>
Sent: Monday, March 10, 2025 7:20 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: NOV Awning and Gate.

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

See attached.

Thank you.

--

Lily Lo
Manager/CEO
NMLS # 852146
Northeast Community Federal Credit Union
BeChinatown
127 Waverly Place
San Francisco, CA 94108
(415) 434-0738

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Lily Lo
Manager/CEO
NMLS # 852146
Northeast Community Federal Credit Union
127 Waverly Place
San Francisco, CA 94108
(415) 434-0738

March 10, 2025

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

Dear Members of the Board of Supervisors:

I am writing today to express serious concerns and feedback that I have been receiving from small business owners citywide regarding burdensome code violations that have been affecting them as of late, specifically the requirements for existing awnings, signage/lighting for signage as well as the mandated replacement of rolling security gates. Hundreds of Notices of Violation have been issued citywide for these issues recently.

****Existing Awnings and Signage****

Many small businesses in San Francisco have operated for decades with functional and safe awnings that now face substantial regulatory burdens. The current permitting process requires:

- Professional blueprint drawings that cost between \$1,500 - \$5,000
- Building permit application fees
- Lack of information and help in-language, particularly Chinese/Cantonese
- Taking many hours away from core business operations to attend inspections and meetings

For struggling small businesses, these requirements create significant financial and operational hardships without clear safety benefits for structures that have existed without incident for many years.

****Signage Lighting****

The requirement for separate electrical and awning permitting processes compounds these challenges:

- Electrical permits requiring professional drawings (\$1,000-\$2,000)
- Licensed electrical contractor fees (\$2,500-\$4,000)
- Additional inspections and administrative processes
- Coordination between multiple contractors and city departments such as Planning and DBI

****Security Gate Regulations****

The mandate to replace rolling security gates with standard gates presents serious security concerns:

- Rolling gates provide superior security against break-ins, which remain prevalent in our city, especially Chinatown
- Replacement costs for new gate systems can exceed \$8,000-\$15,000 per business
- Standard gates do not offer the same level of protection for merchandise and property
- The city is unable to guarantee protection from break-ins despite forcing businesses to use less secure options

I strongly urge the Board to consider the following reasonable accommodations:

1. Grandfather existing awnings/signage that have all passed city permitting requirements at time of installation and have been in place for many years without safety incidents.
2. Create a simplified, affordable permitting process for small businesses wishing to add lighting to existing awnings/signage
3. Allow businesses to maintain rolling security gates due to legitimate security concerns
4. Implement a hardship exemption for small businesses re: compliance with these new regulations
5. Apply full code requirements only to new construction/businesses

To reduce the burden on Planning and DBI as well as the affected small businesses, we recommend that inspectors come on-site to approve existing signage/awnings/gates while having merchants/property owners pay required fees without going through the onerous design and permitting processes outlined above.

Small businesses are the cultural and economic backbone of San Francisco. While we understand the need for these regulations, the current approach fails to balance regulatory goals with the practical realities faced by small business owners and property owners.

Thank you for your consideration of these urgent matters and I look forward to hearing from you soon.

Respectfully,
Lily Lo
President, BeChinatown

Item 18

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Wildfire risk maps
Date: Tuesday, March 11, 2025 4:36:00 PM

Hello,

Please see below for communication from Denise Louie regarding the Cal Fire Wildfire Hazard Severity Zone map.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Denise Louie <denise_louie_sf@yahoo.com>
Sent: Monday, March 10, 2025 4:17 PM
To: Melgar, Myrna (BOS) <myrna.melgar@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Chu, Carmen (ADM) <carmen.chu@sfgov.org>
Subject: Wildfire risk maps

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hi Mayor Lurie, City Administrator Chu and Supervisors,
Cal Fire recently released its updated draft maps of Wildfire Hazard Severity Zones*. Since the 2007/8 map of San Francisco has not been updated, I urge you to request that State Fire Marshal Berlant ensure that the map will be updated using scientific models that evaluate factors like terrain and vegetation. Berlant has asked for input.** San Francisco has hills and canyons, which are notoriously treacherous for spreading fire quickly. Dense, unirrigated and unmanaged eucalyptus cover Mt. Davidson Park atop our tallest hill, overlook a preschool and summer camp deep in Glen Canyon Park, and include Mt. Sutro, where wildfires raged in 1899 and 1934. Eucalyptus are particularly dangerous. I would add that the National Weather Service issued red flag wildfire warnings for SF last October and November. We even had a tornado warning with winds

exceeding 70 mph.

A major problem is that RPD and PW have not acknowledged high fire danger or the need to mitigate wildfire risk by removing the City's most dangerous trees. They see Cal Fire's outdated map. They read the Hazards and Climate Resilience Plan that relies on that outdated map where the Plan says 'the expected severity of wildfire within SF is low to moderate'. They ignore the Plan's reference to "high fire danger"*** every fall. Some local or state authority must compel RPD and PW to act now. I'd prefer to keep this issue local, but am now open to making it a wider issue. But first, can you please help by getting RPD and PW to prevent a catastrophic wildfire by removing unirrigated eucalyptus?

In addition, I have asked Cal Fire to please include on their webpage the CA Department of Forestry's 2007 map showing Very High Wildfire Hazard Severity Zones all around SF.

I'd be happy to lead you on a tour along the O'Shaughnessy Blvd. border of the Glen Canyon Park eucalyptus plantation. We'd see dead and dying trees, peeling bark that acts as a fuel ladder to carry a ground fire into the canopy, and lots of combustible vegetative matter, including mounds of mulch. We wouldn't see any fire hydrants, because there aren't any.

Looking forward to hearing from you,
Denise Louie
D7

* <https://osfm.fire.ca.gov/what-we-do/community-wildfire-preparedness-and-mitigation/fire-hazard-severity-zones/fire-hazard-severity-zones-maps>

** Excerpts from the *SF Chronicle*, updated 3.10.25:

"Cal Fire developed the new draft maps using scientific models that evaluated factors like terrain and vegetation."

"Berlant said Cal Fire will take input from local jurisdictions and finalize the maps later this year."

<https://www.sfchronicle.com/projects/2025/cal-fire-risk-map/>

*** chrome-

extension://efaidnbmnnnibpcajpcgglefindmkaj/https://url.avanan.click/v2/r01/___https://onesanfrancisco.org/sites/default/files/inline-files/2025%20HCR_CalOES_FEMA_Draft.pdf___.YXAzOnNmZHQyOmE6bzo1NjIzMDdkMTVIYmQ0ZjUzZDkxN2NjNTc1OTU3MzM5Njo3Ojg1YWQ6YTJmJmhiMDVkdMDZmODA3ZTYyMGVjN2M0ODhjNjJmZTdlNjg1M2YzNTgxZDQ3YTJmYmYxYzRhYmJmJmZGQ0OGYzOTp0OIQ6Tg, pp. 152 and 179

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Consequences for not establishing Measurable Performance Standards (MPS) for all city employees.
Date: Tuesday, March 11, 2025 4:39:00 PM

Hello,

Please see below for communication from Dick Allen regarding tree planting.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Richard B. Allen <richardballen35@gmail.com>
Sent: Tuesday, March 11, 2025 12:17 PM
To: Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; Farrah, Michael (BOS) <michael.farrah@sfgov.org>
Cc: Dick Morten <mzarawak@yahoo.com>; Peder Jones <pederj@earthlink.net>; Frank Noto <Frank@fnstrategy.com>; Richard B. Allen <richardballen35@gmail.com>; Matt Boschetto <matt@matt4supervisor.com>
Subject: Consequences for not establishing Measurable Performance Standards (MPS) for all city employees.

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3/112025

Forwarded by,
Dick Allen, District 7
Former SF Planning Commissioner

[They wanted two street trees replanted. It turned into a year-long slog through S.F. bureaucracy,](#)

The San Francisco couple ignored friends and family who told them to just plant the trees without the city's permission — they wanted to do it the right way.

[Read More](#)

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: Partnership Opportunity with Project Amber
Date: Tuesday, March 11, 2025 4:41:00 PM

Hello,

Please see below for communication from Jenny Kwan of Project Amber regarding reunification of missing children and their families.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Project Amber <projectamber.bay@gmail.com>
Sent: Tuesday, March 11, 2025 1:48 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Partnership Opportunity with Project Amber

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

My name is Jenny Kwan, and I'm reaching out on behalf of Project Amber Bay Area, a youth-led nonprofit dedicated to reuniting missing children with their families through social media outreach and community engagement. We've already established a connection with a lieutenant at the San Francisco Police Department and are working closely with local organizations to expand our reach and impact.

We believe that partnering with your office could help amplify our mission and increase public awareness about missing children in San Francisco. We would love to discuss how we can collaborate—whether that's through a joint event, a public awareness campaign, or another form of support.

Please let me know if you'd be available to meet or if there's someone on your team we could connect with to explore this further. Thank you for your time and consideration—we hope to hear from you soon.

Best regards,
Jenny Kwan
Project Amber Bay Area

Item 21

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)
Subject: FW: 2025 Fee Increase and AB1600 Report Request Notice
Date: Wednesday, March 12, 2025 1:36:00 PM

Hello,

Please see below for communication from Building Industry Association of the Bay Area regarding fees related to development approvals or the issuance of building permits.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: BIA | Bay Area <feenotices@biabayarea.org>
Sent: Tuesday, March 11, 2025 2:44 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: 2025 Fee Increase and AB1600 Report Request Notice

This message is from outside the City email system. Do not open links or attachments from untrusted sources.



March 11, 2025

Dear City or County Official,

The Building Industry Association of the Bay Area (BIA|Bay Area) requests notice of any action to adopt or increase a fee, charge, or other exaction imposed on or in connection with development approvals or the issuance of building permits. (See Gov't Code Sections 66016 and 66019.) The request includes park fees/dedications adopted pursuant to the Quimby Act, and any fee, charge or other requirement related to the provision of affordable housing including inclusionary zoning requirements.

BIA also requests to be notified when your municipality makes public its annual Mitigation Fee Act or AB1600 reports, pursuant to Gov't Code Section 66006. In the event your agency is also engaged in the provision of water and/or sewer service, BIA also requests to be notified when your organization makes public the AB1600 information described in Gov't Code Section 66013(d).

Please send all notices via email to: feenotices@biabayarea.org.

For questions, please contact BIA's Lisa Vorderbrueggen at lvorderbrueggen@biabayarea.org or 925-951-6843.

Sincerely,

Lisa Vorderbrueggen

Building Industry Association of the Bay Area

1000 Burnett Ave., Ste. 340

Concord, CA 94520

(925) 951-6840 - Office



BIA|Bay Area | 1000 Burnett Ave., Ste. 340 | Concord, CA 94520-2799 US

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From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [Crayton, Monique \(BOS\)](#)
Subject: FW: SEIU Local 1021 letter to the Board of Supervisors requesting audit of California Academy of Sciences
Date: Wednesday, March 12, 2025 1:39:00 PM
Attachments: [CAS Letter to GAO_03112025.pdf](#)

Hello,

Please see below and attached for communication from SEIU Local 1021 requesting an audit of the California Academy of Sciences by the Office of the Controller.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: Nato Green <nato.green@seiu1021.org>
Sent: Tuesday, March 11, 2025 11:57 AM
To: ChanStaff (BOS) <chanstaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; EngardioStaff (BOS) <EngardioStaff@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; CON, Controller (CON) <controller.con@sfgov.org>
Cc: Kristin Hardy <Kristin.Hardy@seiu1021.org>; David Canham <david.canham@seiu1021.org>; Oumar Fall <oumar.fall@seiu1021.org>
Subject: SEIU Local 1021 letter to the Board of Supervisors requesting audit of California Academy of Sciences

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors and Office of the Controller,

Please see the attached letter from SEIU Local 1021 requesting an audit by the Controller of the California Academy of Sciences, where we represent about 350 workers.

Nato Green
Collective Bargaining Coordinator

SEIU Local 1021

Pronouns: he/him

Mobile: (415) 412-1982



March 11, 2025

City and County of San Francisco Board of Supervisors
Government Audit and Oversight Committee
City Controller's Office
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4689

Theresa Rutherford
President

Mary Duncan
Secretary

Amos Eaton
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Brandon Dawkins
VP of Organizing

Ramses Teon-Nichols
VP of Politics

Sandra Lewis
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Mary Sandberg
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Yeon Park
VP Region C (East Bay)

Kristin Hardy
VP Region D (San Francisco)

Taffie Walter
VP Region E
(Amador/Calaveras/San Joaquin)

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RE: Auditing the California Academy of Sciences

Dear Committee Members,

SEIU Local 1021 respectfully requests that the Board of Supervisors Government Audit and Oversight Committee request an audit by the Controller's office of the finances of the California Academy of Sciences. SEIU Local 1021 represents approximately 350 workers at the Academy, and we have serious concerns about the financial management of the institution. The Academy and the Steinhart Aquarium have welcomed the people of San Francisco and our visitors since 1853, providing world class exhibitions and scientific research, specifically in the time sensitive area of climate change. Our members love their work and care deeply for the mission and values of the institution.

We believe that the current (and past) administration and Board of Trustees of the Academy may be in breach of their fiduciary duties as Board members to responsibly manage finances and maintain public trust. Since 2008, the museum kept refinancing its \$281.45 million bond debt and paying interests to investors without paying down the principal. Meanwhile, the Academy Board of Trustees control more than \$260 million dollars in a "Campaign Fund" managed by an investment management company. Over the years, tens of millions of dollars from the "Campaign Fund" have been used for bond related costs, such as interest payments to bond investors, investment managers, underwriters, legal counsels, credit rating agencies, and bond trustees. In short, the Board has made a series of decisions starting around 2008 up to the present that prioritize



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compensation to the financial industry and senior executives over the public-serving mission of the institution and the educational and scientific programs that the public relies upon.

The City’s ability to audit nonprofits that receive City funding has been a powerful tool to address financial mismanagement and protect services and programs delivered by nonprofits. The City has the right to audit the Academy, as an institution that receives City funding and operates on City land. Moreover, Section 16.106 of the City Charter obligates the Board to appropriate funds for “To the California Academy of Sciences, funds necessary for the maintenance, operation and continuance of the Steinhart Aquarium; the Board of Supervisors shall have the power to furnish to the California Academy of Sciences such funds as the Board shall deem proper for the maintenance, operation and continuance of any or all other of the buildings and improvements placed under the control of the California Academy of Sciences.”

Worker Issues: workforce reduction and low pay

- For years, the Academy had an operating deficit that they covered with funds from other sources. Suddenly, after unionization, the Board decided they needed to have a balanced budget for the first time and began making cuts. In 2024, the Academy management reported an \$8.7 million deficit in the FY24-25 budget. Based on the FY2023-24 Audited Financial Statements, the Academy’s operating expenditure was \$95.8 million (not including depreciation and amortization), and its operating revenue was \$84.7 million, which resulted in a \$11.1 million operating deficit. The Academy leadership took multiple cost-cutting actions in 2024, including a 5% staff reduction that impacted over 40 workers and cuts on beloved educational programs, while increasing spending on upper management by adding new senior positions.
- The Academy management cut the guided planetarium shows, along with training programs for San Francisco public-school teachers. The Bayview Science Institute, an enrichment program formed in 2017 that trains educators in elementary school science literacy, is at risk of dissolving. In addition, the Academy management abruptly dissolved a youth group for climate change and moved to fire its staff



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coordinator after several teenage members distributed flyers in solidarity with the museum workers' union.

- In the SEIU bargaining unit, about a third of workers make below \$25/hour. The median annual pay of the workers is \$48,374. About half of the workers are on temporary, part-time, or on-call status.
- 60% of the workforce lives in San Francisco, which means that the City is responsible for their precarious status as low-wage workers.
- The Academy's Executive Director Scott Sampson's base compensation plus bonus was \$629,458 in FY22-23, 13 times more than the \$48,374 median bargaining unit workers' pay. Scott Sampson's pay increased by 21% per year between FY21-22 and FY22-23, while the management currently offers an average 2.5% wage increase at the bargaining table. Scott's annual compensation is enough to pay for more than 3% wage increases for the 350+ workers who make up SEIU's bargaining unit.
- The Academy's top executive compensation accounted for 10% of total personnel costs in 2023, while similar institutions, such as the Monterey Bay Aquarium and the Exploratorium, spent around 7% of personnel costs on top executives. This means the Academy spends 42% more than similar institutions on executive compensation.

California Academy of Sciences leadership's financial mismanagement/questionable financial stewardship

- While the museum leadership claimed that there was a \$8.7 million budget deficit in FY 24-25 and cut dozens of positions, over the years tens of millions of dollars in museum assets have been paid to the financial industry for purposes unrelated to the mission of the museum.
 - Through fundraising campaigns in the 2000s, the Academy raised money for the construction of new buildings in Golden Gate Park. Meanwhile, the Academy also issued municipal bonds to pay for the project. By 2008, the museum had raised \$459 million. The building construction budget was \$488 million. While the Academy had raised most of the funds needed for the project, Academy leadership chose to keep its bond debt and put a large amount of raised funds in a "Campaign Fund" for investing.



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- Between 2008 and 2024, the museum kept refinancing its \$281.45 million bond debt and paying interest to investors without paying down the principal. In FY23-24 alone, the museum spent over \$10.3 million on interest and debt related fees, which accounted for more than 10% of its budget. In the next five years, the museum will have to spend around \$9 million every year on interest payments to bond investors.
- As of the end of 2024, the Academy’s Board of Trustees controls approximately \$267 million in the “Campaign Fund” that is managed by an investment management company. Since 2008, investment income from the “Campaign Fund” has been used for bond related costs, such as interest payments to bond investors, investment managers, underwriters, legal counsels, credit rating agencies, bond trustees, and other financial institutions involved in issuing and selling the bond to investors. The museum’s bond is particularly attractive to investors because the interest income of the bond is tax exempt.
- While the museum spent between one to two million dollars per year on investment management fees, the “Campaign Fund” investment portfolio has stayed flat over the years since investment gains have been used to pay the financial industry.
- Past and current Academy Board members, many of whom have ties with investment firms and banks, restricted use of the “Campaign Fund” to benefit the financial industry instead of using it to serve the mission of the museum.
 - Executives from Wells Fargo and J.P. Morgan sitting on the Academy Board could have potential conflicts of interest. These banks benefit financially from the Academy’s bond by acting as the underwriters and remarketing agents of the bond. While the Board members make financial and investment decisions for the museum, they may not act in the best interest of the museum because the companies they work for reap financial rewards while the Academy keeps the bond debt.
 - A former Academy Board member also sits on the Board of Hall Capital Partners, the museum’s investment manager.



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In summary, the Academy raised hundreds of millions of dollars from donors to pay for the new buildings, and instead of doing that, it kept a large portion of the raised funds for investing and issued bond debts to cover the building costs. While the Academy's investment portfolio has generated substantial income, the gains have been used to pay the financial industry rather than supporting museum operations. As a result, operating costs and programs have been cut, and workers are underpaid. There are no legal or accounting reasons why money from the "Campaign Fund" should be unavailable to maintain programs, except that the Academy leadership have chosen this path. Instead, they have continued to raise ticket prices to make the museum ever less accessible to San Francisco residents and cut programs which San Francisco residents directly benefit from.

For these reasons, we urge you to request the City Controller conduct an audit of the Academy's finances to confirm that the Academy is being managed with the highest standards of financial prudence in the interest of the museum and the people of San Francisco.

Appendix: Background Information on the Cal Academy of Sciences' bonds and investments

The following information was gathered through the California Academy of Sciences' Audited Financial Statements, 990s, and Bond documents issued by the California Infrastructure and Economic Development Bank between 2008 and 2024 (accessed through EMMA website).¹

1. The Academy project, the fundraising campaign, and the 2003, 2005, and 2008 Bonds

The Academy's 2008 Bond document shows that in 2003 and 2005, the Academy issued a total of \$172.3 million in municipal bonds to fund construction and improvements to the facilities in Golden Gate Park. In addition, the City of San Francisco made a \$116.69 million contribution toward the project, including a \$29.245 million bond measure approved by the voters of San Francisco in 1995 for the improvement of the Aquarium



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facility and a \$87.445 million bond measure in 2000 for improvement of the Academy facilities. The state and Federal government also contributed \$30.3 million to the project.²

Alongside issuing bonds, the Academy also launched a fundraising campaign for the project. The 2008 Bond document shows that as of June 30, 2008, the museum had raised \$459 million pledged funding and received \$358 million.³ The project “was estimated to cost approximately \$488 million, including approximately \$329 million for construction hard costs and soft costs, approximately \$41 million for transitional expenses (including the Temporary Facility), approximately \$85 million for new exhibits, furniture and equipment, approximately \$31 million for other costs related to the Project, and \$2 million for general corporate purposes.”⁴

In July 2008, the Academy issued a new municipal bond through the California Infrastructure and Economic Development Bank totaling \$281.45 million. The 2008 Bond was used to refinance the 2003 and 2005 bonds, cover construction and improvement costs of the buildings, and pay the financial institutions involved in issuing the bond, such as the underwriter, bond counsels, rating agencies, credit providers, and bond trustee. The cost of issuance for the Bond was \$3,350,444.⁵ J.P. Morgan was the Remarketing Agent of the 2008 Bond.⁶ The interest rate on the Bond was determined by the Remarketing Agent on a daily or weekly basis.⁷ The Remarketing Agent was appointed by the Academy and was paid by the Academy for its services.⁸

2. 2018 Bond and 2021 Call of the Bond

The Academy issued a new bond in August 2018 to refinance the 2008 Bond in the same amount of \$281.45 million. The 2018 Bond was issued in an index mode with floating interest rates tied to the LIBOR Index.⁹ The cost of issuance for the 2018 Bond was \$1,187,536, which included rating agency fees, certain legal fees, printing costs, underwriters’ fees, issuer fees, and other expenses.¹⁰ Wells Fargo Securities and J.P.



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Morgan served as Underwriters and Remarketing Agents for the 2018 Bond and were paid by the Academy.¹¹ Senior executives from Wells Fargo and J.P. Morgan served on the Academy Board of Trustees during the issuance of the 2018 Bond and call of the Bond in 2021.¹²

The 2018 bond had an optional redemption date on and after Feb 1, 2021, and a mandatory tender date on August 1, 2021 (which means the Academy had the option to “call” or refinance the bond after Feb 1, 2021 and before August 1, 2021).¹³ In June 2021, the Academy called the 2018 bond and changed the floating interest rate by tying it to another index called SIFMA.¹⁴ The Academy’s interest payment jumped from \$1.7M to \$8.2M between 2022 and 2023 when the SIFMA index increased significantly along with the prevailing interest rates.¹⁵ Is it unclear whether the Academy management had attempted to renegotiate the terms of the Bond to change it to a fixed interest rate in 2021 so that it could take advantage of the lower interest rates at that time.

3. 2024 Bond and the Campaign Fund

In March 2024, the Academy refinanced the 2018 Bond by issuing a new 2024 Bond in the same amount of \$281.45 million. The 2024 Bond has a fixed interest rate of 3.25%.¹⁶ Starting in FY2024-25, the Academy will need to pay about \$8M to \$9M per year on bond interests.¹⁷ The Academy does not have any plans to pay down the principal of the Bond by 2028. The Academy has the option to refinance or pay back the Bond after August 1, 2028 and before August 1, 2029.¹⁸ Cost of issuance for the 2024 Bond was \$1.4 million.¹⁹ Wells Fargo Securities is the Underwriter of the 2024 Bond. A senior executive from Wells Fargo served on the Board of the Academy when the Bond was issued.²⁰ Records from the Bloomberg Terminal database show the Academy’s bondholders are mostly institutional investors and asset management companies, such as Vanguard, Goldman Sachs, and Fidelity. J.P Morgan and Wells Fargo are also holders of the 2024 Bond. Because of the tax-exempt status of the Academy, bondholders receive interest payments from the Academy tax free. During a contract bargaining session in 2024, an Academy executive told the SEIU bargaining team that the Academy’s Board of Trustees controls an investment portfolio called the “Campaign Fund.”



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It appears that the money in the Campaign Fund originally came from the fundraising campaign for the new buildings. The Academy executive said that this Campaign Fund has about \$267 million dollars and is managed by Hall Capital Partners. The Academy's 990s show that it spent on average over \$1.8 million on investment management fees every year in the past 5 years.²¹

The Academy executive said in September 2024 the Campaign Fund is earning a 5% fixed investment return, which is higher than the 3.25% interest rate the Academy pays on the Bond. In another presentation to the SEIU bargaining team in February 2025, the Academy executive said the Campaign Fund had a 3.3% investment gain as of December 31st, 2024, and the 3-year trailing annualized total return is 2.4%. SEIU 1021 has not been able to verify the Campaign Fund's investment returns, since the audited financial statements do not explicitly describe the Campaign Fund or what types of investments are held in it. The audited financial statements show that in recent years the Academy has been shifting larger shares of its investment portfolio into alternative investments such as hedge funds and private equities (the Academy executive confirmed that the "Non-endowment portfolio" in the audited financial statements is equivalent to the Campaign Fund portfolio).²²

The Academy executive said that the Investment committee of the Academy Board of Trustees is planning to consider repaying the Bond in 3-4 years, when the Campaign Fund accumulates enough money to repay the \$281.45 million principal of the bond. The Academy executive said the Board insulates the Campaign Fund from other operating funds, thus operating expenses such as labor costs cannot be paid by investment incomes generated in the Campaign Fund.



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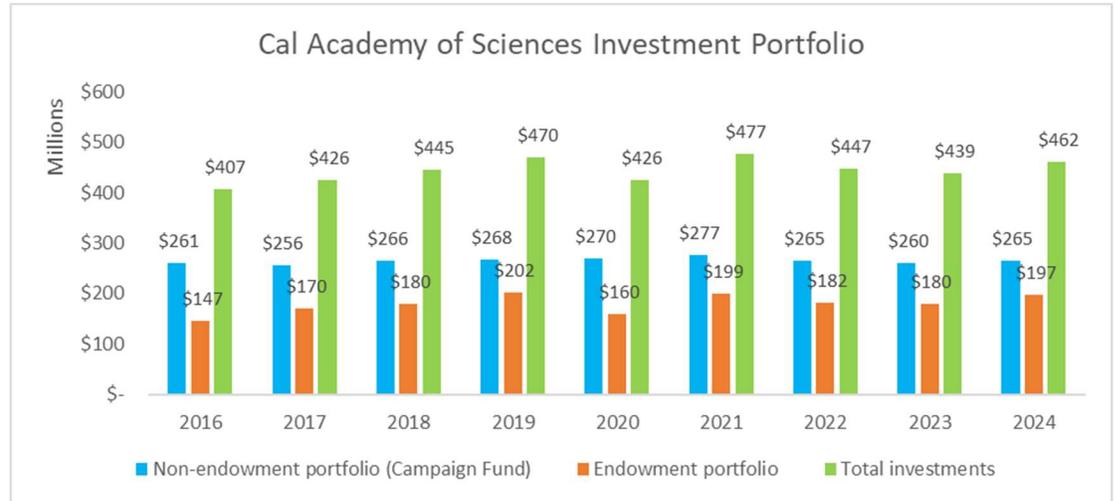
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Figure 1: Cal Academy of Sciences Investment Portfolio



Data source: Cal Academy of Sciences audited financial statements.

Figure 2: Cal Academy of Sciences Payments to Bond Debt and Investment Manager

Year	Interest and debt related fees	Investment management fees	Year Total
2018	\$5,203,204	\$1,251,254	\$6,454,458
2019	\$6,020,848	\$2,237,148	\$8,257,996
2020	\$4,472,215	\$1,398,265	\$5,870,480
2021	\$1,541,928	\$2,212,036	\$3,753,964
2022	\$1,715,544	\$1,656,353	\$3,371,897
2023	\$8,219,284	\$1,587,242	\$9,806,526
2024	\$8,257,821	\$1,587,242	\$9,845,063
2025 (projected)	\$8,257,821	\$1,587,242	\$9,845,063
2026 (projected)	\$9,147,125	\$1,587,242	\$10,734,367
2027 (projected)	\$9,147,125	\$1,587,242	\$10,734,367
2028 (projected)	\$9,147,125	\$1,587,242	\$10,734,367
2029 (projected)	\$9,147,125	\$1,587,242	\$10,734,367
2030 (projected)	\$4,573,562	\$1,587,242	\$6,160,804
Total	\$84,850,727	\$21,452,992	\$106,303,719



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Data source: interest and debt related fees data come from audited financial statements. Investment management fees data comes from 990s (may include fees for managing both the Campaign Fund and Endowments).

Footnotes

1. Electronic Municipal Market Access. California Infrastructure and Economic Development Bank Revenue Bonds (California Academy of Sciences).
https://emma.msrb.org/Security/Details/13034A5B2?utm_source=alerts&utm_medium=email&utm_campaign=TD
2. Cal Academy of Sciences 2008 bond document. Issued by California Infrastructure and Economic Development Bank. Dated July 24, 2008. Page A-31.
3. Cal Academy of Sciences 2008 bond document. Page A-38.
4. Cal Academy of Sciences 2008 bond document. Page 4.
5. Cal Academy of Sciences 2008 bond document. Page 4.
6. Cal Academy of Sciences 2008 bond document. Cover page.
7. Cal Academy of Sciences 2008 bond document. Page 6 and 7.
8. Cal Academy of Sciences 2008 bond document. Page 14.
9. Cal Academy of Sciences 2018 bond document. Issued by California Infrastructure and Economic Development Bank. Dated July 24, 2018. Cover page 3.
10. Cal Academy of Sciences 2018 bond document. Page 5.
11. Cal Academy of Sciences 2018 and 2021 bond documents cover page and page 9.
12. Cal Academy of Sciences 2018 bond document Page A-9 and A-13. Cal Academy of Sciences 2021 bond document Page A-6 and A-13.
13. Cal Academy of Sciences 2018 bond document. Cover page 3.
14. Cal Academy of Sciences 2021 bond document. Issued by California Infrastructure and Economic Development Bank. Dated May 5, 2021. Cover page 3.
15. Cal Academy of Sciences Consolidated Financial Statements for FY ended on June 30, 2023. Page 4.
16. Cal Academy of Sciences 2024 bond document. Issued by California Infrastructure and Economic Development Bank. Dated February 22, 2024. Cover page 3.
17. Cal Academy of Sciences 2024 bond document. Page 16.



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Tazamisha Alexander
Monique Baca
Travis Balzarini
Rhea Davis
Karla Faucett
Cynthia Landry
James Maher

18. Cal Academy of Sciences 2024 bond document. Page 7.
19. Cal Academy of Sciences 2024 bond document. Page 6.
20. Cal Academy of Sciences 2024 bond document. Page A-3.
21. Cal Academy of Sciences 990s for year ended on June 30, 2023. Part IX, Statement of Functional Expenses, Line 11, item f, Investment management fees. Page 10.
22. Cal Academy of Sciences Consolidated Financial Statements for FY ended on June 30, 2024. Note 4 Investments. Page 19.

Sincerely,

Nato Green

Nato Green
Collective Bargaining Coordinator
SEIU 1021

NG: CB: AFLCIO: AFLCIO

Item 23

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [BOS Legislation, \(BOS\)](#)
Subject: 8 Letters regarding File No. 231016
Date: Thursday, March 13, 2025 9:54:00 AM
Attachments: [8 Letters regarding File No. 231016.pdf](#)

Hello,

Please see attached for 8 letters regarding File No. 231016, Resolution No. 481-23.

File No. 231016, Resolution No. 481-23: Resolution urging the Municipal Transportation Agency (MTA) to develop and implement a plan for No Turn On Red (NTOR) at every signalized intersection in San Francisco and approve a citywide NTOR policy. (Preston)

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: [Adam Bristol](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Wednesday, March 12, 2025 2:37:38 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

Our city faces a roadway safety crisis and a climate crisis, both of which require making it safer to get around without a car and encouraging people to shift trips from cars to public transportation and active transportation (e.g. bikes, scooters, skateboards, mobility devices, etc.). Implementing No Turn On Red citywide will increase roadway safety (decrease roadway injuries) and help more people shift trips to walking, public transportation, and active transportation, making our city safer for people, especially people who are disproportionately negatively impacted by our roadway safety crisis and car-dominated transportation system (children, seniors, people living with disabilities, BIPOC). We need your leadership to make this street safety improvement now.

I urge you to support and approve No Turn On Red citywide to make it safer, easier, and more comfortable to cross the street in San Francisco. Please do everything in your power to ensure No Turn On Red is implemented citywide as soon as possible.

For those of you in state-level office, please work on legislation to allow SFMTA to implement No Turn On Red without installing signs at every intersection — which would enable the City to implement No Turn On Red citywide faster at a significantly lower cost and using significantly less staff time — and legislation to implement No Turn On Red statewide.

Thank you,
Adam Bristol
153 Wood Street, San Francisco, CA 94118

Adam Bristol
adam.bristol@gmail.com

153 Wood Street
San Francisco, California 94118

From: [Ryan Malabed](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Sunday, March 9, 2025 3:33:02 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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For those of you in state-level office, please work on legislation to allow SFMTA to implement No Turn On Red without installing signs at every intersection — which would enable the City to implement No Turn On Red citywide faster at a significantly lower cost and using significantly less staff time — and legislation to implement No Turn On Red statewide.

Thank you,

Ryan Malabed
rmaalabed@gmail.com
6 Locksley Ave
San Francisco, California 94122

From: [Rishav Rout](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Sunday, March 9, 2025 1:10:25 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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For those of you in state-level office, please work on legislation to allow SFMTA to implement No Turn On Red without installing signs at every intersection — which would enable the City to implement No Turn On Red citywide faster at a significantly lower cost and using significantly less staff time — and legislation to implement No Turn On Red statewide.

Thank you,

Rishav Rout
rout.rishav@gmail.com
1075 Valencia St, Apt. 1
San Francisco, California 94110

From: [Andres Mora](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Sunday, March 9, 2025 8:31:32 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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For those of you in state-level office, please work on legislation to allow SFMTA to implement No Turn On Red without installing signs at every intersection — which would enable the City to implement No Turn On Red citywide faster at a significantly lower cost and using significantly less staff time — and legislation to implement No Turn On Red statewide.

Thank you,

Andres Mora
mora07801@gmail.com
158 Eastridge Cir
Pacifica, California 94044

From: [Rosanne N](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Saturday, March 8, 2025 8:45:40 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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Thank you,

Rosanne N
rosannex5@gmail.com

San Francisco, California 94115

From: [Brittany C](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Saturday, March 8, 2025 5:49:20 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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Thank you,

Brittany C
Teeets@gmail.com
838 Anza St.
, California

From: [Clare Grady](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Saturday, March 8, 2025 5:36:50 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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Thank you,

Clare Grady
clare.eiluned@gmail.com
1852 Divisadero St
San Francisco, California 94115

From: [Michael Sacks](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please approve a citywide No Turn On Red policy to make it safer, easier, and more comfortable for people to cross the street...
Date: Friday, March 7, 2025 8:18:06 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The Board of Supervisors,

I am writing to urge you to support and approve a citywide No Turn On Red to make it safer, easier, and more comfortable to cross the street in San Francisco as well as make streets safer and more predictable for car drivers. No Turn On Red has been proven to increase safety — especially for children, seniors, and people living with disabilities — including where it's been implemented in San Francisco (e.g. the 50 intersections in the Tenderloin). Now is the time to expand No Turn On Red citywide, so drivers know this unsafe behavior is no longer permitted throughout the city while people can feel safe crossing the street with easier and greater access.

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Thank you,

Michael Sacks
michaelsacks@gmail.com
2859 Sacramento St
San Francisco, California 94115-2114

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [BOS Legislation, \(BOS\)](#); [Carroll, John \(BOS\)](#)
Subject: FW: Reform SF Window Replacement Standards to Improve Health, Climate, Comfort, and Lower Cost
Date: Thursday, March 13, 2025 9:58:00 AM

Hello,

Please see below for communication from a member of the public regarding File No. 241021.

File No. 241021: Ordinance amending the Planning Code to limit restrictions on window replacement projects in certain buildings; affirming the Planning Department's determination under the California Environmental Quality Act; making findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1; and making findings of public necessity, convenience, and welfare pursuant to Planning Code, Section 302.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: sig@netdot.net <noreply@adv.actionnetwork.org>
Sent: Monday, March 10, 2025 10:40 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Reform SF Window Replacement Standards to Improve Health, Climate, Comfort, and Lower Cost

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Board of Supervisors ,

I urge you to reform San Francisco's Window Replacement Standards.

Every San Francisco resident deserves windows that aren't leaky, are insulated to reduce heating bills, noise, and condensation, and reduce fossil fuel heating needs – at an affordable price.

But San Francisco's Window Replacement Standards unnecessarily raise the price to replace street facing windows in many San Francisco homes. Exorbitant costs mean less window upgrades, meaning homeowners and renters are stuck with old, leaky windows that harm health, comfort, and the climate. All for barely-noticeable aesthetics in the name of "neighborhood character".

****Costlier for Homeowners:** The standards increase the cost of replacing street-facing windows by 50-100%. 70% of San Francisco's occupied 350,000 homes were built in the 1960s or before.

****Costlier for Renters:** Costlier window replacements are passed on in the form of higher rent. More likely, exorbitant costs means tenants are stuck with draftier interiors, and higher heating bills and carbon emissions. Over half of San Francisco's renters live in housing units built before 1970 in SF.

****Bad for the Climate:** Residents burn more fossil fuels to heat their homes as older windows are more likely to be poorly sealed, leaky, and uninsulated single pane glass. 56% of occupied homes in San Francisco are heated with fossil fuels, mostly with natural gas.

****Bad for Health:** Older single-pane windows are more likely to condense, leading to indoor mold. They're also more likely to leak, allowing heat or air-conditioned air to escape, and polluting particulates from nearby highways inside.

****Bad for Comfort:** In addition to leaking air in-and out, older windows block less noise. This is increasingly important as San Francisco accommodates more housing.

Thank you,

sig@netdot.net

,

Item 25

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [BOS Legislation, \(BOS\)](#)
Subject: 2 Letters regarding File No. 241048
Date: Thursday, March 13, 2025 10:26:00 AM
Attachments: [2 Letters regarding File No. 241048.pdf](#)

Hello,

Please see attached for 2 letters regarding File No. 241048.

File No. 241048: Motion amending the Board of Supervisors' Rules of Order by revising Rule 1.3.3 (In-Person and Remote Public Comment) to provide for remote public comment opportunities for members of the public at committee meetings of the Board.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: bowlful_pottery_0r@icloud.com
To: [Calvillo, Angela \(BOS\)](#)
Subject: Restore remote public comment at Board of Supervisors committee meetings!
Date: Monday, March 10, 2025 3:23:33 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Clerk Angela Calvillo,

Dear Board of Supervisors,

I am writing to urge you to SUPPORT the measure to restore remote public comment at Board of Supervisors committee meetings in San Francisco. After former Supervisor Peskin proposed such a measure last fall (File #241048), the matter unfortunately did not make it to a vote before the end of the year. We need one or more members of the Board of Supervisors to take up sponsorship again, and for the rest of the Board to support it.

Remote public comment is crucial in allowing constituents to provide meaningful, real-time feedback on decisions that will affect us and our communities. There are myriad reasons why so many of us can't make it in person in the middle of the day to City Hall to give a public comment, even when the outcome of the decisions the Board is making will impact us greatly. Many people can't take the time off work, or need to be present as a parent or caregiver for family or other loved ones. Many people don't have reliable transportation, or can't afford to risk COVID/Flu and other illnesses in an indoor poorly ventilated environment where so few people are wearing masks. Remote public comment makes democracy more accessible and increases digital inclusion for the residents of this city, who you represent.

We urge you to SUPPORT access to democratic participation for ALL, especially those most disenfranchised and marginalized in our city, who have been historically left out of the political process. Please listen to our broad coalition of San Franciscans, and invest in democracy by supporting remote public comment.

bowlful_pottery_0r@icloud.com
2340 Blue Ridge Ave
Brentwood, California 94513

From: [AJ cho](#)
To: [Calvillo, Angela \(BOS\)](#)
Subject: Restore remote public comment at Board of Supervisors committee meetings!
Date: Saturday, March 8, 2025 8:01:31 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Clerk Angela Calvillo,

Dear Board of Supervisors,

I am writing to urge you to SUPPORT the measure to restore remote public comment at Board of Supervisors committee meetings in San Francisco. After former Supervisor Peskin proposed such a measure last fall (File #241048), the matter unfortunately did not make it to a vote before the end of the year. We need one or more members of the Board of Supervisors to take up sponsorship again, and for the rest of the Board to support it.

Remote public comment is crucial in allowing constituents to provide meaningful, real-time feedback on decisions that will affect us and our communities. There are myriad reasons why so many of us can't make it in person in the middle of the day to City Hall to give a public comment, even when the outcome of the decisions the Board is making will impact us greatly. Many people can't take the time off work, or need to be present as a parent or caregiver for family or other loved ones. Many people don't have reliable transportation, or can't afford to risk COVID/Flu and other illnesses in an indoor poorly ventilated environment where so few people are wearing masks. Remote public comment makes democracy more accessible and increases digital inclusion for the residents of this city, who you represent.

We urge you to SUPPORT access to democratic participation for ALL, especially those most disenfranchised and marginalized in our city, who have been historically left out of the political process. Please listen to our broad coalition of San Franciscans, and invest in democracy by supporting remote public comment.

AJ cho
amenoartemis@gmail.com
159 Santa Teresa
San Leandro, Val-de-Marne 94579

Item 26

From: [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [BOS Legislation, \(BOS\)](#)
Subject: 348 Letters regarding File No. 250146
Date: Thursday, March 13, 2025 10:52:00 AM
Attachments: [348 Letters regarding File No. 250146.pdf](#)

Hello,

Please see attached for 348 letters regarding File No. 250146, Resolution No. 91-25.

File No. 250146, Resolution No. 91-25: Resolution affirming San Francisco's commitment to developing fiscal solutions to ensure that public transportation remains a safe, accessible, affordable, and convenient option. (Melgar, Sauter, Chen, Engardio, Mahmood)

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: [Jackie George](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves
Date: Thursday, March 13, 2025 8:33:40 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

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Thank you.

Jackie
California

From: [Rommel Ventocilla](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves
Date: Thursday, March 13, 2025 8:22:09 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

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Thank you.

Rommel
California

From: [Nate Molinari](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves
Date: Thursday, March 13, 2025 7:28:22 AM

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In addition, I take the 52 bus to my summer job, and the 35 bus to Glen Park BART. The longer wait times for these busses would mean possibly being late for my job. Also, it would mean I will be late for my football training, which is an hour after my job ends. I urge you to try to improve lives in the city, and not propose cuts that would hurt people just trying to get to work.

Thank you,
Nate

Nate
California

From: [Warren Jackson](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please stop Muni's summer cuts by enforcing fare payment
Date: Thursday, March 13, 2025 3:56:52 AM

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San Francisco Board of Supervisors,

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Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts. Equally importantly, please enforce fare payments. And not just on easy lines, like the 1, on difficult ones, like the 49 and 14, where hardly anyone pays.

Thank you.

Warren
California

From: [Yeabtsega Birhane](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves
Date: Thursday, March 13, 2025 2:11:43 AM

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San Francisco Board of Supervisors,

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Thank you.

Yeabtsega
California

From: [Mark Ruhe](#)
To: [Board of Supervisors \(BOS\)](#)
Subject: Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves
Date: Thursday, March 13, 2025 12:17:44 AM

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San Francisco Board of Supervisors,

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It's bad enough that the 21 has been re-routed so that it no longer travels all the way on Market to the Ferry Building. That re-route in itself didn't seem to make much sense to me as there is not much vehicle traffic on Market St. nowadays.

Please reconsider re-routing and/or eliminating the 21 Hayes.

I'll dare to mention that I am disabled. I am missing my right leg and I now use a prosthetic to get about San Francisco.

Any more rerouting or eliminating would make it that much harder on me to use public transit
In San Francisco

Thank you.

~~~~~

Mark Ruhe  
545 Linden St.  
San Francisco  
Ca. 94102

Landline - 415.241.xxxx

Mobile - 415.816.1504

Email ~ [clubberuhe@yahoo.com](mailto:clubberuhe@yahoo.com)

Mark  
California

**From:** [Danielle Hart](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 10:58:34 PM

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San Francisco Board of Supervisors,

My name is Dr. Danielle Hart. I have been a San Francisco resident and loyal Muni rider for the last five years. Cutting Muni lines will have far reaching impacts on San Franciscans' access to necessary healthcare. Many of my patients rely on Muni services in order to make it to their appointments and receive the care they need.

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like my patients and me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

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Thank you.

Danielle  
California

**From:** [Michael Nulty](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 10:13:19 PM

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Michael  
California

**From:** [Christina Egwim](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 9:18:40 PM

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Thank you.

Christina  
California

**From:** [Alyssa Pullano](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 9:17:33 PM

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Alyssa  
California

**From:** [Javier Rodriguez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 9:17:28 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

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Thank you.

Javier  
California

**From:** [Frank Lorch](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 7:37:46 PM

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San Francisco Board of Supervisors,

Cutting or reducing Muni service will disrupt the lives of the many San Franciscans who depend on it, and these cuts will unjustly affect our most vulnerable residents, including the elderly, disabled, low income residents, and children. Kids and parents commuting across the city will be left with few ways to safely get to school. Residents who cannot or will not buy a car will be unable to move around the city, impacting their ability to engage with local businesses and contribute to the SF economy. Reducing any amount of service will reduce the trust SF residents have in the reliability of their public transit system, and once that trust is lost, it is very hard to win it back.

Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent imminent Muni service and program cuts.

Thank you!

Thank you.

Frank  
California



**From:** [Nina Zentner](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:51:46 PM

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San Francisco Board of Supervisors,

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Thank you.

Nina  
California

**From:** [Evan Jones](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:51:07 PM

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Thank you.

Evan  
California

**From:** [Joshua Jee](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:32:25 PM

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Thank you.

Joshua  
California

**From:** [Kylene Daily](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:29:43 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am specifically writing to ask for you to save the 6 Haight/Parnassus line. This bus line is a critical service to the hospital workers and even patients at UCSF. I personally ride this bus almost every day as a physician at the hospital. I want to urge a careful review of the use of this line - perhaps cutting late night service would be more appropriate than a full cut. A full cut would significantly impact traffic and parking in the area of the hospital which is already a problem for my patients and co workers. A full cut of this line will force me to change my vote in future elections.

I also endorse the message below and emphasize strong support of MUNI buses!

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Thank you.

Kylene  
California

**From:** [Rosa Hernandez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:18:41 PM

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Thank you.

Rosa  
California

**From:** [Ryan Moore](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Richmond District homeowner ask to stop Muni's summer cuusing the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:07:38 PM

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Thank you.

Ryan  
California

**From:** [Jennifer Baron](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:01:33 PM

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San Francisco Board of Supervisors,

Re: 56 Rutland Line. This bus route serves a large population of working class folks, riders with disabilities and senior citizenship. The neighborhood it serves is not easily accessible and is very hilly, making difficult for these folks to navigate without a reliable bus line. Please reconsider cuts to this line and any public transportation route serving SF residents.

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Thank you.

Jennifer  
California

**From:** [Enrique Villanueva](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 5:28:29 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Enrique  
California

**From:** [Stanford Rosenthal](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** N-Judah Rider Appeal: Stop Muni Cuts Through General Fund or SFMTA Reserves  
**Date:** Wednesday, March 12, 2025 4:03:11 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. As a resident who depends entirely on public transit, particularly the N-Judah line, these cuts would severely impact my ability to volunteer at Ocean Beach, run errands in Cole Valley, and access essential services across San Francisco. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. Without a car, the N-Judah and connecting Muni lines are my only viable transportation options. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns for people like myself, others across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that

can fund Muni long-term. As someone who relies on the N-Judah daily, I can attest to how vital this service is to my community. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating, especially to car-free residents like me who rely on the N-Judah line as our primary mode of transportation. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you for your consideration and leadership on this critical issue.

Stanford  
California

**From:** [Colleen Beach](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Stop Muni's cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 3:51:25 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I, as a San Francisco resident who relies on SFMTA service, strongly urge you to oppose the upcoming SFMTA Muni service cuts and approve a \$15 million general fund transfer to prevent them.

These cuts would compound the 20% reduction already implemented since 2019, severely impacting daily riders who rely on Muni for essential activities. The consequences extend beyond transit users - reduced service will hamper economic recovery, increase congestion and emissions, and disproportionately harm our most vulnerable residents.

Research shows each dollar invested in Muni generates \$2-3 in economic benefits. Conversely, service cuts now will likely become permanent as it takes SFMTA 18 months to recover from just one month of paused hiring.

Acting now while the deficit is manageable gives SFMTA time to conduct proper outreach and develop sustainable funding solutions. The agency has already implemented internal budget measures, but cannot solve this problem alone.

Please work with local and state officials, SFMTA, and community advocates to protect this vital service. Authorize the \$15 million transfer and encourage SFMTA to use its reserves to maintain service and essential programs like school crossing guards.

Thank you for your consideration.

Colleen  
California



**From:** [Connor Finnegan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 3:39:27 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Connor  
California

**From:** [Jon Fox](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 3:14:00 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

San Francisco is a world class city, and world class cities have efficient, effective, and safe mass transportation systems. We need more public transit, not less, to battle climate change, reduce traffic, and have a more equitable future.

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Jon  
California

**From:** [Eve Javey](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** STOP Muni's summer cuts by using the city's general fund or SFMTA reserves!!  
**Date:** Wednesday, March 12, 2025 2:57:16 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

As a citizen of Sn Francisco who uses Muni every single day both for work and pleasure, I am pleading with my government and it's delegates to stop the cuts set to impact Muni this summer. In the face of continued climate catastrophe as well as new parking laws limiting the amount of parking spots and making it harder to own a car in the city, also opting to cut our public transportation is unacceptable. By cutting Muni you are restricting affordable, SAFE transportation for hundreds of thousands of daily Muni riders, including myself.

Cutting the N line service for example at 10pm, may increase the number of drunk drivers who cannot afford or do not want to take a ride share program and instead will opt to drive after a night of drinking in the Mission.

It will decrease my ability to get to and from my volunteer positions in various neighborhoods across the city reducing how active of a commiunity member I am able to be. It will reduce jobs for Muni drivers and workers who need it. Honestly I can see no single benefit to cutting the budget other than to cover up budget holes created by the government in the first place.

Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Local resident of the Inner Sunset and daily N-Judah rider

Eve  
California



**From:** [allyemiley@gmail.com](mailto:allyemiley@gmail.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 2:28:18 PM

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San Francisco Board of Supervisors,

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

**From:** [Nio Gonzalez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 2:25:35 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Thank you.

Nio  
California

**From:** [Astrid Moya](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 1:27:34 PM

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San Francisco Board of Supervisors,

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Thank you.

Astrid  
California

**From:** [Robert Gamboa](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 12:40:42 PM

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San Francisco Board of Supervisors,

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Thank you.

Robert

**From:** [Dabney Park](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 12:32:51 PM

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San Francisco Board of Supervisors,

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Dabney  
California

**From:** [Corey Busay](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 12:16:40 PM

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San Francisco Board of Supervisors,

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Thank you.

Corey  
California

**From:** [Natalie Brown](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 11:47:44 AM

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Thank you.

Natalie  
California

**From:** [Cash Werner](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 11:18:18 AM

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Thank you.

Cash

**From:** [Nicole Anderson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 11:14:33 AM

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Thank you.

Nicole  
California

**From:** [Diana Revimjan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 10:35:05 AM

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Thank you.

Diana  
California

**From:** [Olivier sibbet](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 10:03:10 AM

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Thank you.

Olivier  
California

**From:** [Yuliya Goldman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 8:39:19 AM

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Yuliya  
California

**From:** [Jerimiah Martinez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 8:37:47 AM

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Thank you.

Jerimiah  
California

**From:** [Jason Ruderman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 8:32:49 AM

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San Francisco Board of Supervisors,

PLEASE DON'T MAKE ANY MUNI CUTS.

Especially the #9 and #48.

I take these lines every week, sometimes daily.

I love Muni and have been taking the buses for decades.

Jason  
California



**From:** [Andrei Svensson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 7:08:23 AM

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San Francisco Board of Supervisors,

Just to start - I actually ride the 31 all the way to Caltrain!

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permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Andrei  
California

**From:** [Javier Diaz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Wednesday, March 12, 2025 6:11:21 AM

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San Francisco Board of Supervisors,

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Thank you.

Javier  
California

**From:** [AJ cho](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:18:26 PM

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Thank you.

AJ  
California

**From:** [Gabrielle Lavelle](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:08:40 PM

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Thank you.

Gabrielle  
California

**From:** [Bailey Cory](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** !!!!! Please stop Muni's summer cuts !!!! PLEASE  
**Date:** Tuesday, March 11, 2025 9:56:03 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

Please do not go through with the cuts for the summer. I rely 100% on the 28 and the N to get me to and from work. I've lived here as a resident in the sunset since 2018 and do not own a car. If you cut the 28 I don't know what I'll do. I don't want to have to take two buses everywhere I go now. And the N needs to stay running until midnight. I use the N every week to get myself to the mission for work! I work late and due to the 7 stopping at 10pm the N is my ONLY option. Public transportation makes me feel safe. I like that there's other people around me. I do not want to resort to Ubering everywhere. Please !!!!! My job, income, and whole financial situation depends on this. And I'm certain so many others in this city that don't have cars or cannot drive.

Bailey  
California



**From:** [Rachel Lu](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 9:52:41 PM

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Thank you.

Rachel  
California

**From:** [Lisa Balton](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 9:49:24 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

Muni builds community which we drastically need in this time of cold-hearted bigotry. I've taken Muni since 6th grade up through just this last January visiting family and friends. It's the best city transportation. I would rather support Muni than rent a car, use Uber/Lyft or pay for a cab. People actually talk to each other sometimes and help each other. It's so easy to get around.

My 90-year-old mother uses it for shopping, classes, art events and more. She swears by it for use day or evenings.

Muni decreases fossil fuel output and is an opportunity to know the beautiful city of SF. People need this excellent transportation mode. Be creative. Find another way to save funds. Keep this powerful service functioning for the people who deserve it.

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Thank you.

Lisa  
Washington

**From:** [adi.resina](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 9:32:49 PM

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Thank you.

adi  
California

**From:** [FangYing Liang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:56:25 PM

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FangYing  
California

**From:** [Megan Mercurio](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:48:36 PM

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SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Megan  
California

**From:** [Ian Myjer](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:35:25 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

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Ian  
California

**From:** [Andrew Eljumaily](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:32:15 PM

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Thank you.

Andrew  
California

**From:** [Sharleen Phillips](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:23:02 PM

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San Francisco Board of Supervisors,

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I take MUNI every day and rely on it to get around the city. Thank you.

Sharleen  
California

**From:** [Julia Diaz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by charging more for parking  
**Date:** Tuesday, March 11, 2025 8:07:24 PM

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San Francisco Board of Supervisors,

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Thank you.

Julia  
California

**From:** [Damien Ross](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 7:53:03 PM

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San Francisco Board of Supervisors,

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Thank you.

Damien  
California

**From:** [Katherine Hayes](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 7:34:31 PM

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Thank you.

Katherine  
California

**From:** [Jennifer Pereira](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 6:48:13 PM

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Thank you.

Jennifer  
California

**From:** [Sari Swig](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 6:34:40 PM

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Thank you.

Sari  
California

**From:** [Malone Hedges](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Stop Muni's summer cuts  
**Date:** Tuesday, March 11, 2025 6:01:57 PM

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San Francisco Board of Supervisors,

As you might already know, on April 1st, the SFMTA board will decide whether to approve significant Muni service cuts planned for this summer. These proposed cuts would add to the roughly 20% reduction in service we've experienced since 2019, impacting hundreds of thousands of daily riders, myself included. It would become much tougher to get to work, school, essential appointments, or even to support local businesses. I strongly urge you to oppose any additional service reductions and instead allocate \$15 million from the city's general fund or the SFMTA reserves to avoid these cuts.

Reducing service now will seriously harm our city's economic recovery, making it tougher for all of us to bounce back. Even San Francisco's chief economist, Ted Egan, has warned, "If we don't have a solvent transit agency, we will never have economic recovery." Despite changes due to remote work, Muni ridership is steadily recovering, and some routes are already surpassing their pre-pandemic levels. Reducing service in key areas, especially Downtown, will lower ridership, stall Muni's recovery, and negatively affect working-class residents, seniors, students, people with disabilities, and anyone who relies on public transit.

Service cuts affect everyone—not just riders. A 2014 study found that every dollar invested in Muni yields \$2 to \$3 in economic benefits through lower travel costs, time savings, and improved safety. Conversely, service cuts mean more people will drive, causing greater congestion, increased parking expenses, and higher greenhouse gas emissions. This ultimately raises the cost of living and makes our transportation system less efficient.

Now is the crucial moment for San Francisco to step in and prevent these cuts while we still can. Investing \$15 million today will buy time, allowing SFMTA to carefully assess its services and engage the community on future decisions. This also gives the city space to create a sustainable funding strategy long-term.

Additionally, immediate service cuts could undermine public trust, harming voter support needed for future funding measures. Temporary cuts often become permanent, and rehiring staff takes significant time—it takes SFMTA 18 months to recover staffing levels after just a one-month hiring pause.

Why risk critical programs such as school crossing guards or low-income tow subsidies when we have the funds to protect them?

SFMTA has already worked hard to address the deficit through measures like fare increases and hiring freezes, but the agency can't solve this alone. It's essential that you work collaboratively with city and state officials, SFMTA, and transit advocates to develop sustainable solutions. Any further cuts to Muni will be devastating, and decisive action is needed now. Please approve a \$15 million transfer from the general fund to SFMTA, and urge the SFMTA Board to tap its reserves to stop these harmful service cuts.

Thank you.

Malone  
California

**From:** [Cynthia Morell](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 5:59:05 PM

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San Francisco Board of Supervisors,

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Cynthia  
California

**From:** [Deborah Park](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 5:25:59 PM

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Thank you.

Deborah  
California

**From:** [Maribel Mora](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 5:05:40 PM

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Thank you.

Maribel  
California

**From:** [XIAOYING HUANG](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 5:04:45 PM

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Thank you.

XIAOYING  
California

**From:** [Kevin Souza](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:58:41 PM

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San Francisco Board of Supervisors,

Dear City Hall Officials,

I am writing to express my deep concern regarding the proposed cuts to Muni service and programs in San Francisco. As a retired resident who relies heavily on Muni for transportation, particularly the L Taraval line, I urge you to reject these cuts and find alternative solutions to address the budget deficit.

The proposed reductions in service, especially during evenings and weekends, will severely impact the quality of life for many San Franciscans, including myself and my husband. We chose to remain in this city after retirement largely due to the accessibility provided by Muni. These cuts would not only affect our ability to enjoy downtown dining and cultural events but also undermine ongoing efforts to revitalize the downtown area.

I implore you to consider the following points:

1. Use of reserves: Please allocate \$15 million from the agency's reserves or work with supervisors on a general fund transfer to prevent Muni cuts this summer.
2. Disproportionate impact: These cuts will disproportionately affect our most vulnerable residents, including low-income individuals, youth, seniors, and people with disabilities.
3. Long-term consequences: Implementing cuts now may lead to permanent reductions in service and damage Muni's current high approval rating.
4. Equity concerns: It is unfair for transit riders to bear the brunt of cost increases and service reductions when the effects of diminished service impact all San Franciscans.
5. Parking policy: Consider modest parking changes as a potential solution to balance the budget without significantly impacting future Muni funding measures.

I understand the severity of the budget deficit, but I believe it is crucial to delay these summer cuts while they are still manageable. This delay will provide the SFMTA with more time to conduct thorough outreach and gather feedback on service adjustments. It will also give the city additional time to develop a more sustainable funding solution.

In conclusion, I strongly urge you to approve the use of \$15 million from SFMTA reserves to prevent harmful service and program cuts this year. Additionally, please collaborate with your colleagues in City Hall and advocates to find quick solutions that can prevent the most imminent cuts. Your leadership is essential in protecting Muni and ensuring the continued mobility and quality of life for all San Franciscans.

Thank you for your attention to this critical matter.

Sincerely,<sup>[1]</sup><sub>[SEP]</sub> Kevin H Souza / Sunset Resident

Kevin  
California

**From:** [Elizabeth Tellez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:53:26 PM

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Thank you.

Elizabeth  
California

**From:** [Alexander Hale](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:51:37 PM

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Alexander  
California

**From:** [Amber Bush](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:48:43 PM

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Thank you.

Amber  
California

**From:** [Russell Stadler](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:48:20 PM

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San Francisco Board of Supervisors,

As I understand it, April 1 is when the muni board is supposed to decide on service cuts starting this summer. I think those cuts, on top of the ones since 2019, will be harmful to many thousands of regular muni riders.

I love being in a city where I can reliably not have a car and my family can still comfortably get around. Making that harder to do with service cuts would be heartbreaking, and I hope that you can find a way to avoid the service cuts proposed.

Quoting Ted Egan, "If we don't have a solvent transit agency, we will never have economic recovery." Especially in what feels like the growing chorus of return-to-office mandates, more and more people would be stymied by a service cut.

From here forward I'm getting some help in the content of the letter but even though it's not my voice alone, the sentiment is very much shared by myself.

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Russell  
California

**From:** [Erine Collard](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:46:35 PM

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agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Erine  
California

**From:** [Erica Wang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** MUNI's summer cuts will severely impact SF's revitalization and its people  
**Date:** Tuesday, March 11, 2025 4:44:06 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

As you know, the SFMTA board is set to decide on April 1st whether to approve harmful Muni service cuts for this summer. These cuts will add to the roughly 20% reduction in service already enacted since 2019, impacting hundreds of thousands of daily riders like me. It will make it harder for people to get to work, school, essential appointments, and local businesses. I urge you to oppose any service cuts and allocate \$15 million from the city's general fund and/or SFMTA reserves to prevent these devastating reductions.

The proposed cuts would have far-reaching consequences for San Francisco's economic recovery, particularly downtown revitalization. Essential workers living in districts outside of downtown would struggle to commute to the businesses that depend on them, further exacerbating the challenges facing local businesses. As the city's chief economist, Ted Egan, has stated, "If we don't have a solvent transit agency, we will never have economic recovery." While work-from-home trends have shifted travel patterns, Muni ridership continues to recover year-over-year, with some lines even exceeding pre-pandemic levels. Reducing service downtown will hurt ridership growth, harm Muni's recovery efforts, and disproportionately impact working-class residents, seniors, people with disabilities, schoolchildren, and others who rely on these critical transit lines.

The effects of service cuts extend beyond transit riders. A 2014 study demonstrated that every dollar spent on Muni generates \$2–\$3 in economic benefits through reduced travel costs, improved safety, and more efficient transportation systems. Conversely, fewer transit options lead to increased driving, congestion, parking fees, greenhouse gas emissions, and overall inefficiency in the city's transportation network—all of which raise the cost of living for everyone. Without robust public transit like Muni, all San Franciscans lose.

This is a pivotal moment for the city to act decisively and prevent these summer cuts while they are still manageable. Allocating \$15 million now would allow SFMTA to delay service reductions until next year's larger budget deficit. This delay would provide time for meaningful outreach and feedback on potential adjustments while giving the city an opportunity to develop sustainable funding solutions.

If these cuts go forward now, they risk becoming permanent due to staffing challenges and long recovery times—it takes 18 months for SFMTA to recover from just one month of paused hiring. Additionally, service reductions could erode public trust in Muni and jeopardize voter support for future funding measures needed to sustain the agency long-term.

Why take the risk of cutting essential programs like school crossing guards or low-income tow subsidies when reserves are available to maintain them? SFMTA has already taken steps within its control—raising fares and pausing hiring—but this issue cannot be solved by SFMTA alone. You must collaborate with colleagues at local and state levels as well as advocates to find both immediate and sustainable solutions.

I urge you to approve a \$15 million general fund transfer to SFMTA and encourage its Board of Directors to use reserves to avoid imminent service and program cuts. Protecting Muni is crucial not only for daily riders but also for the revitalization of San Francisco's downtown economy. Your leadership is essential in addressing this transportation crisis and ensuring a brighter future for our city.

Thank you.

Erica  
California

**From:** [Anastasia Yovanopoulos](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:25:09 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Thank you.

Anastasia  
California

**From:** [Charlotte Halifax](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:24:13 PM

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Thank you.

Charlotte  
California

**From:** [Jean Laskar](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:20:24 PM

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San Francisco Board of Supervisors,

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Thank you.

Jean  
California

**From:** [Ezekiel Hoyt](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:18:21 PM

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San Francisco Board of Supervisors,

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Thank you.

Ezekiel  
California

**From:** [Jillian Roy](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:04:05 PM

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Thank you.

Jillian  
California

**From:** [Thea Selby](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Stop Muni's summer cuts with the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 4:00:03 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am a loyal Muni rider, and I own a small business in the heart of downtown San Francisco, a block and a half away from what will be b. patisserie. Please keep Muni strong!

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

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Thank you.

Thea  
California

**From:** [Lena Miyamoto](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:56:45 PM

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Thank you.

Lena  
California

**From:** [Joseph Wang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:55:00 PM

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Thank you.

Joseph  
California

**From:** [Dave Frank](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:54:45 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Thank you.

Dave  
Iowa

**From:** [Rosa Valan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:47:19 PM

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Thank you.

Rosa  
California

**From:** [Myisha Battle](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:34:39 PM

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Thank you.

Myisha  
California

**From:** [Allison Sponseller](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:30:50 PM

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Thank you.

Allison  
California

**From:** [Anonymous Rider](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:27:15 PM

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Thank you.

Anonymous  
California

**From:** [Hopeton Hess](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:18:35 PM

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Thank you.

Hopeton  
California

**From:** [Laurie Kamimoto](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by enforcing fare collection  
**Date:** Tuesday, March 11, 2025 3:18:10 PM

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San Francisco Board of Supervisors,

One of the attractive features of SF is the availability of public transportation. I have used Muni since moving here in 2018. I use a TAP card so I receive a slight discount when riding.

It is not unusual for only 25% of riders to pay for their ride. Discounted fares are available to those on limited incomes but to simply hop on/off without paying isn't fair. Colleges should pay some base amount per enrolled student and an active student ID would suffice to ride the bus.

I ride the bus in Alameda and San Mateo and those riders all pay. In San Mateo I suspect not all riders are seniors but at least they pay something. It isn't fair for taxpayers and the few riders who do pay to subsidize those who don't in San Francisco.

I'm sure Muni knows which routes have the greatest number of non-payers and maybe those routes should be reduced...and the explanation of non-payment given. Only then will riders understand the benefit of Muni and the need to for them to financially support it.

Thank you.

Laurie  
California



**From:** [Emily Chan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Do not cut 19 Polk Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:16:43 PM

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Thank you.

Emily  
California

**From:** [Katherine Hluchan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:12:27 PM

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Thank you.

Katherine

**From:** [Luciano Costa](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 3:01:21 PM

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Thank you.

Luciano  
California

**From:** [Selina Pan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:58:46 PM

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San Francisco Board of Supervisors,

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Thank you.

Selina  
California

**From:** [Christina Waltmon](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:58:32 PM

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Thank you.

Christina  
California

**From:** [Stephanie Wagner](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:56:21 PM

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Thank you.

Stephanie  
California

**From:** [Katie Miles](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:51:16 PM

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Thank you.

Katie  
California

**From:** [John Nguyen](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:43:33 PM

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Thank you.

John  
California

**From:** [Alexander Thebez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:41:25 PM

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Thank you.

Alexander  
California

**From:** [Joana Francener](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:39:56 PM

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Joana  
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**From:** [Leonard Reidelbach](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:30:26 PM

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Thank you.

Leonard  
California

**From:** [Lauren Davidson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:20:26 PM

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San Francisco Board of Supervisors,

I am a single mother who rides the 6 Parnassus bus daily with my child. We live on a steep hill, and having this bus allows us to be car-free on SF for over a decade, even when grocery shopping and commuting to various work, school, and social activities throughout the city..

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Thank you.

Lauren  
California

**From:** [Julien DeFrance](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:18:39 PM

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Thank you.

Julien  
California

**From:** [lakhvinder jordan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:17:59 PM

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Thank you.

lakhvinder  
California

**From:** [Brendan Callum](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please don't cut Muni service!  
**Date:** Tuesday, March 11, 2025 2:17:31 PM

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San Francisco Board of Supervisors,

We should be expanding transit infrastructure, not cutting it. Transit is key to so many San Franciscans daily lives. Please find other ways to pay for critical infrastructure.

Brendan

Brendan  
California



**From:** [SARA MILES](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:17:23 PM

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Thank you.

SARA  
California

**From:** [Tiana Oreglia](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:17:16 PM

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Thank you.

Tiana  
California

**From:** [lulu.cheng](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:16:27 PM

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Thank you.

lulu  
California

**From:** [Marceline Keene](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:14:29 PM

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Marceline  
California

**From:** [Claire McHale](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:13:22 PM

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Claire  
California

**From:** [Hatun Noguera](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:13:05 PM

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Thank you.

Hatun  
California

**From:** [Norman Toro Vega](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:12:18 PM

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Thank you.

Norman  
California

**From:** [Justin Philipps](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:07:44 PM

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Thank you.

Justin  
Ohio

**From:** [Caitlin Haas](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:07:42 PM

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Thank you.

Caitlin  
California

**From:** [Lisa Lu](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:05:42 PM

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Thank you.

Lisa  
California

**From:** [Antrina Crawford](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 2:02:02 PM

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Thank you.

Antrina  
California

**From:** [David Ruffman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 1:35:18 PM

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Thank you.

David  
California

**From:** [Azura Jorda](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 1:29:42 PM

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Azura  
California

**From:** [Bobby Cavano](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 1:25:49 PM

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Bobby  
California

**From:** [Courtney Asker](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 1:17:34 PM

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Courtney  
California

**From:** [William Grubb](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 12:56:01 PM

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Thank you.

William  
California

**From:** [Justin Tang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 12:28:05 PM

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San Francisco Board of Supervisors,

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Thank you.

Justin  
California

**From:** [paul@thelavelle.net](mailto:paul@thelavelle.net)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 11:40:47 AM

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Thank you.

**From:** [Victoria Bautista](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 11:16:41 AM

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Thank you.

Victoria  
California

**From:** [Carroll, John \(BOS\)](#)  
**To:** [bscrafford@aol.com](mailto:bscrafford@aol.com); [Board of Supervisors \(BOS\)](#)  
**Subject:** RE: MUNI cuts  
**Date:** Tuesday, March 11, 2025 11:10:59 AM  
**Attachments:** [image001.png](#)

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Thank you for your comment letter.

By copy of this message to the [board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) email address, your comments will be forwarded to the full membership of the Board of Supervisors.

**John Carroll**  
**Assistant Clerk**

Board of Supervisors  
San Francisco City Hall, Room 244  
San Francisco, CA 94102  
(415)554-4445



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**From:** [bscrafford@aol.com](mailto:bscrafford@aol.com) <[bscrafford@aol.com](mailto:bscrafford@aol.com)>  
**Sent:** Sunday, March 9, 2025 11:32 AM  
**To:** Carroll, John (BOS) <[john.carroll@sfgov.org](mailto:john.carroll@sfgov.org)>  
**Subject:** MUNI cuts

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board Members,

I am a senior living in the Outer Richmond, and I urge you to keep us, as well as

other frail and disabled residents, in mind as MUNI cuts are determined. While we do have several bus routes within 2 blocks of each other, the steep hills that constitute the space between blocks is not workable for many on foot. Cutting particularly the 31 BALBOA would leave us with 2 block walks up and down hills, not negotiable with walkers, and canes for some. Cutting back on frequency would work, as we could then at least plan around available times.

Barbara  
Scrafford

**From:** [Shayda Doostdar](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 11:01:48 AM

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Thank you.

Shayda  
California

**From:** [Justin Rael](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:56:45 AM

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Justin  
California

**From:** [Jocelyn Wong](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:44:36 AM

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Jocelyn  
California

**From:** [David Kastelman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:25:34 AM

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Thank you.

David  
California

**From:** [Adelyn Goh](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:15:33 AM

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On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Adelyn  
California

**From:** [Maura Cotter](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:05:03 AM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Thank you.

Maura  
California

**From:** [Lisa Lin](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 10:01:09 AM

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Thank you.

Lisa  
California

**From:** [Mary Connors](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 9:25:14 AM

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Thank you.

Mary  
California

**From:** [Nikko Raffael](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 9:09:22 AM

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Thank you.

Nikko  
California

**From:** [Daniel Knopf](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:51:33 AM

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Thank you.

Daniel  
California

**From:** [Vivian Huang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:40:38 AM

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Thank you.

Vivian  
California

**From:** [Amanda Webb](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:33:53 AM

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Amanda  
California

**From:** [Brizette Rudas](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:27:51 AM

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Brizette  
California

**From:** [Isaac Webb](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 8:20:34 AM

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Thank you.

Isaac  
California

**From:** [james geppert](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 7:32:36 AM

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San Francisco Board of Supervisors,

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Thank you.

james  
California

**From:** [Kara Abbott](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 6:20:36 AM

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Thank you.

Kara

**From:** [K.G](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Tuesday, March 11, 2025 1:12:06 AM

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Thank you.

K  
California

**From:** [M. Mullane](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 7:47:58 PM

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Thank you.

M  
California

**From:** [Carly Fonda](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 7:46:55 PM

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Thank you.

Carly  
California

**From:** [Patricia Kimball](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 7:45:37 PM

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San Francisco Board of Supervisors,

I am a 73-year-old longtime resident of San Francisco and depend upon public transportation in my neighborhood—particularly the very important and oft-used 38 Geary line.

It is more than enough that the City has closed roads within Golden Gate Park as well as routes crossing the park north-south, allowed the Bicycle & Arts groups to ride roughshod over the rights and/or needs of other citizens, and created Unsafe Streets that force drivers into oncoming traffic.

But to monopolize street parking near our banks, shops, post office, etc., in order to expand bus lanes along the curb for entire blocks while creating dangerous diagonally parallel parking on narrower side streets and to then claim poverty as a way to justify cuts to vital bus service...wow.

The closure of the Great Hwy and the building of housing units that the neighborhood cannot support with reduced bus service (to say nothing of the ever-shrinking number of parking spaces) add to the general misery.

Please stop making San Francisco a horrible place to live.

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Thank you.

Patricia  
California

**From:** [Ed Munnich](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 6:24:14 PM

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San Francisco Board of Supervisors,

I am very concerned with the cuts to MUNI service that the SFMTA board will decide on on April 1st. My wife and I live in the Inner Richmond, do not own a car, and on MUNI to connect us to the rest of the city. My wife relies especially on the 31 and 44 lines, which stop near our house due to a back condition that limits her ability to walk. I also rely on the 5, 38 lines. I teach at USF and see many of my students on very crowded buses every day—these bus lines are critical to our university, which has been a cornerstone of our community for 170 years. And I see neighbors of all ages and income levels on MUNI—losing this service would be a hard blow for many many people who contribute so much to the life of the Richmond District. My wife and I could afford a car, but we would prefer not to contribute to the gridlock and pollution in a city that prides itself on being “transit first”.

In addition, as I'm sure you know, cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that “If we don't have a solvent transit agency, we will never have economic recovery.” Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Ed  
California

**From:** [Una Gilmore](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 6:03:09 PM

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Una  
California

**From:** [Jonathan Sanderman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 5:57:40 PM

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San Francisco Board of Supervisors,

Some personal remarks first... The 6 is slated for potential elimination. My son and at least 8 other kids rely on the 6 to get to and from Grattan Elementary daily. There is no alternative route. If this bus is eliminated it will present a severe hardship for next school year (yet one that doesn't rise to the level of sfusd providing busing).

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Jonathan  
California

**From:** [Kirill Shore](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 5:54:55 PM

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Thank you.

Kirill  
California

**From:** [Emma Dolan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 5:36:19 PM

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Thank you.

Emma  
California

**From:** [Chris G](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 5:27:22 PM

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Thank you.

Chris  
California

**From:** [Forest Welch](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 4:56:51 PM

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Thank you.

Forest  
California

**From:** [Obed Gomez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 4:21:37 PM

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Thank you.

Obed  
California

**From:** [Alexandra Alvarado](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 4:14:38 PM

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Thank you.

Alexandra  
California

**From:** [Ellen Uyenco](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 3:20:37 PM

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Thank you.

Ellen  
California

**From:** [Tracy Newstadt](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts to the 28 local and 48 by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 3:03:10 PM

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Tracy  
California

**From:** [Michael Pedro](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 2:55:10 PM

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Thank you.

Michael  
California

**From:** [Cameron McCallie](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 2:51:24 PM

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Thank you.

Cameron  
California

**From:** [Sydney Summers-Knight](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 2:46:41 PM

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Sydney  
California

**From:** [David Gopi](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 2:41:36 PM

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Thank you.

David  
California

**From:** [Preetum Shenoy](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 1:41:49 PM

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Preetum  
California

**From:** [Ying Zhang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 1:11:47 PM

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Thank you.

Ying  
California

**From:** [Pamela Carrara](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 12:44:39 PM

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Pamela  
California

**From:** [Hannah Dightman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 12:10:44 PM

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Hannah  
California

**From:** [Anthony Rogers](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 11:39:21 AM

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Anthony  
California

**From:** [Walid Jad](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 11:08:41 AM

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Walid  
California

**From:** [Steve Flamm](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 11:04:27 AM

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Thank you.

Steve  
California

**From:** [Marfa Velasquez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 10:57:13 AM

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Marfa  
California

**From:** [Gretta Dacquisto](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 10:10:36 AM

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Thank you.

Gretta  
California

**From:** [Haley Hastings](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 9:17:31 AM

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Haley  
California

**From:** [ILLYA REAGANS](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 9:12:33 AM

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Thank you.

ILLYA  
California

**From:** [Justin Mathew](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 9:05:41 AM

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Thank you.

Justin  
California

**From:** [Stephanie Banks](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Monday, March 10, 2025 8:22:45 AM

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Stephanie  
California

**From:** [Gloria LaChapelle](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 11:11:44 PM

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Thank you.

Gloria  
Missouri

**From:** [William Baskin](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 8:24:35 PM

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

William  
California

**From:** [David Lyle](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 7:47:33 PM

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San Francisco Board of Supervisors,

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Thank you.

David  
California

**From:** [Dugan Murray](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 7:15:40 PM

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Thank you.

Dugan  
California

**From:** [Karen Cortez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 7:13:04 PM

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San Francisco Board of Supervisors,

I am a public school teacher. I live and work in San Francisco next to a 35 bus route stop. I don't know what I'll do if this line is cut. Please don't cut it! As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

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Thank you.

Karen  
California

**From:** [Nathaniel Fischer](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 6:55:55 PM

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San Francisco Board of Supervisors,

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Thank you.

Nathaniel  
California

**From:** [Flora Chads](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 6:50:36 PM

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Thank you.

Flora  
California

**From:** [Roden Hartsough](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 6:29:09 PM

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Thank you.

Roden  
California

**From:** [Margaret Goeden](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 6:12:13 PM

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San Francisco Board of Supervisors,

Re:Muni service cuts, particularly 6-Parnassus line.

Im a senior who uses the bus 2-6 times a week. you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer.

Cutting routes seems counterintuitive to bringing life back to downtown. (I use the bus weekly to go to volunteer at Alcatraz.) Already a near hour commute & this will involve another transfer. I also live atop a very steep hill serviced by the 6. I appreciate help getting up the hill!

Two issues with this new plan; longer still to get downtown, as it requires a transfer & that always adds time to commutes. Second is crowding. The Haight section of 6 is generally full as is, so combining the route will increase that, unless the new 6/21 has more frequent runs, like every 10 minutes vs the current 20-30 minutes.

This is an equity issue for seniors, and there are a lot of us on the west side. We can no longer bike or roll. When we try to drive less, which is encouraged, but then you take away bus lines, it is frustrating. Many people cannot afford to take Ubers: seniors, working people, students, unemployed, etc

These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

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Thank you.

Margaret  
California

**From:** [Nuhamin Tollossa](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 6:10:11 PM

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Thank you.

Nuhamin  
California

**From:** [Lisa D'Acquisto](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 5:59:53 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Lisa  
California

**From:** [Tony Ramirez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 5:46:06 PM

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Tony  
California

**From:** [Deena Baig](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 5:45:38 PM

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Deena  
California

**From:** [Caleb Rose](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 5:06:45 PM

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Caleb  
California

**From:** [Jared Gaoiran](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 5:04:07 PM

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Jared  
California

**From:** [Reiley Johnson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 4:28:36 PM

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Reiley  
California

**From:** [Irvin Licon](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 4:19:56 PM

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Irvin  
California

**From:** [Max R](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Don't cut muni right before summer?!?!  
**Date:** Sunday, March 9, 2025 3:54:41 PM

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Max  
California

**From:** [Maddie Bachelder](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 3:16:46 PM

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Thank you.

Maddie  
California

**From:** [ISABEL FONDEVILA](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 3:10:56 PM

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

ISABEL  
California

**From:** [Danielle Desmet](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 3:01:02 PM

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Danielle  
California

**From:** [Grey Barrios](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 2:46:20 PM

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Thank you.

Grey  
California

**From:** [Madeline Oxford](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 2:36:06 PM

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Madeline  
California

**From:** [Trevor Carpenter](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 2:30:32 PM

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Trevor  
California

**From:** [Adam Brudnick](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Maintain service on the five during critical commute times  
**Date:** Sunday, March 9, 2025 2:17:21 PM

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Adam  
California

**From:** [nikhik.dodd](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 2:16:37 PM

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nikhik  
California

**From:** [Michele Fromowitz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 2:06:59 PM

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San Francisco Board of Supervisors,

The 38 bus is already crowded - packed like sardines - especially during rush hour

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Thank you.

Michele  
California

**From:** [Elise Cannon](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 2:01:36 PM

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San Francisco Board of Supervisors,

I am writing on behalf of the many San Francisco residents—commuters, elderly individuals, and working families—who rely on the 21 Hayes bus line. The proposed cancellation of this essential route is not just an inconvenience; it is a direct attack on the mobility, accessibility, and quality of life for countless people who depend on it daily.

The 21 Hayes has long served as a crucial east-west transit connection for those who live, work, and shop along its route. Its elimination would disproportionately harm senior citizens, disabled individuals, and lower-income residents who do not have the luxury of alternative transportation. Many rely on this bus for critical errands, medical appointments, and social connections. Removing it would force them to navigate longer walks and more complicated transfers—an unrealistic burden for those with limited mobility.

Furthermore, for working commuters, the loss of the 21 Hayes means longer travel times and increased congestion on already overloaded transit lines. This move contradicts San Francisco's commitment to reducing car dependency and promoting accessible public transportation. If the goal is to cut costs, reducing essential service for the city's most vulnerable is not the solution.

I urge you to prioritize the needs of your constituents and reject any proposal to cancel the 21 Hayes line. Instead of stripping away vital services, invest in strengthening and improving Muni to ensure San Francisco remains a city for all—not just those with the means to drive.

We expect leadership that listens to the people who live here. I strongly encourage you to reconsider this decision and keep the 21 Hayes running.

Elise  
California



**From:** [Christopher Griley](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 1:02:27 PM

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Thank you.

Christopher  
California

**From:** [Amanda Rhodes](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:59:31 PM

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San Francisco Board of Supervisors,

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Thank you.

Amanda  
California

**From:** [Jacqueline Rizzoli](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:57:52 PM

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Thank you.

Jacqueline  
California

**From:** [alhartsough@gmail.com](mailto:alhartsough@gmail.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:57:40 PM

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Thank you.

**From:** [Jesse Oxford](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:53:53 PM

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Thank you.

Jesse  
California

**From:** [Tierney Pretzer](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:49:57 PM

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San Francisco Board of Supervisors,

I rely on the 5 bus on Fulton every day— reducing the stop frequency as proposed in the MUNi service cuts will heavily impact me and many of the other SF residents that rely on the bus.

I want to live in a SF committed to public transit for its citizens where car ownership can be truly optional, this can only be the case if officials keep the budget for MUNI and make sacrifices elsewhere.

Public transit in my opinion is a core pillar of making a sustainable and equitable city, please prioritize muni spend.

Thank you.

Tierney  
California



**From:** [Bridget Purcell](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:37:41 PM

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Thank you.

Bridget  
California

**From:** [Victoria Resnick](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 12:32:34 PM

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Victoria  
California

**From:** [JT](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 11:46:23 AM

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J  
California

**From:** [Doris Hsueh](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 11:26:01 AM

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Doris  
California

**From:** [Alexandra Mason](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 10:58:59 AM

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Alexandra  
California

**From:** [Ruby-Sarah Wilkinson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 10:44:37 AM

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San Francisco Board of Supervisors,

I just moved to a new apartment, and I finally have access to public transit via MUNI, the 58 bus. I am so excited to be able to take transit. Please don't cut MUNI services. We need to show the world how it's done, how we create and maintain a thriving city through reliable public transit.

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Thank you.

Ruby-Sarah  
California

**From:** [Sky Garcilasodelavega](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 10:44:16 AM

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Thank you.

Sky  
California

**From:** [Jessica Kramer](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 8:06:47 AM

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Thank you.

Jessica  
California

**From:** [Scott Tumolo](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 7:32:28 AM

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San Francisco Board of Supervisors,

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Thank you.

Scott  
California

**From:** [Rebecca Wong](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 1:27:39 AM

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Thank you.

Rebecca  
California

**From:** [Rebecca Wong](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Sunday, March 9, 2025 1:26:11 AM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Thank you.

Rebecca  
California

**From:** [Jeremiah Piedra](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:26:53 PM

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San Francisco Board of Supervisors,

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Thank you.

Jeremiah  
California

**From:** [John Dawidow](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 10:41:38 PM

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San Francisco Board of Supervisors,

I am a regular user of the N, and I'm asking that the SFMTA board continue its services.

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John  
California

**From:** [AJ cho](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 8:00:10 PM

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Thank you.

AJ  
California

**From:** [Jinwei Sun](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 7:10:56 PM

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San Francisco Board of Supervisors,

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Jinwei  
California

**From:** [Susana Leni](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 6:37:12 PM

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Susana  
California

**From:** [Annick Tumolo](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 6:07:37 PM

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Annick  
California

**From:** [Jack O'Sullivan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 5:28:14 PM

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Jack  
California

**From:** [Meriem Mebarkia](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 5:23:39 PM

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Thank you.

Meriem  
California

**From:** [Gabriel Mamallo](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 5:13:38 PM

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Thank you.

Gabriel  
California

**From:** [Jeremiah Tuaolo](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 4:33:29 PM

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Jeremiah  
California

**From:** [Sara Timtim](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 4:31:57 PM

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Sara  
California

**From:** [Morgan Jennings](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 4:19:16 PM

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Thank you.

Morgan  
California

**From:** [Nova Taylor](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 4:16:50 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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As an SFUSD student who takes these Muni buses to and from school daily, this cut would make it much harder for me and many of my peers to get to and from school when we need to. I personally know that one of the buses that has a risk of getting cut, is the bus that is practically required for my trip. And I know it's required for many other people in my neighborhood, including elderly citizens whom are unable to walk up the hill due to their health and lack of physical strength. Please reconsider the Muni cuts for the sake of all San Francisco residents.

Thank you.

Nova  
California

**From:** [Brenda Lopez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 4:04:18 PM

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Thank you.

Brenda  
California

**From:** [Saya Sugahara](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 2:54:41 PM

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Thank you.

Saya  
California

**From:** [Alex Bold](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 2:12:34 PM

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Alex  
California

**From:** [Ethan Bold](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 2:10:18 PM

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Thank you.

Ethan  
California

**From:** [Rosalie Chan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 1:53:13 PM

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Thank you.

Rosalie  
California

**From:** [Thomas Middleton](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 1:48:45 PM

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Thank you.

Thomas  
California

**From:** [Carolina Verrini Lenzi](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 1:04:25 PM

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Carolina  
California

**From:** [J Read](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:50:53 PM

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Thank you.

J  
California

**From:** [Anudeep Batchu](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:47:28 PM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

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Anudeep  
California

**From:** [V. Gravatt](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:42:17 PM

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Thank you.

V  
California

**From:** [Claire Yaeger](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:30:00 PM

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Thank you.

Claire  
California

**From:** [Alex Villicana](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:28:15 PM

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Thank you.

Alex  
California

**From:** [Haily Sims](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:27:49 PM

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Haily  
California

**From:** [Dharnesh Kaur](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:13:03 PM

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Thank you.

Dharnesh  
California

**From:** [Daylan Buchanan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:50:06 AM

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Daylan  
California

**From:** [Sandra Carroll](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:47:35 AM

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Sandra  
California

**From:** [Malek Atallah](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:44:21 AM

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Malek  
California

**From:** [Warren Coleman](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:39:29 AM

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San Francisco Board of Supervisors,

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Warren  
California

**From:** [Michelle Chan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:38:53 AM

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Thank you.

Michelle  
California

**From:** [Bridget Purcell](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:34:50 AM

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Bridget  
California

**From:** [Kristin Palma](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:34:18 AM

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Thank you.

Kristin  
California

**From:** [Alexa Fabrega](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:25:43 AM

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Thank you.

Alexa  
California

**From:** [Emily Whitmer](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 11:11:52 AM

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Thank you.

Emily  
California

**From:** [john.nulty@yahoo.com](mailto:john.nulty@yahoo.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 10:49:59 AM

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**From:** [Charles McClain](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 10:26:50 AM

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Charles  
California

**From:** [Jatzel Bedolla](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 10:04:46 AM

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Thank you.

Jatzel  
California

**From:** [Julia Friedberg](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 9:39:14 AM

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Thank you.

Julia  
California

**From:** [Aurelia Ramirez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 9:38:23 AM

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Aurelia  
California

**From:** [Julia Friedberg](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 9:37:31 AM

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Julia  
California

**From:** [Asha Quibilan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 9:37:08 AM

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Thank you.

Asha  
California

**From:** [bitterandstout@duck.com](mailto:bitterandstout@duck.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 8:29:59 AM

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Thank you.

**From:** [Javier Diaz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 7:54:23 AM

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Thank you.

Javier  
California

**From:** [Cameron Turner](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 7:53:09 AM

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California

**From:** [Javier Diaz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 7:12:48 AM

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Javier  
California

**From:** [erinfiieb@stanford.edu](mailto:erinfiieb@stanford.edu)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 3:18:27 AM

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Thank you.

**From:** [Adam Wilson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Saturday, March 8, 2025 12:41:29 AM

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Adam  
California

**From:** [Gabiell Valentine](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 11:33:04 PM

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San Francisco Board of Supervisors,

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Thank you.

Gabriell  
California

**From:** [ntinnerwilliams@gmail.com](mailto:ntinnerwilliams@gmail.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 8:56:07 PM

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Thank you.

**From:** [Akhila Kosaraju](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 7:50:27 PM

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Thank you.

Akhila  
California

**From:** [Brittany Garz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 7:46:39 PM

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Thank you,  
Brittany Garza  
San Francisco resident

Brittany  
California

**From:** [Amanda Mah](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 6:56:30 PM

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Thank you.

Amanda  
California

**From:** [Hannah Boston](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 6:38:30 PM

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San Francisco Board of Supervisors,

Please listen!!! We love MUNI. It is so important for making San Francisco a world class city. So not make cuts!

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Hannah  
California

**From:** [Nikki Clem](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 6:16:59 PM

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Nikki  
California

**From:** [Michaela Koll](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 5:45:16 PM

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Thank you.

Michaela  
California

**From:** [I diGennaro](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 5:42:03 PM

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Thank you,  
I diGennaro

I  
California

**From:** [Jasmine Tsui](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 5:33:14 PM

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Thank you.

Jasmine  
California

**From:** [Laurel McCaull](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 5:31:46 PM

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Laurel  
California

**From:** [Janice LeBon](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 4:47:37 PM

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Thank you.

Janice  
California

**From:** [Lauren Hung](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 4:27:50 PM

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Lauren  
California

**From:** [Lyssa Salger](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 4:08:23 PM

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Thank you.

Lyssa  
California

**From:** [Michael Nulty](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Stop Muni's cuts by using the city's general fund or SFMTA reserves (partially)  
**Date:** Friday, March 7, 2025 3:57:19 PM

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As a citizens planner and transit justice advocate for over 25 years it is very important that our all citizens have accessible transit options that meet their needs. As someone who works with various community groups we all hope that an equitable solution can be found.

Thank you.

Michael Nulty

Alliance for a Better District 6

Central City Democrats

Tenant Associations Coalition of San Francisco

Tenderloin Futures Collaborative

Theatre District Neighbors

Michael

California

**From:** [Wenceslao Bruciaga](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:38:49 PM

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San Francisco Board of Supervisors,

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Thank you.

Wenceslao  
California

**From:** [Alma Frazier](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:25:30 PM

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Thank you.

Alma  
Georgia

**From:** [Yu Yan Tan](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:19:48 PM

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Thank you.

Yu Yan  
California

**From:** [Amadalise Davis](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:17:32 PM

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Amadalse  
California

**From:** [Ben Brandt](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:13:48 PM

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Ben  
California

**From:** [Nickie Ramey](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:11:19 PM

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Nickie  
California

**From:** [Matthew Mboweni](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:10:54 PM

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Matthew  
California

**From:** [Sandra ChinMar](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 3:05:51 PM

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Thank you.

Sandra  
California

**From:** [Kristen Stiffler](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 2:45:04 PM

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Kristen  
California

**From:** [Syretta Hamilton](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 1:49:12 PM

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Syretta  
California

**From:** [Jeanette Wong](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 1:47:46 PM

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Jeanette  
California

**From:** [Rosa Diaz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 1:44:52 PM

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Rosa  
California

**From:** [Tristan Mehlín](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 1:27:18 PM

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Thank you.

Tristan  
California

**From:** [Bernadette McClelland](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 12:44:06 PM

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Thank you.

Bernadette  
California

**From:** [Jani Greving](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 12:39:31 PM

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Thank you.

Jani  
California

**From:** [Brittney Black](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 12:37:49 PM

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Thank you.

Brittney  
California

**From:** [Erin Pinheiro](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 12:16:50 PM

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Thank you.

Erin  
California

**From:** [Romeo Joseph](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 12:01:38 PM

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Thank you.

Romeo  
California

**From:** [Emily Hernandez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 11:23:23 AM

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Emily  
California

**From:** [Deanna Torno Richers](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 10:50:01 AM

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Thank you.

Deanna  
California

**From:** [Amy Androw](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 10:07:58 AM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city. Again, Mayor Lurie wants us IN PERSON and DOWNTOWN more, how are we going to accomplish this by reducing Muni service?

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Amy

**From:** [Sabine Krueger](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 10:05:31 AM

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San Francisco Board of Supervisors,

I live in Noe Valley and depend on muni to go downtown or other parts of the city. Parking is increasingly difficult with the ridiculous new 20 ft rule as well as bicycle stands taking parking spots where nobody wants bicycles! For example in front of Walgreens on Castro and 24th! This is bad for merchants and the city's liveliness.

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Sabine  
California

**From:** [michelle park](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 9:55:45 AM

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Thank you.

michelle  
California

**From:** [Alice Chi](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 9:54:32 AM

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San Francisco Board of Supervisors,

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Thank you.

Alice  
California

**From:** [Quinn Hubertz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 9:34:35 AM

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San Francisco Board of Supervisors,

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Thank you.

Quinn  
California

**From:** [Rebecca Rogers](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 9:28:50 AM

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Thank you.

Rebecca  
California

**From:** [Sofia Sanchez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 9:23:03 AM

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Thank you.

Sofia  
California

**From:** [Austin Theriault](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 9:13:08 AM

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Thank you.

Austin  
California

**From:** [Japhy Frey](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 8:08:20 AM

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Thank you.

Japhy  
California

**From:** [Nicole Andris](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 7:53:20 AM

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San Francisco Board of Supervisors,

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Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

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Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

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Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

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Thank you.

Nicole  
California

**From:** [Natalia Powers-Riggs](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 7:44:27 AM

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Thank you.

Natalia  
California

**From:** [Meredith Wong](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Friday, March 7, 2025 7:16:42 AM

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Meredith  
California

**From:** [Frances Swartz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 11:33:37 PM

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Frances  
California

**From:** [Stephen Santamaria](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 10:35:50 PM

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Thank you.

Stephen  
California

**From:** [Carolyn Hagenstroem](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 10:25:07 PM

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Thank you.

Carolin  
California

**From:** [Lucas Popp](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 9:21:02 PM

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Lucas  
California

**From:** [Sarah Cruz](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 9:11:16 PM

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Sarah  
California

**From:** [Esther Dias](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 9:04:57 PM

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Thank you.

Esther  
California

**From:** [Melissa Agnello](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please stop Muni's summer cuts by using the city's general fund or SFMTA reserves  
**Date:** Thursday, March 6, 2025 8:37:16 PM

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San Francisco Board of Supervisors,

As you may be aware, April 1st is when the SFMTA board is expected to make a final decision about whether or not to approve harmful Muni service cuts for this summer. These deep cuts will be added to the roughly 20% of existing cuts that have already been enacted since 2019 and will hurt hundreds of thousands of daily Muni riders like me. It'll make it harder to get to work, school, important appointments, and shop at local businesses. I'm urging you to resolutely oppose any service cuts and use \$15 million from the city's general fund and/or SFMTA reserves to prevent Muni's cuts this summer.

Cutting or reducing service now will have detrimental effects on the city's economic recovery and take away a lifeline for many San Franciscans. The city's chief economist, Ted Egan, emphasized that "If we don't have a solvent transit agency, we will never have economic recovery." Although work from home has changed travel patterns, people across San Francisco and the Bay Area still come to the city every day to work and play. In fact, Muni ridership is recovering year-over-year with certain lines even exceeding pre-pandemic levels. Reducing service Downtown will lower ridership, harm Muni's recovery, and hurt working-class San Franciscans, seniors, people with disabilities, school children, and anyone who depends on these lines when traveling across the city.

Service cuts do not just affect transit riders. A 2014 study showed that for every dollar spent on Muni, 2-3 dollars were generated in economic benefits through reduced travel costs, time, traffic deaths, and more. But, the inverse is also true. With fewer people taking public transit more people will drive which will inevitably increase congestion, parking fees, and greenhouse gas emissions effectively making our city's entire transportation system less efficient and increasing the cost of living. All San Franciscans lose out without Muni.

Now is the time for the city to do everything in its power to prevent this summer's cuts while they are still manageable. Spending \$15m now will allow the SFMTA to delay Muni cuts until its larger budget deficit next year. This will give the agency more time to conduct real outreach and feedback on what services to cut, and gives the city more time to find a more sustainable funding solution.

On the other hand, cuts will lead to the loss of crucial votes necessary to pass legislation that can fund Muni long-term. If we allow these cuts to go through now, they will likely become permanent, and Muni's record-high approval rating will take a beating. No matter how small or short-lived the cut, it will still take months or years to backfill the positions lost – it takes the

agency 18 months to recover from one month of paused hiring.

Why risk cutting Muni service and programs like school crossing guards or low-income tow subsidies now when we still have the reserves to fund them?

SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – but this problem can't be solved by SFMTA alone. You must work with your colleagues in the local and state governments, SFMTA, as well as advocates, to find solutions that can be sustainable from the short to long term. Any Muni service cuts will be devastating. You must take action to solve San Francisco's transportation crisis. Please approve a \$15m general fund transfer to the SFMTA and urge the SFMTA Board of Directors to use its own reserves to prevent the imminent Muni service and program cuts.

Thank you.

Melissa  
California

**From:** [Emma MacKenzie](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 7:42:01 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

To address its deficit using service cuts, Muni would need to reduce service by 30% or more, eliminating routes, increasing wait times, cutting late-night service, and even removing cable cars and streetcars. These reductions have already started, with more proposed to start going into effect as soon as this summer. These cuts harm riders, increase congestion, and undermine our city's recovery.

Instead of balancing the budget on the backs of transit riders, the city must explore sustainable funding solutions, such as regional and state funding, general fund transfers, parking reforms, local funding measures, and more. I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Emma  
California



**From:** [Laura Holland](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 7:07:21 PM

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San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Laura  
California



**From:** [Eric Johnson](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 6:59:15 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Eric  
California



**From:** [CHARLES CHÁVEZ](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 6:24:04 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

SFMTA has announced that they need to cut 4% of all current service by this summer, and up to 30% of service by next year if additional funding for the agency is not identified. While SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – this problem can't be solved by SFMTA alone. We need City Hall to play a more active role in finding solutions.

I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

CHARLES  
California



**From:** [tyler.baum](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 6:20:54 PM

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San Francisco Board of Supervisors,

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I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

tyler  
California



**From:** [Susan Sheeran](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 6:18:13 PM

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San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Susan  
California



**From:** [Mladena Novakovic](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 6:01:33 PM

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San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

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Mladena  
California



**From:** [Bobbie Fairhurst](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 5:53:03 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Bobbie  
California



**From:** [Claudia Porter](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 5:48:38 PM

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San Francisco Board of Supervisors,

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I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Claudia  
California



**From:** [Sydney Yang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 5:06:19 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Sydney  
California



**From:** [Erika Rico](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 5:03:26 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Erika  
California



**From:** [Axel Herrera](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 5:03:25 PM

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San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

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I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Axel  
California



**From:** [Quinn Machado](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 4:51:32 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Quinn  
California



**From:** [Philip Witkay](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 4:45:50 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am 74, require a cane to walk, and do not own a car. I've lived here since 1972.

I especially use the 31 Balboa line.

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

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I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Philip  
California



**From:** [Rose Carr](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 4:16:39 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Thanks,  
Ross

Rose  
California



**From:** [Weijie Wang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 4:16:16 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Weijie  
California



**From:** [Jeffrey Kent](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 4:01:29 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts? A full, varied and active transit system is an essential component for the daily function of any respectable destination that deems itself a world-class city. The city is suffering enough with the exodus of our bustling downtown, commercial businesses, tourist and conference constituency, and any semblance of an active nightlife. Please support maintaining our transit lines.

To address its deficit using service cuts, Muni would need to reduce service by 30% or more, eliminating routes, increasing wait times, cutting late-night service, and even removing cable cars and streetcars. These reductions have already started, with more proposed to start going into effect as soon as this summer. These cuts harm riders, increase congestion, and undermine our city's recovery.

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Jeffrey  
California



**From:** [Jim Dippel](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 4:00:02 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Jim  
California



**From:** [Hayden Smith](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 3:58:37 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Hayden  
California



**From:** [Boi Loc](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 3:44:07 PM

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Boi  
California



**From:** [Helena Wang](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 3:08:22 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Before the facts below, I'd like to share some personal anecdotes. It's my goal to never have to own a personal car again, and SF is one of the few cities in America where that's feasible. I rely on the frequency of the 14 and 14R on the Mission corridor to get me around SF and the surrounding neighborhoods to the south of the Mission, as well as the 22 to get me as far as the Marina and into Potrero Hill. Particularly the 55, with its already infrequent service, remains my only lifeline to getting to Dogpatch and visiting the budding business corridor there. It saddens me to see the 55 in particular on the chopping block in all of the reduced service proposals, and it will only serve to isolate that neighborhood further.

Muni's changes for an available stop within 3 blocks of any point in the city is something I often brag about to my friends who are hesitant about taking public transit, and the incredible system coverage has converted at least three of my friends over the last year to riding Muni as a default instead of calling a rideshare (and sometimes even instead of taking BART!). Muni is simply one of the best ways to get around San Francisco, and it would be such a shame for funding to be the reason our city's best public transit infrastructure loses that status.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

SFMTA has announced that they need to cut 4% of all current service by this summer, and up to 30% of service by next year if additional funding for the agency is not identified. While SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – this problem can't be solved by SFMTA alone. We need City Hall to play a more active role in finding solutions.

I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Helena  
California



**From:** [Marianna Lira](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 2:07:51 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

To address its deficit using service cuts, Muni would need to reduce service by 30% or more, eliminating routes, increasing wait times, cutting late-night service, and even removing cable cars and streetcars. These reductions have already started, with more proposed to start going into effect as soon as this summer. These cuts harm riders, increase congestion, and undermine our city's recovery.

Instead of balancing the budget on the backs of transit riders, the city must explore sustainable funding solutions, such as regional and state funding, general fund transfers, parking reforms, local funding measures, and more. I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Marianna  
California



**From:** [Laura Carvajal](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 1:58:32 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

SFMTA has announced that they need to cut 4% of all current service by this summer, and up to 30% of service by next year if additional funding for the agency is not identified. While SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – this problem can't be solved by SFMTA alone. We need City Hall to play a more active role in finding solutions.

I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Laura  
California



**From:** [Joel Licea](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 1:57:05 PM

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San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

To address its deficit using service cuts, Muni would need to reduce service by 30% or more, eliminating routes, increasing wait times, cutting late-night service, and even removing cable cars and streetcars. These reductions have already started, with more proposed to start going into effect as soon as this summer. These cuts harm riders, increase congestion, and undermine our city's recovery.

Instead of balancing the budget on the backs of transit riders, the city must explore sustainable funding solutions, such as regional and state funding, general fund transfers, parking reforms, local funding measures, and more. I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Joel  
California



**From:** [Jessica Gordon](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding - don't cut the 31 or 38!  
**Date:** Thursday, March 6, 2025 1:26:18 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

I use the Muni to get to my job in the East Bay. I take the 31 and 38. Both lines are very important for me and my neighbors in the outer Richmond. The bus is full every time I ride with people getting to work, students and elderly. SF needs to provide access to transportation for its citizens. It also needs to consider the impacts that decreasing buses will have on climate change.

We are relying on you to prioritize Muni funding this year.

I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Jessica  
California



**From:** [Douglas Lee](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 1:16:29 PM

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San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

To address its deficit using service cuts, Muni would need to reduce service by 30% or more, eliminating routes, increasing wait times, cutting late-night service, and even removing cable cars and streetcars. These reductions have already started, with more proposed to start going into effect as soon as this summer. These cuts harm riders, increase congestion, and undermine our city's recovery.

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Douglas  
California



**From:** [Max Ginsburg](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 1:14:40 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

SFMTA has announced that they need to cut 4% of all current service by this summer, and up to 30% of service by next year if additional funding for the agency is not identified. While SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – this problem can't be solved by SFMTA alone. We need City Hall to play a more active role in finding solutions.

I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Max  
California



**From:** [Charlie Hinton](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** We need Muni. Don't cut funding  
**Date:** Thursday, March 6, 2025 1:14:13 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year. I am a senior and use Muni regularly.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

SFMTA has announced that they need to cut 4% of all current service by this summer, and up to 30% of service by next year if additional funding for the agency is not identified. While SFMTA has been working for months to make changes within its control to balance its budget – including raising fares and pausing hiring – this problem can't be solved by SFMTA alone. We need City Hall to play a more active role in finding solutions.

I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Charlie  
California



**From:** [Tara Liu](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 1:05:55 PM

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San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

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I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

Tara  
California



**From:** [khinkhin159@gmail.com](mailto:khinkhin159@gmail.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Please prioritize Muni funding  
**Date:** Thursday, March 6, 2025 12:49:56 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Francisco Board of Supervisors,

I am writing to ask you to prioritize funding Muni and preventing service cuts this year.

Cuts to Muni service will affect hundreds of thousands of daily Muni riders like me, making it harder for us to get to work, school, medical appointments, businesses, and the people and things we love. With the first cuts already underway and more planned for this summer, we are relying on you to prioritize Muni funding this year.

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I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.



**From:** [Amanda Morin](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 12:41:34 PM

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San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

To address its deficit using service cuts, Muni would need to reduce service by 30% or more, eliminating routes, increasing wait times, cutting late-night service, and even removing cable cars and streetcars. These reductions have already started, with more proposed to start going into effect as soon as this summer. These cuts harm riders, increase congestion, and undermine our city's recovery.

Instead of balancing the budget on the backs of transit riders, the city must explore sustainable funding solutions, such as regional and state funding, general fund transfers, parking reforms, local funding measures, and more. I urge you to work with your colleagues in the local and state governments, as well as advocates, to find solutions that can be implemented quickly to prevent the most imminent cuts this year, so we can begin to plan for more sustainable Muni funding in the future.

We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Amanda  
California



**From:** [annemarieeunice1968@gmail.com](mailto:annemarieeunice1968@gmail.com)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 12:40:56 PM

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San Francisco Board of Supervisors,

I'm writing to urge you to prevent devastating Muni service cuts this year. Reliable public transit is essential for San Franciscans like me to access work, school, errands, and the people and things we love. Muni supports our economy, climate goals, and daily life.

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?



**From:** [Gladyd Fernandez](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Subject:** Protect Muni—No Service Cuts!  
**Date:** Thursday, March 6, 2025 12:32:26 PM

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San Francisco Board of Supervisors,

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We need your leadership to protect Muni. Will you commit to finding funding solutions that prevent service cuts?

Gladyd  
California



# Item 27

**From:** [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [BOS Legislation, \(BOS\)](#)  
**Subject:** 3 Letters regarding File No. 250203  
**Date:** Thursday, March 13, 2025 10:58:00 AM  
**Attachments:** [3 Letters regarding File No. 250203.pdf](#)

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Hello,

Please see attached for 3 letters regarding File No. 250203.

File No. 250203: Motion approving/rejecting the Mayor's nomination for the appointment of Mattie Scott to the Police Commission, for a term ending April 30, 2026.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

**From:** [President Ncbwsanfran](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Board of Supervisors \(BOS\)](#)  
**Cc:** [scott.mattie.peace@gmail.com](mailto:scott.mattie.peace@gmail.com)  
**Subject:** Letter of Support Mattie Scott appointment SF Police Commissioner  
**Date:** Monday, March 10, 2025 9:17:18 AM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear San Francisco Board of Supervisors,

My name is Carletta Jackson-Lane, JD. Executive Director, Sojourner Truth FFA and Founder of Saving the Dream, Inc. I am a past Co-Chair and member of the San Francisco Behavioral Health Commission, Mediator for the Office of Police Compliance, and member of the African American Police Advisory Board. I have been a San Francisco resident since 1960, a Lowell High School graduate, and hold a Bachelor of Science in Political Science from SF State University and a Juris Doctor Degree from New College of California School of Law. I am the proud daughter of James L. Jackson Senior, a thirty-five-year veteran of the SF Police Department.

I support the appointment of Mattie Scott by our Mayor Daniel Lurie to the office of SF POLICE COMMISSIONER.

I have known Mattie Scott for over twenty-five years and worked with her side by side, since the early days at Paradise Baptist Church Healing 4 Soul Support Group on San Jose Street in the Lakeview area of the City. I recall when Kamala Harris was the new District Attorney, and her staff would come to support mothers who had lost their children to gun violence. They were looking for any information to bring justice to these unsolved homicide cases.

Mattie not only was an advocate for families in the Fillmore/ Western Addition; but she worked tirelessly with families in Visitacion Valley at my office "The Village" 1099 Sunnydale and previously with Sharon Hewitt. Mattie's love and compassion for survivors of gun violence, gun violence prevention and willingness to speak truth to power has empowered countless families through out the City & County of San Francisco, the State of California as President Brady Campain and nationally under Mother's In Charge.

I worked with Mattie and United Player's; as we went into San Quentin Prison under NO MORE TEARS, to speak to incarcerated life pepertrators and allow mother's to tell their stories of pain and allow inmates to communicate their remorseful feelings.

Mattie will be a phenomenal Commissioner, she has taken her tragic loss of her son, nephew and niece and devoted her life to violence prevention, intervention and trauma informed educational awareness to STOP THE KILLING & START THE HEALING!

I would like to submitted this letter of support fior the appointment of Mattie Scott, as Commissioner on the San Francisco Police Commission.

Best Regards,  
Carletta Jackson-Lane,JD  
Commissioner, SF Behavioral Health Commission  
Executive Director, Sojourner TRUTH FFA  
Founder, Saving the Dream, Inc.  
The Village  
1099 Sunnydale Avenue, suite 326

San Francisco, CA 94134  
415-654-1259 cell  
[carlettajacksonlane21@gmail.com](mailto:carlettajacksonlane21@gmail.com)  
[cjacksonlane@yahoo.com](mailto:cjacksonlane@yahoo.com)

**From:** [Dr. Carolyn Ransom-Scott](#)  
**To:** [Board of Supervisors \(BOS\)](#); [Walton, Shamann \(BOS\)](#)  
**Cc:** [Mattie Scott](#)  
**Subject:** Fwd: Amended Correction Mattie Scott: Letter of Recommendation  
**Date:** Sunday, March 9, 2025 8:11:25 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

----- Forwarded message -----

**From:** **Dr. Carolyn Ransom-Scott** <[drcrscott71@gmail.com](mailto:drcrscott71@gmail.com)>  
**Date:** Sun, Mar 9, 2025 at 3:47 PM  
**Subject:** Mattie Scott: Letter of Recommendation  
**To:** Dr. Carolyn Ransom-Scott <[DRCRSCOTT71@gmail.com](mailto:DRCRSCOTT71@gmail.com)>

**To: The Board Of Supervisors**

**I am Rev. Dr. Carolyn Ransom-Scott, a native of San Francisco. I serve as SF Faith Base Coordinator, OCII Commissioner, and curator of the Black Excellence Black Inventors/Innovators Exhibit and Bookmark Series. I support the appointment of Mattie Scott by our newly elected Mayor Daniel Lurie to the office of S.F. Commissioner.**

**I am happy to submit my letter of recommendation for this service as SFPD Commissioner to San Francisco. I have known Mattie Scott since early 2000, when Mattie Scott, founder of the Healing Circle, was ministering to moms, victims like herself, to the death of a beloved child or loved ones. Which I attended when possible at the S.F. Paradise Baptist Church. I met Mattie in the S. F. City jail where she was also running her program. I was serving Prison Fellowship USA under Chuck Colson. We worked together to help Stop crime, and to stop the Killing and Start the Healing. I witnessed Mattie's dedication and hard work, with a passion and love, focused on life-changing help for inmates who needed a second chance. Mattie has persevered faithfully and successfully in a difficult task, helping victims and inmates with life-changing decisions, healing and hope for a couple of decades. Not every single person was saved or healed, but Mattie has never given up. Mattie did not stop there, she worked with the State and national leaders for deeper changes with the BRADY Law, traveling to Washington, D.C. with Congress Woman Nancy Pelosi Emeritus Speaker of the House, taking needs and appeals with Conversations as she met with Vice President Kamala Harris. I am proud of women like Mattie, who with strength of character, humbly stay focused and selflessly work to make this a better world as she ushers victims towards healing and inmates to better moral standards and integrity. Mattie is not a bitter woman living as a victim but a woman of Love, integrity, good moral standards, and most importantly, she is God fearing, Mattie cares about life, family, community, and the City of San Francisco.**

**I believe in Mattie Scott's experience, dedication, and outcomes, collaborating with Rudy Corpus, Executive Director of United Playaz,**

**It Takes the Hood to Save the Hood. Mattie walks with Rudy and not alone because she knows that in order to get results, we must collaborate and work together. As a result, men are getting second chances to work reputable jobs, own homes and cars, and be heads of households, and to give back. As Executive Director of Healing for Our Families and Nation, SF Mothers' In Charge, Mattie does not stop with her position but reaches out to persons with more information, experience, power, and position than what she holds for her own personal growth and development. Mattie is a good leader who can also consult with other leaders, and work well with a team. Such as Congress Woman Nancy Pelosi, Vice President Kamala Harris, and Brady, United Against Gun Violence. I believe this justifies the position Mattie Scott has been appointed to as San Francisco Police Commissioner, Mattie believes in rolling up her sleeves and consistently doing the work. I prayerfully appeal to you to approve of Mattie Scott's appointment. Thank you for your consideration.**

**In service with care,**

**Rev. Dr. Carolyn Ransom Scott**

**415-948-0625**

**[Drcrscott71@gmail.com](mailto:Drcrscott71@gmail.com)**

**From:** [Dr. Carolyn Ransom-Scott](#)  
**To:** [Board of Supervisors \(BOS\)](#)  
**Cc:** [Walton, Shamann \(BOS\)](#); [Mattie Scott](#)  
**Subject:** Re: Mattie Scott : Your Support Welcomed!  
**Date:** Saturday, March 8, 2025 10:26:24 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

**To: The Board Of Supervisors**

**I am Rev. Dr. Carolyn Ransom-Scott, a native of San Francisco. I serve as SF Faith Base Coordinator, OCII Commissioner, and curator of the Black Excellence Black Inventors/Innovators Exhibit and Bookmark Series. I support the appointment of Mattie Scott by our newly elected Mayor Daniel Lurie to the office of S.F. Commissioner.**

**I am happy to submit my letter of recommendation for this service as SFPD Commissioner to San Francisco. I have known Mattie Scott since early 2000, when Mattie Scott, founder of the Healing Circle, was ministering to moms, victims like herself, to the death of a beloved child or loved ones. Which I attended when possible at the S.F. Paradise Baptist Church. I met Mattie in the S. F. City jail where she was also running her program. I was serving Prison Fellowship USA under Chuck Colson. We worked together to help Stop the Killing and Start the Healing. I witnessed Mattie's dedication and hard work, with a passion and love, focused on life-changing help for inmates who needed a second chance. Mattie has persevered faithfully and successfully in a difficult task, helping victims and inmates with life-changing decisions, healing and hope for a couple of decades. Not every single person was saved or healed, but Mattie has never given up. Mattie did not stop there, she worked with the State and national leaders for deeper changes with the BRADY Law, traveling to Washington, D.C. with Senator Nancy Pelosi, taking needs and appeals with Conversations as he met with Kamala Harris. I am proud of women like Mattie, who with strength of character, humbly stay focused and selflessly work to make this a better world as she ushers victims towards healing and inmates to better moral standards and integrity. Mattie is not a bitter woman living as a victim but a woman of Love, integrity, good moral standards, and most importantly, she is God fearing, Mattie cares about life, family, community, and the City of San Francisco.**

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**It Takes the Hood to Save the Hood. Mattie walks with Rudy and not alone because she knows that in order to get results, we must collaborate and work together. As a result, men are getting second chances to work reputable jobs, own homes and cars, and be heads of households, and to give back. As Executive Director of Healing for Our Families and Nation, SF Mothers' In Charge, Mattie does not stop with her position but reaches out to persons with more information, experience, power, and position than what she**

**holds for her own personal growth and development. Mattie is a good leader who can also consult with other leaders, and work well with a team. Such as Senator Nancy Pelosi, Vice President Kamala Harris, and Brady, United Against Gun Violence. I believe this justifies the position Mattie Scott has been appointed to as San Francisco Police Commissioner, Mattie believes in rolling up her sleeves and consistently doing the work. I prayerfully appeal to you to approve of Mattie Scott's appointment. Thank you for your consideration.**

**In service with care,  
Rev. Dr. Carolyn Ransom Scott  
415-948-0625  
[Drcrscott71@gmail.com](mailto:Drcrscott71@gmail.com)**

On Fri, Mar 7, 2025 at 8:08 PM Marlene Tran <[tranmarlene@yahoo.com](mailto:tranmarlene@yahoo.com)> wrote:

Dear Community Leaders,

I'm overjoyed that Mattie Scott was nominated by Mayor Lurie for S.F. Police Commissioner!

Her decades of passionate work to address anti-gun violence and for peace is so legendary that she was invited to the White House!

On Monday, March 10th, please attend the Rules Committee at 11:00 in Room 250 to speak in SUPPORT of Mattie Scott for S.F. Police Commissioner.

I regret that due to my own meeting at the Southeast Commission, I will not be able to attend in person.

Please forward this invitation to your friends to gather support for the amazing Mattie!

Thank you so much!

Marlene

**From:** Mattie Scott <[scott.mattie.peace@gmail.com](mailto:scott.mattie.peace@gmail.com)>

**Date:** March 7, 2025 at 6:32:28 PM PST

**To:** "Rev. Amos Brown" <[dramoscbrown@thirdbaptist.org](mailto:dramoscbrown@thirdbaptist.org)>, "Dr. Jonathan Z. Butler" <[jzbutlerphd@gmail.com](mailto:jzbutlerphd@gmail.com)>, Mary Ann Jones <[drmajones@aol.com](mailto:drmajones@aol.com)>, "Rev. Dr. Carolyn Ransom-Scott" <[drcrscott71@gmail.com](mailto:drcrscott71@gmail.com)>

**Subject:** Your Support Welcomed!

Hello Family & Happy Friday! I pray my email finds you well! I'm so grateful to everyone for your prayers, love and support I continue to receive on this appointment to our SF Police Commission from our Mayor Daniel Laurie.

I'm currently going through the process. The Rules Committee will meet this Monday, March 10th, 2025 in room 250 where I will speak before the rules committee and the public. From 11-12:30 will be the public comment section and if you are able to attend to speak on my behalf, I would greatly appreciate it. You can also write a letter and email it to the SFBOS Rules Committee or email it to me. Please let me know if you can attend so I can add your name to the list for the Rules Committee. Please enjoy your weekend and be safe!

Thank You! ♥

Mattie Scott, Founder/ED

Healing 4 Our Families & Our Nation

SF Mothers In Charge Chapter Leader

President Brady United Against Gun Violence

510-459-7395

*"Let's Stop the killing & Start the Healing Now"  
each one, reach one and teach one-Mattie Scott*

# Item 28

**From:** [Board of Supervisors \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)  
**Subject:** FW: In support of a stronger 2025 Biking  
**Date:** Thursday, March 13, 2025 11:02:00 AM

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Hello,

Please see below for communication from Joshua Eveleth regarding the SFMTA Biking and Rolling plan.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

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**From:** Joshua Eveleth <joshua.eveleth@gmail.com>  
**Sent:** Friday, March 7, 2025 11:03 AM  
**To:** MTABoard@sfmta.com; Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; ChanStaff (BOS) <ChanStaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; EngardioStaff (BOS) <EngardioStaff@sfgov.org>; FielderStaff <FielderStaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; MelgarStaff (BOS) <MelgarStaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; Waltonstaff (BOS) <waltonstaff@sfgov.org>; BikeRoll@sfmta.com  
**Subject:** In support of a stronger 2025 Biking

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Hello! I am a San Francisco resident who bikes as a primary form of transportation and feels strongly that the 2025 Biking and Rolling Plan is inadequate. I am pleased with SFMTA's effort to understand the needs of various neighborhoods, but feel the plan lacks specificity when it comes to infrastructural goals. I am also pleased SFMTA references NACTO as a north star for implementation, but feel the plan fails to prioritize decarbonized transportation modes for street planning over the next decade, leaving cyclists to navigate unsafe roadways with a disconnected network. This plan is up for

approval, directing SFMTA investment in the biking and rolling network, as well as its support facilities, programs, and policies. It informs funding and project resources for the next 10-15 years, and yet seems to lack specific plans or data-driven goals for most neighborhoods. The plan boasts remarkable numbers: - 29% of San Franciscans bike or roll every week - 10% of San Franciscans use their bike every day - 3.4% of San Franciscans are bike commuting to work every day (highest of any American city)! - 80% of San Franciscans would like to bike and roll for some trips And imagine how these numbers could increase if we invested in bike infrastructure in a meaningful way, with Copenhagen, Paris, or Amsterdam as our north stars. How different could the bicycling experience be in San Francisco if it was treated as a legitimate source of transportation

# Item 29

**From:** [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)  
**Subject:** 6 Letters from Daniel Jeremiah Hoffman  
**Date:** Thursday, March 13, 2025 11:05:00 AM  
**Attachments:** [6 Letters from Daniel Jeremiah Hoffman.pdf](#)

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Hello,

Please see attached for 6 letters from Daniel Jeremiah Hoffman regarding various topics.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

**From:** Daniel Jeremiah Hoffman  
**To:** [mcu@justice.gc.ca](mailto:mcu@justice.gc.ca); [Assembly.Ethics@asm.ca.gov](mailto:Assembly.Ethics@asm.ca.gov); [ICEOPRIntake@ice.dhs.gov](mailto:ICEOPRIntake@ice.dhs.gov); [openjustice@doj.ca.gov](mailto:openjustice@doj.ca.gov); [Press Office, Mayor \(MYR\)](#); [SFDA-Victim Services](#); [bcsoffice@gmail.com](mailto:bcsoffice@gmail.com); [foipaquestions@fbi.gov](mailto:foipaquestions@fbi.gov); [Alison.Merrilees@asm.ca.gov](mailto:Alison.Merrilees@asm.ca.gov); [AskOCR@usdoj.gov](mailto:AskOCR@usdoj.gov); [AsmBudget@asm.ca.gov](mailto:AsmBudget@asm.ca.gov); [BART Board](#); [CR.T.SpeakerRequests@usdoj.gov](mailto:CR.T.SpeakerRequests@usdoj.gov); [DPW-CodeEnforcement](#); [Corky.Siemaszko@nbcuni.com](mailto:Corky.Siemaszko@nbcuni.com); [DFracassa@sfchronicle.com](mailto:DFracassa@sfchronicle.com); [Dalmar.Ismail@bart.gov](mailto:Dalmar.Ismail@bart.gov); [Danielle.Echeverria@sfchronicle.com](mailto:Danielle.Echeverria@sfchronicle.com); [Desk@sfport.com](mailto:Desk@sfport.com); [Jonathan.Mahler@sfchronicle.com](mailto:Jonathan.Mahler@sfchronicle.com); [Information@stpatricksf.org](mailto:Information@stpatricksf.org); [INFO@communitythriftsf.org](mailto:INFO@communitythriftsf.org); [MSNBCTVinfo@nbcuni.com](mailto:MSNBCTVinfo@nbcuni.com); [Madeline.coggins@fox.com](mailto:Madeline.coggins@fox.com); [MYR-Appointments](#); [MTABoard@sfmta.com](mailto:MTABoard@sfmta.com); [SFPD, Chief \(POL\)](#); [boardoffice@sfusd.edu](mailto:boardoffice@sfusd.edu); [Board of Supervisors \(BOS\)](#); [chris.feutrier@usda.gov](mailto:chris.feutrier@usda.gov); [SM.FS.R2FOIA@usda.gov](mailto:SM.FS.R2FOIA@usda.gov); [SFPort Commission Secretary](#); [comments@foxnews.com](mailto:comments@foxnews.com); [editorial@sfstandard.com](mailto:editorial@sfstandard.com); [info@chinatownalleywaytours.org](mailto:info@chinatownalleywaytours.org); [info@chinatowncdc.org](mailto:info@chinatowncdc.org); [info@cccsf.us](mailto:info@cccsf.us); [info@icofsf.org](mailto:info@icofsf.org); [info@sfarch.org](mailto:info@sfarch.org); [info@sfchamber.com](mailto:info@sfchamber.com); [info@sfcta.org](mailto:info@sfcta.org); [info@sfp.org](mailto:info@sfp.org); [info@sherithisrael.org](mailto:info@sherithisrael.org); [innatunionsquarefrontdesk@ohrllc.com](mailto:innatunionsquarefrontdesk@ohrllc.com); [jgarofoli@sfchronicle.com](mailto:jgarofoli@sfchronicle.com); [feedback@sfchronicle.com](mailto:feedback@sfchronicle.com); [kelly@missionlocal.com](mailto:kelly@missionlocal.com); [maxwell.zeff@techcrunch.com](mailto:maxwell.zeff@techcrunch.com); [SFPDMediaRelations, \(POL\)](#); [SFSO Complaints \(SHF\)](#); [sfliberatornews@proton.me](mailto:sfliberatornews@proton.me); [carrillo@law.berkeley.edu](mailto:carrillo@law.berkeley.edu); [SFPD Park Station, \(POL\)](#); [jonathan.kazmierski@usda.gov](mailto:jonathan.kazmierski@usda.gov); [newsdesk@kpix.com](mailto:newsdesk@kpix.com); [mcard\\_enas@berkeley.edu](mailto:mcard_enas@berkeley.edu); [megan.russell@parks.ca.gov](mailto:megan.russell@parks.ca.gov); [kimberly.horiuchi@asm.ca.gov](mailto:kimberly.horiuchi@asm.ca.gov); [forum@kqed.org](mailto:forum@kqed.org); [samarpreet.kaur@asm.ca.gov](mailto:samarpreet.kaur@asm.ca.gov); [tsmith@kron4.com](mailto:tsmith@kron4.com); [manohar.raju@sf.gov](mailto:manohar.raju@sf.gov); [jhooper@cde.ca.gov](mailto:jhooper@cde.ca.gov); [rob.bonta@doj.ca.gov](mailto:rob.bonta@doj.ca.gov); [RAPC@doj.ca.gov](mailto:RAPC@doj.ca.gov); [madcap@cnbc.com](mailto:madcap@cnbc.com); [Gray, Amber \(DPH\)](#); [City Librarian, City Librarian \(LIB\)](#); [elizabeth.potter@asm.ca.gov](mailto:elizabeth.potter@asm.ca.gov); [SFPD Bayview Station, \(POL\)](#); [Philip.Ginsburg@sfgov.org](mailto:Philip.Ginsburg@sfgov.org); [tips@sfstandard.com](mailto:tips@sfstandard.com)  
**Subject:** National Security Panama Canal Propaganda Revealed In My Search Results...Its Not China, Just Dumb National Socialists Not Understanding Real Economics or Republicanism. By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Li...  
**Date:** Thursday, March 13, 2025 10:48:19 AM

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## **National Security Panama Canal Propaganda Revealed In My Search Results...Its Not China, Just Dumb National Socialists Not Understanding Real Economics or Republicanism.**

By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News, <https://sfliberatornews.weebly.com/>

San Francisco 03/13/2025. Here's the link pushed into my search results as propaganda: <https://www.nbcnews.com/politics/national-security/trump-white-house-asked-us-military-develop-options-panama-canal-offic-rcna195994>, in which claims, "Trump said that the U.S. was already moving to limit Chinese presence in the canal.", but in reality China and the rest of the far East as emerging economies as a goods producers is why the U.S. Invested in building the Panama Canal, it allowed those Goods to be brought to the United States at a fraction of the costs because ships no longer had to sail completely around South America, Both China's Economic Models and the U.S. was dependent on those shipping lanes, Even Europe and Canada Benefitted, the only hinderance was that it allowed also for large amounts of Narcotics, mostly Cocaine, to be shipped into America as well but this was addressed with the ousting of Manuel Noriega but with the Carter Admin handing control of the Port back to Panama, it was essentially saying that the mechanisms and infrastructure of the Drug Trade became an Institution of Economic Activity (and contrary Social and Economic Warfare of the minority and poor communities effected) as much as the other goods being shipped, the victims became a commodity and it became BIG business to manage the effects the narcotics caused to the targeted disadvantaged communities which caused expansions in Healthcare, Mental and Behavioral Health, Criminal Justice, Social Support Organizations and other Government entities, and of course the Corporations Involved who were funneled tax-dollars, and the National Socialist Model was to blame capitalism and Democracy on the communities that became distressed and then manipulated those victims into becoming antagonistic operatives, meanwhile, the creation of these victims for profit allowed for fortunes to be made in the Stock Markets, the drug money was secondary and just another way to manipulate liquid assets away from the poor and minority communities, recovered drug money never gets returned to those communities just burned or

used as a resource to expand Law Enforcement Budgets. So with the increases in Government this artificial demand created in the name of humanitarianism received the buy-in from the Democrat (Socialists) on one side and the expansions to Military and Law Enforcement (Nationalist) was supported on the other side, covertly turning the Republican and Liberal base in America into (Nationalist) and (Socialists), not actually competing ideologies but rather a manipulation of our Democracy into a National Socialist State, the later War on Terror with the framing of Muslims for acts of Terror fueled a prejudice, a similar tactic Hitler's National Socialists used against the Jews and Capitalism, but used this same type of manufactured prejudice and threats to Nationalistic Pride, to convince the Libertarian Side of the Republican Party to approve rights limiting Anti-terror Legislations that endangered freedom of religion for all religions and then Appropriated Monies for Expansions of those Agencies involved in Intelligence, Military and Domestic Security, the Global National Socialist Crime Syndicate just sees Government as the check printers and do not care if Nationalist or Socialist Organizations receive the appropriated monies as long as it gets funneled to their network of Corporations tied to the Stock Markets, of which Canada and Europe are equally influenced and benefit, only the Cheap Transportation of imported goods was allowing independent wealth to be created which threatened the hegemony of the National Socialists, whose intent was to guide all social, economic, security and political activity under its control globally and without resistance, independent wealth and Freedom of Religion and other protected Civil Liberties, allowed for competing systems to exist that challenged the National Socialist Ideology as a real visual example to the contrary of the propaganda that was hypnotizing the cities and states, and many minorities, under its influence. The Free markets of America was making China wealthy, consumerism was a better partner than the socialists whose money relies on the printing presses because that printing devalues money with inflation and that hurts the bottom line of Chinese Companies. So when I read in this NBC article that, "the U.S. military would aim to secure the Panama Canal and eliminate China's access to the critical waterway." and blaming the Trump administration and Free Market Republicans, I say this is clearly National Socialists Propaganda trying to paint Capitalists as the enemy aggressor just like Hitler did to the Jews, because to block off China would be to shoot themselves in the foot, it would block the import of cheap manufactured items and potential sources of wealth for private investors and individual entrepreneurs, which, again, is the reason the Panama Canal was constructed with U.S. Investment and Oversight to begin with, so the agenda being reported here by NBC is inaccurate and ignorant of real Economics to say the least, my guess is the Global National Socialists are ceasing the Panama Canal Port to restrict those cheap goods and any potential private wealth from being created to force America into complete servitude and subjugation and trying to paint the hostile takeover as Republican, and while there may be "Conservatives" involved that ideology is not exactly Free Market Republicanism or the Emancipation of slavery and Political Promotion of Liberty for All started by the Republicanism of Republican President Lincoln, and I don't see Republicanism in this move against the Panama Canal, I see National Socialism, I don't see any economic benefits to shutting off China as a partner and even Hitler's National Socialists liked to blame the Communist Countries as scapegoats for the covert activities of the National Socialist state, but the reality is the Communists were as much victims of Psychological Warfare as the minorities brainwashed under the intellectual blockades of National Socialist States, it tends to be like a Good Cop/Bad Cop strategy but even this relationship wouldn't explain the move to restrict Chinese Imports, not at a time when America's Economy is so weak and unstable, accept for those Global industries Centralized and connected to the Organized Crime Syndicate through the Stock Markets, whose profits don't really do anything substantial for our economy other than provide jobs and keep the wheels moving but only in restricted ways that no liquid assets, property ownership, or disposable income is realized to individuals. It is these Globalized Companies tied to the National Socialist Countries that stand to benefit more than China because they (the National Socialists) keep demand for consumerism low so they don't get pressured to pay higher living wages out to their populace of workers conditioned to be complacent cogs in the wheel, as keeping Labor Costs low are the only means to make profits from the government contracts, subsidies, and printing

presses that the National Socialist's rely on because they have no Free Market, Entrepreneurism, or Emerging Innovations, other than that which they found useful in Spying Efforts and datamining and have stolen the intellectual property of and used their technicians to develop as a State Partner Nationalist Corporation. Even if American Republicans want a Protectionist Policy, now, when private wealth, consumerism, is at an all time low, severing relationships with China would be stupid and for China to build stronger relations with Socialist Countries like Canada would chain them to the printing presses of those countries, whose political class would control the faucet of wealth into china, rather than have the freedom to expand and import wealth that holds value as with a Free Market Economy and Society of Individual Consumers and Entrepreneurs. So to me, either wide spread ignorance and rebellion against their own ideology has swept into the Republican Party, or the National Socialists have taken control of America and are printing propaganda to paint an enemy as the culprit of economic, and maybe even military warfare, just like Hitler's National Socialist did to justify eroding Germany's Democracy and taking a totalitarian control over its economy, which devalued its currency and caused inflations as warfare to enslave the regular Germans into complacency with the State aspirations. The bottom line is these National Socialists are a bigger threat than the Communists who can be won over with intelligent fact based conversations and debate that is mutually advantageous, but these National Socialists, like Hitler's Thugs, are just insane lunatics drunk on power and seeking world domination and will brainwash anyone or group of people, set traps and antagonize you into them, fabricate false evidence, launch negative public relations campaigns, and deploy millions of personnel in covert operations, use street level operatives they have corrupted for this purpose, influencers, and spokespeople to disseminate misinformation to make themselves appear right and humanitarian and paint their enemies, the ones actually fighting for liberty for the captives, as the enemy of all. The National Socialists have grown powerful by taking advantage of human weakness, they have no honor, no just cause, they fight blindly and obediently in the name of perpetuating the Organizational Goals of Genocide, Population Control, and State Hegemony over individual rights and freedom.

**Bio of Daniel Jeremiah Hoffman:**

Unconstitutionally Targeted for almost 10 years I continue to Report the truth including exposing the tools, tactics and technology used to Oppress and in Illegal Targeted Ops that protect and perpetuate the system of Globalist Organized Crime and Eugenic Cleansing. I am an Unaffiliated Independent Liberal Constitutionalist, a Former AmeriCorps Agent surviving two years in disadvantaged communities trained to live at the poverty level in that Civil Service (Domestic Peace Corps) Agency also w/non-profit Management Experience and at a Director Level in the Business Tech Space including as a Certified Business Technology Expert Writer from Business. Com, using my Journalist Skills acquired in Highschool and College Journalism Courses in which I excelled and my past Professional Experience, Years of Independent research, and Direct Experience and Observations as an Undercover Journalist for over 20 years, the last 7 years from the street level infiltrating corrupted and Globalized Social Programs, Immigration Policies and Criminal Justice system as a witness/victim in Multiple States and Countries to expose the symptoms facing our sick society as being derived from the progression of Hitlerite Ideology and Eugenics into the Globalist Control over Centralized Industry and the Systems of Human Management acting as an Organized Crime Syndicate maintaining hegemonic control over World Markets and using that influence to create global unified Government Policies counter to the Democratic Ideals of a Free Society. I am as a Jewish grandnephew of a Holocaust Survivor on my Father's side, and as a Sicilian/Irish Practicing Catholic on my Mother's side, Exposing the covert Institutions of Slavery and Human Exploitation tied to Nationalist Socialist Profiling and Human Manipulation, with the same Religious Conviction and Calling as a Journalist as the Great Rev. Martin Luther King Jr. had as a Civil Rights Activist. I Investigate undercover from the street level of the cities I enter but my state of unshelteredness is strictly for information gathering purposes as a Journalist and objective observer in the communities I enter, I am not Homeless, I have no mental illness, no addiction problems and have a stellar professional resume, references and credentials, I do this as a Religious Calling to fulfill my Catholic Spiritual and Corporal Works of Mercy one of which is to "Educate the Ignorant" and in a Globalized world of intellectual blockades, Censorship and Misinformation and Propaganda that ignorance is being forced upon the citizens of Earth to keep them complacent to the conditions that are enslaving them. I Survive off of the Donations of Pro-Democracy Supporters and reward their Intelligent Empathic Response with my Articles and Booklets of Articles for Free w/ their love Donation. **My SF Liberator News Articles are valued at \$5 and Booklets of Articles are Valued at \$20, your donations help me to maintain my health, dignity and professionalism while reporting from the street level.** I Report under the Federally Registered Non-profit Religious News Community and Publisher I founded in 2021, I am the Sole Proprietor and only current Journalist, **Federal EIN #86-3597094**. Please note I have been reporting attacks to my internet, spelling and grammar, copy and clip board, and seemingly remote access to my cursor with the intent to discredit my articles with mistakes or sometimes plagiarize them by copying and pasting them before I hit send. I have no dyslexia and have excelled at all of my Highschool and College English Writing and Course on Journalism and Creative Writing and am meticulous in my own grammar checks using the available tools and features of which many of the typos are being maliciously added in my articles by these attacks would be impossible to overlook.

Sent with [Proton Mail](#) secure email.

**From:** [Daniel Jeremiah Hoffman](#)  
**To:** [INFO@communitythriftsf.org](mailto:INFO@communitythriftsf.org); [Information@stpatricksf.org](mailto:Information@stpatricksf.org); [MSNBCTVinfo@nbcuni.com](mailto:MSNBCTVinfo@nbcuni.com); [RPDInfo, RPD \(REC\); info@cccsf.us](#); [info@chinatownalleywaytours.org](mailto:info@chinatownalleywaytours.org); [info@chinatowncdc.org](mailto:info@chinatowncdc.org); [info@icofsf.org](mailto:info@icofsf.org); [info@sfarch.org](mailto:info@sfarch.org); [info@sfchamber.com](mailto:info@sfchamber.com); [info@sfcta.org](mailto:info@sfcta.org); [info@sfp.org](mailto:info@sfp.org); [info@sherithisrael.org](mailto:info@sherithisrael.org); [AskOCR@usdoj.gov](mailto:AskOCR@usdoj.gov); [SM.FS.R2FOIA@usda.gov](mailto:SM.FS.R2FOIA@usda.gov); [jonathan.kazmierski@usda.gov](mailto:jonathan.kazmierski@usda.gov); [chris.feutrier@usda.gov](mailto:chris.feutrier@usda.gov); [CRT.SpeakerRequests@usdoj.gov](mailto:CRT.SpeakerRequests@usdoj.gov); [foipaquestions@fbi.gov](mailto:foipaquestions@fbi.gov); [mcu@justice.gc.ca](mailto:mcu@justice.gc.ca); [sfso.complaints@sfgov.org](mailto:sfso.complaints@sfgov.org); [BART Board](#); [SFPDMediaRelations, \(POL\)](#); [SFPD CISU \(POL\)](#); [SFPD, Chief \(POL\)](#); [Assembly.Ethics@asm.ca.gov](mailto:Assembly.Ethics@asm.ca.gov); [401\\_PIO@CHP.CA.GOV](mailto:401_PIO@CHP.CA.GOV); [Alison.Merrilees@asm.ca.gov](mailto:Alison.Merrilees@asm.ca.gov); [AsmBudget@asm.ca.gov](mailto:AsmBudget@asm.ca.gov); [Corky.Siemaszko@nbcuni.com](mailto:Corky.Siemaszko@nbcuni.com); [DFracassa@sfchronicle.com](mailto:DFracassa@sfchronicle.com); [Dalmar.Ismail@bart.gov](mailto:Dalmar.Ismail@bart.gov); [Danielle.Echeverria@sfchronicle.com](mailto:Danielle.Echeverria@sfchronicle.com); [comments@foxnews.com](mailto:comments@foxnews.com); [Madeline.coggins@fox.com](mailto:Madeline.coggins@fox.com); [MTABoard@sfmta.com](mailto:MTABoard@sfmta.com); [Jessica.Roy@sfchronicle.com](mailto:Jessica.Roy@sfchronicle.com); [Jonathan Mahler](#); [SFPort Commission Secretary](#); [editorial@sfstandard.com](mailto:editorial@sfstandard.com); [feedback@sfchronicle.com](mailto:feedback@sfchronicle.com); [innatunionsquarefrontdesk@ohrlc.com](mailto:innatunionsquarefrontdesk@ohrlc.com); [jgarofoli@sfchronicle.com](mailto:jgarofoli@sfchronicle.com); [kelly@missionlocal.com](mailto:kelly@missionlocal.com); [madcap@cnbc.com](mailto:madcap@cnbc.com); [maxwell.zeff@techcrunch.com](mailto:maxwell.zeff@techcrunch.com); [DPW-CodeEnforcement](#); [Desk@sfsport.com](mailto:Desk@sfsport.com); [MYR-Appointments](#); [Board of Supervisors \(BOS\)](#); [boardoffice@sfusd.edu](mailto:boardoffice@sfusd.edu)  
**Subject:** AI And Crypto Rewiring Finance or Just Recording the Enslavement of Human Kind? By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News.  
**Date:** Wednesday, March 12, 2025 12:15:29 PM  
**Attachments:** [image.png](#)

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## AI And Crypto Rewiring Finance or Just Recording the Enslavement of Human Kind?

By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News.



San Francisco 03/12/25. In a recent Forbes Article, <https://www.forbes.com/sites/roomykhana/2025/03/12/trillion-dollar-fusion-ai-and-crypto-rewiring-finance/>, it claims, "AI and blockchain—the twin engines of autonomous finance—aren't just digitizing money; they're rewiring finance itself." and further boasts, "Blockchain is the trust engine, enforcing transparency and enabling atomic settlement—no middlemen required. AI is the intelligence engine, continuously learning, predicting, and executing trades in real time through autonomous agents." but is this all really just propaganda covering up how BIG Finance is just capitalizing on the reductionist oversimplification and predictability of a society being enslaved? Yes. All Human Behavior, both as labor or as a commodity, is being guided in the benefit of the Industries that have been Centralized because of Globalization, world dominance under an Organized Crime Syndicate, we are becoming like cows herded into cow pens, our populations are being equally as concentrated into specific geographical areas and in many cities people now live and work within a 15 minute walk, these restrictions to our movements, our occupational choices, our travel and leisure, make us easy to predict, and now, as reported in the same article, "crypto is cementing its \$2 trillion foothold, and tokenization is set to unlock \$16 trillion in liquid assets by 2030", this tokenization of liquid assets is NOT a good thing, it means that they are luring investors to forfeit their hard currency in exchange for returns tied to the predictability of our own enslavement, and our liquid assets, our hard currency, is our only mechanism to break free from this enslavement, to gain freedom in this society, you have to buy it, and all of the systems connected to finance are just scams and schemes designed to tie up those liquid assets out of your hands, having liquid assets IS Economic Freedom, it means you can break free from the habitual routines you have been trapped in, the system that is being created doesn't much care

what lifestyle you have, wealthy or poor, all it cares about is maintaining you in a habitual predictable lifestyle and if you hold your own wealth and the more of it you actually hold personally the more likely you are to do something unpredictable and all of this propaganda about AI, Blockchain and Crypto, is really just the organizing tools of Domestic Spying and Intelligence Covert Operations and Corporate Espionage in the benefit of BIG Finance, the AI Tech is just recording those effects and the behavior of the human beings being corralled this way, and they may allow you entry into their Finance World with cleverly designed dashboards and widgets but no individual will ever get wealthy, not hold personal liquid assets outside the system, by playing with their toys, they are as rigged as a Las Vegas Slot Machine. The Entire System they are creating is both containing you, and limiting any resources you might have that could rescue you away from their system, they control information inside intellectual blockades to keep you a slave mentally and they want all your liquid assets to be tied up away from your reach, no different then a kid playing PlayStation and uploading his allowance money, "tokenization", to buy extra life or weapons for his imaginary video game avatar, and the Finance dashboards and widgets connected to AI, Block Chain and Cryptocurrency are equally as entertaining but equally the likelihood of getting a return on your investment is much less than the probability that you will get hooked playing like an addict, it is designed that way and the Organized Crime Corporations that control the Global Gambling Rings are the same who invested in the AI, Blockchain and Crypto Markets, this is a High Level Tech savvy Global Crime Syndicate who employs Harvard and Yale Graduates and that understand how to manipulate human psychology both individuals and en masse and then use talented Cal Tech Graduates to do a build out of the Tech that incorporates those human weaknesses found by Psychologists and capitalizes on them in design of the systems and tech and even the environments of our cities are being designed by their Developer Partners to keep the sheeple guided and moving predictably in their benefit and complete with Security State Protocols to Target any perceived threats like Pro-Democracy Journalists like myself and protect their illegal operations by designing a city, the polices and procedures of Law Enforcement and other Government agencies to be compliant with this illegality and criminality as a perpetuated socially acceptable status quo. So, while the AI programmers might not be bad people and the Finance Sector may have good intentions but the fact is, it is all just predicting and profiting off of human exploitation and slavery, their is no special technology involved, no real intelligence in counting cows and recording their behavior and being able to predict that behavior when they are trapped in stalls and cow pens, our cities are no different, unless you have real economic freedom, I am not talking about a more comfortable lifestyle as that is different and predictable, but real economic freedom, and those that do have it don't fall for these scams and don't let their liquid assets be "unlocked" and placed into a giant Organized Crime Type Video Game. You have to understand that real Economic Freedom is having liquidity and Equitable stakes in Assets/Property and being able invest or spend those assets so that they are continuously improving others lives without completely depleting your abilities to do so and maintain a life independently of any form of totalitarianism or systems of related to it, you become your own operating system not dependent on the tools, tech and returns of some one else's system. Real Wealth will never be created in stock markets and will never be created by gambling, and the predictable nature of the AI, Block Chain and Crypto world is because it is rigged by High Level Players, everyone else will eventually lose if you play their game, be your own operating system instead and keep your liquid assets readily available because you might need it to liberate yourself and others very soon.

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**Subject:** Organized Crime Alert! Today at 2:00 p.m., (4) San Francisco Supervisors are Waging War on your Property Values and Neighborhoods by using a "Fair Distribution of Homeless Shelters Across All Districts Measure"! What Good is Spreading Homelessness Around...  
**Date:** Tuesday, March 11, 2025 11:51:11 AM

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Alert! Today 4 San Francisco Supervisors are Waging War on your Property Values and Neighborhoods by using a "Fair Distribution of Homeless Shelters Across All Districts Measure"! What Good is Spreading Homelessness Around the City Going to Do? Nothing but Drop Property Values, Increase Crime Rates, Drug use, and Public Nuisance,! By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News...

**Bio of Daniel Jeremiah Hoffman:**

Unconstitutionally Targeted for almost 10 years I continue to Report the truth including exposing the tools, tactics and technology used to Oppress and in Illegal Targeted Ops that protect and perpetuate the system of Globalist Organized Crime and Eugenic Cleansing. I am an Unaffiliated Independent Liberal Constitutionalist, a Former AmeriCorps Agent surviving two years in disadvantaged communities trained to live at the poverty level in that Civil Service (Domestic Peace Corps) Agency also w/non-profit Management Experience and at a Director Level in the Business Tech Space including as a Certified Business Technology Expert Writer from Business. Com, using my Journalist Skills acquired in Highschool and College Journalism Courses in which I excelled and my past Professional Experience, Years of Independent research, and Direct Experience and Observations as an Undercover Journalist for over 20 years, the last 7 years from the street level infiltrating corrupted and Globalized Social Programs, Immigration Policies and Criminal Justice system as a witness/victim in Multiple States and Countries to expose the symptoms facing our sick society as being derived from the progression of Hitlerite Ideology and Eugenics into the Globalist Control over Centralized Industry and the Systems of Human Management acting as an Organized Crime Syndicate maintaining hegemonic control over World Markets and using that influence to create global unified Government Policies counter to the Democratic Ideals of a Free Society. I am as a Jewish grandnephew of a Holocaust Survivor on my Father's side, and as a Sicilian/Irish Practicing Catholic on my Mother's side, Exposing the covert Institutions of Slavery and Human Exploitation tied to Nationalist Socialist Profiling and Human Manipulation, with the same Religious Conviction and Calling as a Journalist as the Great Rev. Martin Luther King Jr. had as a Civil Rights Activist. I Investigate undercover from the street level of the cities I enter but my state of unshelteredness is strictly for information gathering purposes as a Journalist and objective observer in the communities I enter, I am not Homeless, I have no mental illness, no addiction problems and have a stellar professional resume, references and credentials, I do this as a Religious Calling to fulfill my Catholic Spiritual and Corporal Works of Mercy one of which is to "Educate the Ignorant" and in a Globalized world of intellectual blockades, Censorship and Misinformation and Propaganda that ignorance is being forced upon the citizens of Earth to keep them complacent to the conditions that are enslaving them. I Survive off of the Donations of Pro-Democracy Supporters and reward their Intelligent Empathic Response with my Articles and Booklets of Articles for Free w/ their love Donation. **My SF Liberator News Articles are valued at \$5 and Booklets of Articles are Valued at \$20, your donations help me to maintain my health, dignity and professionalism while reporting from the street level.** I Report under the Federally Registered Non-profit Religious News Community and Publisher I founded in 2021, I am the Sole Proprietor and only current Journalist, **Federal EIN #86-3597094**. Please note I have been reporting attacks to my internet, spelling and grammar, copy and clip board, and seemingly remote access to my cursor with the intent to discredit my articles with mistakes or sometimes plagiarize them by copying and pasting them before I hit send. I have no dyslexia and have excelled at all of my Highschool and College English Writing and Course on Journalism and Creative Writing and am meticulous in my own grammar checks using the available tools and features of which many of the typos are being maliciously added in my articles by these attacks would be impossible to overlook.

**San Francisco 03/11/2025.** An Agenda Item for today's Board of Supervisors Meeting, Found on, <https://sfbos.org/meetings/full-board-meetings>, [https://sfbos.org/sites/default/files/bag031125\\_agenda.pdf](https://sfbos.org/sites/default/files/bag031125_agenda.pdf), <https://sfgov.legistar.com/View.ashx?M=F&ID=13914235&GUID=9CBD5375-6DA6-49A1-B411-750AF91A9231>, Cites, "The lack of equitable distribution of shelters and services across the city places undue strain on specific communities while leaving other areas underutilized in addressing this citywide crisis;" but what good is spreading homeless people around the city going to do? You say that, "The City and County of San Francisco continues to face a homelessness crisis, with an estimated 7,175 individuals and 405 families experiencing homelessness as of the 2024 Point-in-Time Count", and that, "The burden of addressing homelessness has disproportionately fallen on certain districts, particularly District's 10, 9, 6 and 5, which have consistently borne the brunt of shelter and service sites" but I say that the high crime rates, drugs and

nuisances and disturbances to the peace don't disappear just because you put someone in a shelter because a "roof" doesn't change that kind of habitual behavior, unless you plan on doping them up with tax-payer funded and misdiagnosed prescribed pharmaceutical drugs, just stick em' in a shelter and drug them with lithium in their food and water so they are comatose like the ole Mental Institutions used to do before they got shut down and this new shelter model was created to instead manage the victims of human experimentation on the streets, or rather the rejected test subjects, yes that really happens, but in that case, inside institutions the city and government has a burden of liability in regards to human rights violations, and we want the City to have that Burden it is what keeps them honest and what they tend to avoid, accountability and liability, and these shelters themselves are enough to drop property values significantly in the neighborhoods they are placed, so is this an act of Economic Warfare against neighborhoods who work hard to keep crime rates low and their streets safe? I think so. I want these people off the streets, we have laws that state gravely disabled people, which includes the dopers publicly inebriated, should be removed from the street and taken in for an evaluation and placement, not a shelter or housing unit but in-house managed care until they are self dependent enough to gain a life free from public assistance and put on pathway towards realizing their fullest potential. But the fact is, they are both rejected test subjects and act as operatives for Global Organized Crime, which I have recently tied to Domestic Security and Intelligence Gathering and Operations, and the public displays of nuisance, the petty crimes and threats, the negative stereotypes they conform to, is all very useful to the high level players of the Global National Socialist Crime Syndicates for the benefit of their Stock Portfolios, they create demand for social and security solutions, public health and safety, and these acts performed by the junkies and gravely disabled people littered on our streets intentionally for this purpose, are acts of socio-economic warfare, so to use Pass and move forward with a "Fair Distribution of Homeless Shelters Across All Districts Measure, is like grouping these individual homeless operatives in a way similar to a block chain technology, now they will spread grouped units of these people around the city in shelters like an ANT Hill that can be kicked over in the benefit of Organized Crime and Domestic Security Partners. Just look at the SFPD News and Media Releases Page just this year, <https://www.sanfranciscopolice.org/news>, Taraval District Officer-Involved Shooting On March 8, 2025, SFPD Investigating Homicide in the Ingleside District On March 7, 2025, SFPD Arrests Armed Robbery Suspects On Thursday On Thursday, February 27, 2025 , SFPD Investigates Northern District Homicide On March 2, 2025, Drug Market Agency Coordination Center Operation at Jefferson Square Park on Wednesday Night Led to Nearly 90 arrests February 27, 2025, SFPD Arrests Shoplifting Suspect Concealing Loaded Ghost Gun in the Ingleside February 25, 2025, and the list goes on and on, almost all of these people, the suspects and defendants in these cases listed on the SFPD website have mental illness, they live in public housing, a roof over their head didn't stop crime it gave them a license to engage in, it a base of operations, a place to sit and wait until they are activated, and yes, they are being manipulated by a larger organized Crime syndicate is obvious, Organized Crime preys on the weak and vulnerable, this isn't conspiracy, it is a fact, and the fact that they rely on vulnerable people to engage in the low level activities that produce a demand for the security, healthcare, Technology and weapons companies solutions that are connected to their Stock Portfolios is equally as obvious as much as the politicians who work for them. Washing drug money became impossible to get away with so now they make money in the stock markets by creating addicts and criminals as a commodity in predictable ways, victims for public housing, addiction services, shelters, are worth money, who do you think benefits from the contracts of all of these shelters that will cost \$\$Billions to build? Organized Crime, and they engineered those victims and strategically placed them and guided their behavior, they create mental illness and criminality, and use the victims as operatives and they have powerful tech the same as the military uses in operations. So do you really want in your neighbor hood a giant Shelter housing Operatives just sitting waiting to be activated to break into your home, murder your relatives, break into your car, push drugs on your children???? This "Fair Distribution of Homeless Shelters Across All Districts Measure" is nothing but warfare against you, your family, your home and your neighborhood because no neighborhood should shelter these severely mentally ill people, the addicts and junkies, they should be in managed care indoors but the government doesn't want the liability so instead they let them roam our streets and our neighborhoods, spreading homeless shelters and homeless people around isn't in the benefit of the homeless people, being in the shelter isn't going to change their behavior just move it into your neighborhood and allow it to be used to drop your property values in the benefit of the Developers and Equity Firms Mafia of partners who receive government contracts for Human Management Facilities and Public Housing and then use the victims as Operatives to engage in the violence and destruction needed to perpetuate and protect these illegal operations. I am sure the Police

agree with me from Protection standpoint that it is better to keep the criminality concentrated, but I say, as long as you are just "treating" people for addiction and mental illness and aggressive criminal behavior then remove them from public because the relapse rate for these treatments and programs are too high and when they relapse unsupervised people are dying being shot and harmed in public or just annoyed, I was recently attacked by a Homeless man trying to Piggy back off my B.A.R.T. fare and sneak in to the terminal while another was collapse in a way that looked like strategically placed, the whole situation was the theatrics of Organized Crime and obvious, this is why this <https://www.sanfranciscopolice.org/news> is filled with recidivistic bad actors being manipulated by Organized Crime, we are not healing, we are managing human beings instead of leading them to full human development, and the business of human management is BIG business for the Socialist at the top, and that is not the regular individual wealthy homeowners and businesses, these are white Neo-Nazi National Socialists, Canadians, and minorities they brainwash into participating, like a band of Pirates, who run Organized Crime Globally, and use all of the resources of the Canadian government, Intelligence and Law Enforcement to protect it, their entire Economy revolves around this illegal activity in these industries and now they are infesting and infiltrating San Francisco and the rest of the U.S., where many good Canadians tried to run away and start a new life. This "Fair Distribution of Homeless Shelters Across All Districts Measure" is just warfare that benefits Organized Crime and helps to infest the rest of the city. And Organized Crime and their corrupt Law Enforcement Partners will keep planting these homeless operatives and junkies all over town as long as you keep paying money to house them. We need our Good Law Enforcement here in San Francisco to be empowered to go after these High Level Players involved in Corporate Espionage and victim engineering these operatives and until then just build one big facility at the minimal expense to taxpayers, put the junkies and severely mentally ill back in in-patient managed care, they are only valuable to organized Crime because they are allowed to be doped up and mentally ill in public here, that is the excuse and stereotype they need to blame the actions and behavior of the operatives so the shift isn't made to the benefiting Corporations who know the environmental and psychological conditions and chemicals that cause this behavior and use that knowledge to create policies that allow for these people to emerge from the social petri dish so to speak and then they just guide the corresponding behavior covertly into a direction that benefits one of their partner corporations, it could be low level drug sales, arson, physical attacks to intimidate or scare the public, theatrics and public displays of nuisance and mental illness or drug use to cause demand for more services that transfer more wealth but these are all Canadians on our streets and infiltrated our Behavioral Health and Law Enforcement because American Law Enforcement doesn't let gravely disabled people or dopers and addicts just be diseased eyesores and a danger to themselves, this kind of public display is an act of Organized Crime and these Board of Supervisors seems to want to give them the ability to spread it all over San Francisco.

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**Subject:** 280 million acres of national forest to be cut down? Why I, and you should, Support the Move but Only Under These Conditions, End the Beautified Concentration Camps and Keep the Land out of the Global Equity Securities Mafia's Hands...By: Daniel Jeremi...  
**Date:** Sunday, March 9, 2025 1:43:20 PM

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**280 million acres of national forest to be cut down? Why I, and you should, Support the Move but Only Under These Conditions, End the Beautified City Concentration Camps and Keep the Land out of the Global Equity Securities Mafia's Hands...**

By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News...<https://sfliberatornews.weebly.com/>

**San Francisco 03/09/2025.** As a practicing Catholic and a Liberal [Constitutionalist], it may seem strange for me to support a Trump Administration move, reported by Yahoo News as "a viral Instagram post that makes a startling claim. *"President Trump has ordered over 100 million hectares of forest" — the equivalent of 280 million acres — "to be chopped down," reads the text superimposed over a photo of towering redwoods.*" "That's nearly three times the size of California." , <https://www.yahoo.com/news/did-trump-really-order-280-million-acres-of-national-forest-to-be-cut-down-223112112.html>, *"Trump directed the U.S. Forest Service (USFS) and the Bureau of Land Management (BLM) to come up with ways to "facilitate increased timber production" and "improve the speed of approving forestry projects."*, and cleverly hidden inside this yahoo article, which may just be propaganda strategically placed in my search results today with no published date but just an "Updated Fri, March 7, 2025 at 2:31 PM PST" stamp, and, as I am an unconstitutionally targeted journalist for my work implicating national socialist local, state and federal governments in global Organized Crime, I have been reporting targeted and malicious attacks to my internet email copy and websites, but it is stated in this article however, "Ultimately, Trump is unlikely to flatten hundreds of millions of acres during his second term.". , but either way, it is my intent not to report on whether this is an actual policy or not, but instead use what is being implied in this article to offer a real solution to a major issue and threat to humanity challenging our civilization, much more than pollution, what I am more concerned about is how the Cities of the World, America included, have been turned into Beautified Concentration Camps where all human, social, and economic activity is being coordinated in the benefit of Global Organized Crime who often works through Equity Securities Firms to acquire property and more often manage low level operatives, they corrupt the poor and minorities, to engage in the acts of public destruction, terrorism, petty crimes and drug distribution which causes property values to drop so they can acquire distressed properties, chase private owners and businesses away, by creating the conditions that cause the properties to be considered distresses and take the tax-payer

funded Economic Redevelopment Money to rebuild as cheaply as they acquired the property, they create artificial demand for the services, like Security and Retail Theft Prevention, in the benefit of the Companies tied to their stock portfolios, they extort tax-payers by littering our streets with junkies and homeless eyesores until they approve more money to build public housing and then use the victims as a commodity, like cows kept in stalls, to justify paying themselves residually with the tax-payer subsidized housing money, they create Ponzi Schemes using human beings as a commodity, they frame and entrap, or people into crimes and then pressure them out of desperation to act as operatives to make ends meet or quick cash, or they just use the people profiled as corrupted already, often cowards with no integrity who betray the fight for Civil and Human Rights that great men like Rev. King Jr. started for a few handouts and a little more comfort at the expense of millions who are murdered in Eugenic Cleansing or the activities of covert genocide, they use global and domestic spying and profiling of every citizen and take advantage of your strengths and weaknesses, they have Globalized and Centralized our Law Enforcement, our Intelligence Community, our Militaries, and our Political Parties under their control, our legislated acts, and policies and procedures of government agencies have been written to protect, compliment and perpetuate the activities of this Global National Socialist Crime Syndicate that is buying all the land and forcing our societies into their Beautified Concentration Camps, Cities that are preplanned and designed to keep us as complacent slaves while they use determinism and profiling to decide who lives and who dies, what your lifespan and birth rates are, they guide you into a preconceived labor role covertly based on the notes your preschool teacher recorded and was added to your family history and psychological and genetic information, and no one is the wiser because inside these cities you are inside their intellectual blockade and the only information you have is what is needed to keep you distracted with approved media or efficient in your labor role, it is techno-slavery inside a Beautified Concentration Camp and you have been hypnotized to the point anyone who comes in to set you free, enlighten you with real information to challenge your mental slavery, you attack like Stephen the House slave attacked Django in the famous movie of the same name Directed By Quentin Tarantino and starring Jamie Foxx, all social, economic, and political activity is ordered in its benefit, like a giant Plantation during slavery using a Jim Crow Government too protect the operation. So this is the problem we are facing and it is caused by lack of adequate land available for people to buy property and live sustainably, there is nowhere for the victims, if the new abolitionist news wakes them up, to run to. So, I support clearing public lands for this cause, for a new type of homesteading, to offer people an alternative to being managed inside a Concentration Camp disguising profitable models of Eugenic Cleansing Policies as Liberalism, like the policy of decriminalization and allowing narcotics use, the junkies and the criminality that they cause are valuable commodities and act as operatives, and there is nothing Liberal about letting someone live a life doped up to profit others like the Pharmaceutical companies also connected to the stock portfolios of Organized Crime as much as the developers profiting off the public housing system and the victims they create for that purpose, its not Liberalism it is Nazism. So, not to combat foreign lumber imports, not for the lumber industries benefit, do I support the clearing of our public land, but so that we can create innovative approaches to sustainable habitats, we create dwellings of the highest technological capabilities so that each parcel of land and the habitat evolves with the naturally evolving ecosystem, and we create villages of these habitats connected remotely to other villages utilizing the internet, we offer homesteaders a package of retrievable knowledge, we educate them with a library of tutorials for basics but equip them with unlimited access to knowledge, then we incentivize them as idea makers and entrepreneurs rewarding their ideas shared in the connected network, and as we individually create, reward, share, and contribute, we, like our habitats, evolve in participation with the natural forces of evolution that are only accessed by freedom and free will and the exercise of conscious volition. We use this land to set the captives free or else leave it as it is so future generations, if we haven't de-evolved completely, have it to liberate themselves, those are my conditions, we end this Organized Crime Syndicates stranglehold over civilization, there is no need for population control, Eugenics is based on a pseudoscience at best, without a Free Market to test ideas and motivate us and inspire us towards progression individually, we collectively will be

nothing more than ignorant slaves, not because we didn't have potential, but because the Global Equity Firm Mafia contained it for so long, human beings stopped being born with any potential to realize, and we are too close to that point, the point where only a swift exit to freedom will protect humanity from this degradation imposed on us by prideful and arrogant Neanderthals and their elitist brainwashed minions drunk on this Nazi National Socialist Kool-Aid, and the Pride of the leadership involved is just a delusion masking their own severe mental illness and inadequateness, making them more ignorant than the slaves they produce. So, yes, if this is actual policy, clearing the public forests, then I support the move, but, if it's just to benefit the lumber industry, whose profits are also connected to the Global Equity mafia's Stock Portfolio, then we might as well just wipe our ass with this policy, because we all will end up in the toilet bowl of degradation soon enough. But if we use local people to chop it down and local human beings to rebuild it in a sustainable way that uses technology in design to participate with the environment as regrowth happens naturally and unmanipulated, and we stay connected as idea makers, problem solvers and entrepreneurs, in the benefit of the progression of all humankind... then let's get chopping.

**Bio of Daniel Jeremiah Hoffman:**

Unconstitutionally Targeted for almost 10 years I continue to Report the truth including exposing the tools, tactics and technology used to Oppress and in Illegal Targeted Ops that protect and perpetuate the system of Globalist Organized Crime and Eugenic Cleansing. I am an Unaffiliated Independent Liberal Constitutionalist, a Former AmeriCorps Agent surviving two years in disadvantaged communities trained to live at the poverty level in that Civil Service (Domestic Peace Corps) Agency also w/non-profit Management Experience and at a Director Level in the Business Tech Space including as a Certified Business Technology Expert Writer from Business. Com, using my Journalist Skills acquired in Highschool and College Journalism Courses in which I excelled and my past Professional Experience, Years of Independent research, and Direct Experience and Observations as an Undercover Journalist for over 20 years, the last 7 years from the street level infiltrating corrupted and Globalized Social Programs, Immigration Policies and Criminal Justice system as a witness/victim in Multiple States and Countries to expose the symptoms facing our sick society as being derived from the progression of Hitler'ite Ideology and Eugenics into the Globalist Control over Centralized Industry and the Systems of Human Management acting as an Organized Crime Syndicate maintaining hegemonic control over World Markets and using that influence to create global unified Government Policies counter to the Democratic Ideals of a Free Society. I am as a Jewish grandnephew of a Holocaust Survivor on my Father's side, and as a Sicilian/Irish Practicing Catholic on my Mother's side, Exposing the covert Institutions of Slavery and Human Exploitation tied to Nationalist Socialist Profiling and Human Manipulation, with the same Religious Conviction and Calling as a Journalist as the Great Rev. Martin Luther King Jr. had as a Civil Rights Activist. I Investigate undercover from the street level of the cities I enter but my state of unshelteredness is strictly for information gathering purposes as a Journalist and objective observer in the communities I enter, I am not Homeless, I have no mental illness, no addiction problems and have a stellar professional resume, references and credentials, I do this as a Religious Calling to fulfill my Catholic Spiritual and Corporal Works of Mercy one of which is to "Educate the Ignorant" and in a Globalized world of intellectual blockades, Censorship and Misinformation and Propaganda that ignorance is being forced upon the citizens of Earth to keep them complacent to the conditions that are enslaving them. I Survive off of the Donations of Pro-Democracy Supporters and reward their Intelligent Empathic Response with my Articles and Booklets of Articles for Free w/ their love Donation. **My SF Liberator News Articles are valued at \$5 and Booklets of Articles are Valued at \$20, your donations help me to maintain my health, dignity and professionalism while reporting from the street level.** I Report under the Federally Registered Non-profit Religious News Community and Publisher I founded in 2021, I am the Sole Proprietor and only current Journalist, **Federal EIN #86-3597094**. Please note I have been reporting attacks to my internet, spelling and grammar, copy and clip board, and seemingly remote access to my cursor with the intent to discredit my articles with mistakes or sometimes plagiarize them by copying and pasting them before I hit send. I have no dyslexia and have excelled at all of my Highschool and College English Writing and Course on Journalism and Creative Writing and am meticulous in my own grammar checks using the available tools and features of which many of the typos are being maliciously added in my articles by these attacks would be impossible to overlook.

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**Subject:** You Have to Stop Faking Activity. There Needs to be Liquidity circulating in the local San Fran economy (amongst real people) or negative trends will continue in San Francisco...By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se a...  
**Date:** Saturday, March 8, 2025 1:13:57 PM

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**"There Needs to be Liquidity circulating in the local San Fran economy (amongst real people) or negative trends will continue in San Francisco..."**

**By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News, <https://sfliberatornews.weebly.com/>**

**San Francisco 03/08/2025.** You can't "fake it till you make it" as the saying goes and it looks like people are starting to notice the superficial and inauthentic human, social and economic activity and behavior in San Francisco as it is recently Reported, "Why 20-somethings are abandoning San Francisco — even when they can afford it", <https://www.sfchronicle.com/sf/article/san-francisco-20somethings-exodus-20178534.php>. And recently as City Leaders "discuss new legislation to boost nightlife and spur recovery in the downtown area during a Union Square news conference", and "push for designated "entertainment zones," where bars and restaurants can sell alcohol for outdoor consumption. He has also announced plans for an "SF Music Week," supported a state Senate bill that would supply low-cost liquor licenses to downtown business owners, and launched an effort to accelerate the city's notoriously slow permitting process for housing and small businesses." this is all just "putting the cart before the horse" and creating an "if you build it it will come" type strategy", I support these moves to expedite permitting and improve a vibrant nightlife, even though I don't drink or do drugs, but what good is it if there is no liquidity circulating in the local economy, no one has disposable income to spend for entertainment or create new businesses and the actors (Canadian) who the developers and equity Firms (Organized Crime) hired to fake activity, and provide cover for the Mind Control Experiment being used in the poor, immigrants, mentally ill and minorities as a way to control both low wage labor and act as operatives in a Domestic Security Security State Operation (Like they Automated Jim Crow and Slavery), the inauthentic or guided and produced human, social, economic and security activity and behavior coming out of these operational actors and test subjects is obvious to any reasonable and intelligent person. Depopulation has happened, the city was taken over by Global Equity Firms connected to Organized Crime, these are partners of the World's local, state, provincial, federal Governments and now we have the cover up as Canadians and Europeans, agents and Law Enforcement, actors and operatives flood into the cities, and oppressed minorities brainwashed into obedience from other countries are guided here to fill the needed low wage labor roles. The City is now just functioning like a giant Cold War Type Street Theater, the available Security Feeds and city cameras are being used to capture this choreographed and produced activity as if it were Authentic Behavior, like filming a heavily produced reality show, but instead as an operational objective of the government to protect this infiltration of global organized crime being used as a

mechanism to erode democracy and control the Stock Markets, all Labor (low Wage to Exec), and enslave humanity. The problem for the Operational Leadership of this Op is that real people like tourists and business executives for conferences are coming here and the few intelligent people we still have left after depopulation are leaving, people on a subconscious level recognize inauthentic human behavior, they recognize the changing and shifting populations and personnel, they recognize the inconsistencies and unnatural effects of an environment being manipulated like a movie set in the favor of a Directors commands, they see the closings and openings of businesses, the weird hours of operations, conveniently not written on the doors of the business, they see through the preplanned speech and programmed responses of the biological robots who are replacing fully functioning human beings in labor roles. When you create an Artificial Environment and fill it with people who have Artificial Intelligence disconnecting the city from the natural evolving universe and the people in it from conscious volition and free will, it triggers a subconscious reaction tied to the biological flight or fight response mechanism inherent in fully functioning human beings, it is registered consciously as a feeling of uneasiness, things feel eerie and bizarre, mechanical, cold and lifeless, not even the cleverly placed fake hugs or holding hands in public of the hired actors does anything except add to this eerie feeling that puts normal people in a state of heightened awareness, our guards are always up, because we know something is up but by all appearances it all looks like human activity just mimicked and rehearsed, and as obvious as this B-rated acting is, its hard to call these people out because they are trained to not break character, and that makes them as delusional as a schizophrenia, and dangerous, because when acting for an intelligence/security, to be the type of person that helps a government cover up for genocide and murder, you already have to have a certain psychopathic profile, and if you call them out they will attack you the same way a Prison/Law Enforcement Confidential Informant attacks a person calling them out, Because most of this San Fran Op is coordinated by the same Justice Department Personnel who train the Prison Bitches. And its not just the Human Activity being faked, the Government has no accountability, and the Economy is a completely a fiat economy run by organized Crime for organized crime and how they keep these operations going, they just keep using drug and blood money and washing through the local businesses, I explained this in yesterday's article, *"Is it Tax Fraud and Ponzi Schemes or Venture Funding from Equity Securities? Understanding the Unsustainability of San Francisco's Investment Management/Venture Fund Fiat Economics"* Where I explained the Mayor's involvement, with good intentions, with enticing Tech Giant DataBricks to stay and hold its Tech Conference here was really motivated by Organized Crime and connected the funding source of Databricks, who recently received another \$15billion in financing for an expansion even though they have not proven to be profitable for 12 years, to the legally questionable at-best breakage business model used by Equity Securities Firms who often fund Tech Companies just to wash money through but in their benefit in the stock markets and often to the detriment of the Tech Company themselves and the city in who partners with these firms which I mention is the equivalent of making a deal with the devil. San Francisco can fight Organized Crime and the system they are enslaving us into, this artificial and superficial Security State world of their delusion, where everything and everyone is designed to work in its benefit, to protect the illusions, the scams, the schemes. To do this we just need the Liquidity to stay in circulation amongst the real people of San Francisco, out of the hands of the corporations, and encourage those with savings to release their savings with direct charity to worthy and industrious needy people and direct investments in Entrepreneurs, artists, musicians, writers, skilled tradesmen, create a Community Crowd source so to speak, because everytime a federal funding source is used it increases inflation and the only way to stop it is to capture those funds and keep them circulating here in San Francisco.. And the corporations who are not bad by themselves but function as much for Organized Crime as a Government Bureaucracy does, will decrease in value both as an employer and as a political enemy of us individual citizens who dominate our politics in their benefit. So every dollar that comes into san Francisco we have to find a way to keep it in the hands of real human beings and out of the places tied to the stock market, which acts as a piggy bank for Organized Crime, as cash (liquidity) gets dispersed whether by loans, federal funding sources, tourism, trade, etc. we have to use it in ways that keeps it out of the Stock Markets, invest in local businesses and people, but we have to encourage everyone community wide to use their dollars, as much as possible and whenever they can to support fellow community members, we need private owners to replace Equity firm solutions so the places we rent our businesses from or rent our housing from stays with local people and the money they make will be reinvested back into real human beings locally, this is what building a real economy looks like and as money comes in to the city it all gets spread around in ways that inspire people to be industrious and creative and in turn we all slowly increase our wealth collectively to varying or less degrees without inflation so our money doesn't lose value in spending. The current allocation of fund to just expand corporations and government or government funded organizations is unsustainable and is leading to the justification for enslaving us because those systems devalue human beings, all of the labor activity is preplanned and predictable in those roles so even a monkey could be trained to do it, and it is all designed to continue the flow of money into the stock market for Organized Crime, they just will constantly monitor the population and depopulate (covertly murder) as needed to

keep the burden of expense low so overpopulation and the cost to maintain human beings doesn't cut into overhead costs anymore than is needed to have enough to fill and operate the perceived labor needs of the system in its entirety. To fight this we need to build value in human beings, we need to inspire a local renaissance, we need liquidity circulating in the local economy and we need city hall to help us with its legislation, policies and procedures by creating programs that offer direct investment and allocate monies directly to real human beings, local people, not organizations, and help us create this culture promoting local spending with local people. To address the social problems, If we include a culture of individual charity to industrious creative people then that will incentivize and motivate the homeless eyesores and junkies to get industries and creative, boycott all other forms of panhandling, don't give money to people unless they look like they are using it to better themselves but give generously to the ones who are, and if they have a great idea or talent maybe invest and let them start a business and get them off the streets that way so they become self sustainable. And for the gravely disabled and mentally ill, the severely addicted and inebriated people, these people we all ready have funding for and laws saying the police can pick them up for evaluation, and these people the hopeless addicts and severely mentally ill, it was illegal to put them on the streets to begin with and so for their own safety they should now be in managed in-patient care for life. As we do this, keep the liquidity circulating in this way, we all gain wealth collectively, inflation halts and even reverses, what money we have is worth more, fair market rent and home prices will start to be affordable for everyone, the eyesores will vanish but we will have a street population that makes it fun and attractive for tourists. But we can't fake it, we can't use Bio Bots to mimic human behavior, we can't have these actors walking around giving off weird signals and eerie vibes to the tourists and others, everyone is leaving and the people who come are staying away and never coming back, your fiat economy and fiat human activity is just weird to intelligent fully functioning human beings, you are not fooling anyone with your acting, we just know better to disturb delusional people so we play along until we can leave, and that is what is being reported here by the SF Chronicle, "[the share of 20-somethings in San Francisco County dropped from about 18% of the population to about 14% — the largest such decline of any major U.S. county and nearly quadruple the national drop.](#)", if we don't start being an authentic and real people, they will turn this into a Conference City run with Biological Robots as servants all in the Benefit of Organized Crime, and that is just an eerie Stepford Wife Type Theme Park, not a functioning city, so the only Conference attendees will be just Alpha Bio Bots and not real functioning human beings because the inauthentic and mimicked, even the choreographed and produced activities of the security state actors, is received negatively and subconsciously in the brains of Health Adults. We be eerie San Francisco when we can be great and transition these Bio Bots so they are fully functioning human beings who have potential for creative energy to be used in the benefit of the whole community?

#### **Bio of Daniel Jeremiah Hoffman:**

Unconstitutionally Targeted for almost 10 years I continue to Report the truth including exposing the tools, tactics and technology used to Oppress and in Illegal Targeted Ops that protect and perpetuate the system of Globalist Organized Crime and Eugenic Cleansing. I am an Unaffiliated Independent Liberal Constitutionalist, a Former AmeriCorps Agent surviving two years in disadvantaged communities trained to live at the poverty level in that Civil Service (Domestic Peace Corps) Agency also w/non-profit Management Experience and at a Director Level in the Business Tech Space including as a Certified Business Technology Expert Writer from Business. Com, using my Journalist Skills acquired in Highschool and College Journalism Courses in which I excelled and my past Professional Experience, Years of Independent research, and Direct Experience and Observations as an Undercover Journalist for over 20 years, the last 7 years from the street level infiltrating corrupted and Globalized Social Programs, Immigration Policies and Criminal Justice system as a witness/victim in Multiple States and Countries to expose the symptoms facing our sick society as being derived from the progression of Hitler'ite Ideology and Eugenics into the Globalist Control over Centralized Industry and the Systems of Human Management acting as an Organized Crime Syndicate maintaining hegemonic control over World Markets and using that influence to create global unified Government Policies counter to the Democratic Ideals of a Free Society. I am as a Jewish grandnephew of a Holocaust Survivor on my Father's side, and as a Sicilian/Irish Practicing Catholic on my Mother's side, Exposing the covert Institutions of Slavery and Human Exploitation tied to Nationalist Socialist Profiling and Human Manipulation, with the same Religious Conviction and Calling as a Journalist as the Great Rev. Martin Luther King Jr. had as a Civil Rights Activist. I Investigate undercover from the street level of the cities I enter but my state of unshelteredness is strictly for information gathering purposes as a Journalist and objective observer in the communities I enter, I am not Homeless, I have no mental illness, no addiction problems and have a stellar professional resume, references and credentials, I do this as a Religious Calling to fulfill my Catholic Spiritual and Corporal Works of Mercy one of which is to "Educate the Ignorant" and in a Globalized world of intellectual blockades, Censorship and Misinformation and Propaganda that ignorance is being forced upon the citizens of Earth to keep them complacent to the conditions that are enslaving them. I Survive off of the Donations of Pro-Democracy Supporters and reward their Intelligent Empathic Response with my Articles and Booklets of Articles for Free w/ their love Donation. **My SF Liberator News Articles are valued at \$5 and Booklets of Articles are Valued at \$20, your donations help me to maintain my health, dignity and professionalism while reporting from the street level.** I Report under the Federally Registered Non-profit Religious News Community and Publisher I founded in 2021, I am the Sole Proprietor and only current Journalist, **Federal EIN #86-3597094**. Please note I have been reporting attacks to my internet, spelling and grammar, copy and clip board, and seemingly remote access to my cursor with the intent to discredit my articles with mistakes or sometimes plagiarize them by copying and pasting them before I hit send. I have no dyslexia and have excelled at all of my Highschool and College English Writing and Course on Journalism and Creative Writing and am meticulous in my own grammar checks using the available tools and features of which many of the typos are being maliciously added in my articles by these attacks would be impossible to overlook.

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**Subject:** Is it Tax Fraud and Ponzi Schemes or Venture Funding from Equity Securities? Understanding the Unsustainability of San Francisco's Investment Management/Venture Fund Fiat Economics. By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per...  
**Date:** Friday, March 7, 2025 2:44:26 PM

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## Is it Tax Fraud and Ponzi Schemes or Venture Funding from Equity Securities? Understanding the Unsustainability of San Francisco's Investment Management/Venture Fund Fiat Economics.

By: Daniel Jeremiah Hoffman, Investigative Journalist and Attorney Per Se at SF Liberator News...

**San Francisco 03/07/2025.** As always, I am super critical of the social, economic, and security policies coming from San Fran's City Hall and New mayor and as a Former Business Technology Market Expert Writer Certified by Business.com who worked at a Director Level in the International Business Tech Space out of Florida and even was an Attendee of the Growth Hackers Conference here in Mountainview, California (2015), I support Tech Companies and Innovation, and I support investment in innovation and Tech, but what I am seeing currently here in San Francisco is just an illusion of those things, I see Ponzi Schemes everywhere, and as much investment that is made in these schemes an equal amount goes into maintaining the labor and personnel to keep the schemes protected, it is High Level Global Organized Crime running these schemes and the City using the breakage model, which is when you make a business model look legitimate by breaking it into a lot of different parts making it too big and complicated for an average person to figure out, this intimidation by design keeps everyone ignorant of the source of those funds and the illegal methods used to acquire them, and it seems that because of the Downturn San Francisco faced, and our desperation for improvement, we have become a host city to this Organized Crime Syndicate's Operations, in fact it seems like our whole economy is now dependent on its schemes. And, I have previously encouraged the large tech companies in San Francisco in another article to stay put and instead make investments in the city and work together to make this city a shining star, because, Globalization and the negative influence the Global Crime Syndicate has on the World's Democracies and Workforce, a move wouldn't be advantageous and you will most likely face the same issues but at the expense of moving up shop and relocating so when I saw in my search results an article from the March 6, 2025 SF Chronicle entitled, "S.F. tech company to invest \$1 billion in the city over the next three years", at: <https://www.sfchronicle.com/sf/article/databricks-investment-ai-company-2025000.php>, I was really excited, not that it was my advice that spurred this decision from this Tech Company, but that the Company has planned to stay and allow its investments in growth to benefit San Francisco. So, first this article is a little bit misleading because it is not like the Company, [DataBricks](#), is making a direct investment in the city, but it is planning on doubling its staff size and keeping its tradeshow event here, according to the Chronicle Article, and that means the city will benefit from increased revenues, the employees will benefit the local economy residually by spending their salaries here and the event temporarily by attracting 40,000 visitors here for their event, which the article went on to say, "Databricks projects will grow to 50,000 over the next five years — and generate \$980 million in additional business value for the city." but in reality, that is the maximum amount of total predicted monies entered into the

economy as a result so in perspective, how much of that \$980 million will actually be incurred as revenue for the city or retained in circulation for reinvestment back into the city, the answer is very little, it is not enough to cause an expansion in any other industry or create any permeant jobs outside of what DataBricks itself is doubling, so most of that money will come in and then get gobbled right back up from the other partner Corporations in the surrounding area and into the Stock Markets out of San Fran's reach, unless you are a wealthy person in the Hills connected in the stock markets, and I doubt it will force any demand to increase the salaries of any of the low wage workers overburdened during the event. As much as I want to support the DataBricks Product, I have recently reviewed their E-Book: <https://www.databricks.com/sites/default/files/2024-06/the-data-intelligence-platform-for-dummies-databricks-special-edition.pdf>, and I can see how their A-I product is helpful and attempts to address a real challenge and offers a real solution, so my hesitation isn't really as much in their product as much as my observations and confidence in the workforce, which the product seems to have a lot of tutorials to help address workforce intelligence issues of the client, I would love to see the Data and Metrics of the client-employee engagement rates with that educational material compared against bottom line performance in that department, because I just don't see people intelligent enough to know what data sets to request from the aggregate data collected and made available by the Databricks AI and to be able to use it to maximize their performance, and I have always had issues with cookie cutting approaches to presenting data and metrics in dash boards, there is always the chance that the prefigurations are missing important data in its allocation of available displays, I have confidence that DataBricks was meticulous in investigating the most important and frequently used data sets to include in their optimization but, again, the reductionist models taught in our collegiate systems are, well, reduced, and most of the people were trained in a simplification of data, I am a certified green belt in the lean six sigma, and to me even lean six sigma was just reducing and oversimplifying data, so there is no AI or preconfigured system of Business Intelligence that is a substitute for the insights an intelligent human being can glean from data, and that is why raw data is so important and having people who understand that data and how it is interconnected to the customer, the operations and the productivity of the staff, so it is these insights that only an intelligent human being can draw, that I worry an AI preconfigured solution will prevent from being realized into performance as AI Knowledge and Knowledge of the application will be the industry standard rather than creating experts at Business Intelligence which can only be gained by rolling up one's sleeves and combing through the raw data with a well found understanding and experience of business and the potential interconnectivity of the data to important processes within the business, the cookie cutter approaches are good and will have a measurable improvement from a state of complete Business Intelligence ignorance but unless that person is empowered to make a mental leap that challenges the prefigurations the improvement and measurable impact will be unsustainable. So, I first wanted to get that out, in support of DataBricks in the hopes this insight I have just made will help their programmers and customers. Now, back to the question at hand, and this is the part I am uncomfortable reporting because I like Tech Companies so much and want San Francisco to make a comeback, just not at a sacrifice to our morality, we cannot rebuild on a weak foundation, so with that being said my question is "where is this reported [\\$Billion Dollars](#) coming from? "The 12-year-old company confirmed to the Chronicle that it is investing more than \$1 billion into the city over the next three years", and that, "At the start of the year, the company closed \$15 billion in financing, which will, among other things, support its hiring plans". So we have a Tech Company becoming a Major City Partner, doubling its employee size, which may make it too big to fail, but this company still isn't realizing profits as it had to "secure financing", that means it was investments given, rather than reinvesting its own profits, and that is nothing new for a Tech start-up, but if we take a look at the original investors, reported by Reuters December 17, 2024: [https://www.reuters.com/technology/databricks-secures-62-bln-valuation-ai-focused-funding-round-2024-12-17/#:~:text=He%20attributed%20the%2011%2Dyear,new%20tab%20to%20analyze%20data.](https://www.reuters.com/technology/databricks-secures-62-bln-valuation-ai-focused-funding-round-2024-12-17/#:~:text=He%20attributed%20the%2011%2Dyear,new%20tab%20to%20analyze%20data.,), "Databricks has secured a \$62 billion valuation after raising a whopping \$10 billion in one of the largest venture capital funding rounds in history" and further reported, "The oversubscribed round, led by Joshua Kushner's Thrive Capital, drew commitments from elite investors including Andreessen Horowitz, DST Global, GIC, Insight Partners and WCM Investment Management, confirming an earlier Reuters report last week." and it is these "Elite Investors" I want to call into questions, most of these "investors are "Equity Security Firms", these often are the mechanisms of the real Organized Crime, we are getting to the top of the pyramid in the schemes so to speak, these companies rely mostly on bundled Real Estate Investments, these are stocks tied to the Developers who get redevelopment contracts for war torn countries and distressed communities, companies like WCM Investment Management, just manage a portfolio of these developers, the property management companies and the security companies involved as well as the Tech Companies like DataBricks, but they are all connected together through a complicated web of activity often generated by the intentionally created demand of war or socio-economic warfare against individual property owners or neighborhoods in the interest of Developments that incur more commercial or residential output..i.e., rent. These are the companies responsible for the High Home Prices and even higher

Fair Market Value Rents because they gobble up all of the land and available space for private property and replace it with rental properties because it incurs residual funds which is more profitable than outright sales, it is this business model that the poor stay poor and the rich get richer, it is this business model that enslaves a certain amount of people for servitude in retail, restaurants, and construction jobs and is happy to get more redevelopment money to build subsidized housing for those low wage laborers because the government checks are guaranteed and can be borrowed against so they can take loans out in the \$Billions as they just need to keep money coming into the schemes so they don't fall apart, and gobble up more space and enslave more people to low wage labor and subsidized housing. So when they make investments in a Tech Company like Databricks, that has already been in business for 12 years and is still not profitable, it is because they are not concerned about profits because Databricks is just a unit to transfer or spread the money it has already accumulated, almost all of this \$15 billion that is getting most recently financed to Databricks, like the \$Billion being reported misleadingly as it investing in the city, is all going to just end up in companies connected to the portfolios, right away from this financed money "Databricks has plans to double its footprint to roughly 300,000 square feet inside of the 42-story Sansome Street tower", that means Developers get money for the Construction companies on their payroll and the increased square footage means an increased commercial rent gets paid out by Databricks to the property owner of the "Sansome Street tower" no doubtfully owned by a partner in the stock markets as well, and the empty promises of economic stimulation to the Mayor and City means they will in exchange ignore permits, license and other taxes and fees to expedite and off set the costs the project, but all of this money originally came from the tax-payers, some from even tax-payers in other countries, maybe emerging economies that are being enslaved for profit or where these equity securities are profiting from a recent war or some other economic destruction or natural disaster, it is nothing but blood money from pirates who loot local, state and national treasuries world wide in the name of, or disguised as, Economic Development. Why else finance 15 billion into a 23year old company after already 60Billion dollars just a year ago? The are Funneling Economic Development Dollars, to Rent dollars and then into Tech Companies and as far as the Tech Companies go, all they need to do is keeping appearing like growth is happening to justify continued investment, but really they are just being used to juice some other players in a much larger scheme and appease San Francisco in a way that appears like they are doing them a favor and creating "\$980 million in additional business value for the city." but in reality that money will have no real impact to the city of San Francisco, it was all just to get the City to let its guard down and remove some fees that were a hinderance to injecting more money into the Partners in this Global Ponzi Scheme. Are you strting to understand the magnitude of the stranglehold Organized Crime has on our city, almost everyone here is a slave to it in some way. We have to break the chains of our slavery in some way or we will forever be shackled and our government will be nothing but patsies for their benefit and the workforce will be subservient to their needs and people like me will be targeted by their security and operatives, either in attempts to frame me or murder me, this is the City of San Francisco's Silent Partner, they made a deal with the devil and they appeared as angels of light but they will just drain databricks until its bankrupt, sell of any assets and start over just as esily as they will bankrupt the city and start over, we are all just mechanisms, tools of their large Ponzi Schemes.

#### **Bio of Daniel Jeremiah Hoffman:**

Unconstitutionally Targeted for almost 10 years I continue to Report the truth including exposing the tools, tactics and technology used to Oppress and in Illegal Targeted Ops that protect and perpetuate the system of Globalist Organized Crime and Eugenic Cleansing. I am an Unaffiliated Independent Liberal Constitutionalist, a Former AmeriCorps Agent surviving two years in disadvantaged communities trained to live at the poverty level in that Civil Service (Domestic Peace Corps) Agency also w/non-profit Management Experience and at a Director Level in the Business Tech Space including as a Certified Business Technology Expert Writer from Business. Com, using my Journalist Skills acquired in Highschool and College Journalism Courses in which I excelled and my past Professional Experience, Years of Independent research, and Direct Experience and Observations as an Undercover Journalist for over 20 years, the last 7 years from the street level infiltrating corrupted and Globalized Social Programs, Immigration Policies and Criminal Justice system as a witness/victim in Multiple States and Countries to expose the symptoms facing our sick society as being derived from the progression of Hitlerite Ideology and Eugenics into the Globalist Control over Centralized Industry and the Systems of Human Management acting as an Organized Crime Syndicate maintaining hegemonic control over World Markets and using that influence to create global unified Government Policies counter to the Democratic Ideals of a Free Society. I am as a Jewish grandnephew of a Holocaust Survivor on my Father's side, and as a Sicilian/Irish Practicing Catholic on my Mother's side, Exposing the covert Institutions of Slavery and Human Exploitation tied to Nationalist Socialist Profiling and Human Manipulation, with the same Religious Conviction and Calling as a Journalist as the Great Rev. Martin Luther King Jr. had as a Civil Rights Activist. I Investigate undercover from the street level of the cities I enter but my state of unshelteredness is strictly for information gathering purposes as a Journalist and objective observer in the communities I enter, I am not Homeless, I have no mental illness, no addiction problems and have a stellar professional resume, references and credentials, I do this as a Religious Calling to fulfill my Catholic Spiritual and Corporal Works of Mercy one of which is to "Educate the Ignorant" and in a Globalized world of intellectual blockades, Censorship and Misinformation and Propaganda that ignorance is being forced upon the citizens of Earth to keep them complacent to the conditions that are enslaving them. I Survive off of the Donations of Pro-Democracy Supporters and reward their Intelligent Empathic Response with my Articles and Booklets of Articles for Free w/ their love Donation. **My SF Liberator News Articles are valued at \$5 and Booklets of Articles are Valued at \$20, your donations help me to maintain my health, dignity and professionalism while reporting from the street level.** I Report under the Federally Registered Non-profit Religious News Community and Publisher I founded in 2021, I am the Sole Proprietor and only current Journalist, **Federal EIN #86-**

**3597094.** Please note I have been reporting attacks to my internet, spelling and grammar, copy and clip board, and seemingly remote access to my cursor with the intent to discredit my articles with mistakes or sometimes plagiarize them by copying and pasting them before I hit send. I have no dyslexia and have excelled at all of my Highschool and College English Writing and Course on Journalism and Creative Writing and am meticulous in my own grammar checks using the available tools and features of which many of the typos are being maliciously added in my articles by these attacks would be impossible to overlook.

Sent with [Proton Mail](#) secure email.

# Item 30

**From:** [Board of Supervisors \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)  
**Subject:** FW: JFK Drive  
**Date:** Thursday, March 13, 2025 11:19:00 AM

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Hello,

Please see below for communication from Michael Goldie regarding John F. Kennedy Drive.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

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**From:** Michael Goldie <Michael.Goldie.497167952@advocatesmessage.com>  
**Sent:** Tuesday, March 11, 2025 9:44 AM  
**To:** Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** JFK Drive

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

The 24/7 closure of JFK drive has left many people unable to access Golden Gate Park and its institutions. The current closure is for those who live close enough, have the money to pay for parking, or are able bodied enough to travel on foot or bicycle.

We need to go back to the compromise that was struck and reopen JFK as it was before the pandemic!

Sincerely,  
Michael Goldie

# Item 31

**From:** [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)  
**Subject:** 4 Letters from Julien DeFrance  
**Date:** Thursday, March 13, 2025 11:22:00 AM  
**Attachments:** [4 Letters from Julien DeFrance.pdf](#)

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Hello,

Please see attached for 4 letters from Julien DeFrance regarding various topics.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

**From:** [Julien DeFrance](#)  
**To:** [SFPD\\_Chief \(POL\)](#); [SFPD Mission Station, \(POL\)](#); [Lurie, Daniel \(MYR\)](#); [Board of Supervisors \(BOS\)](#); [Board of Supervisors \(BOS\)](#); [ChanStaff \(BOS\)](#); [Chan, Connie \(BOS\)](#); [Chen, Chyanne \(BOS\)](#); [ChenStaff](#); [Dorsey, Matt \(BOS\)](#); [DorseyStaff \(BOS\)](#); [Engardio, Joel \(BOS\)](#); [EngardioStaff \(BOS\)](#); [Fielder, Jackie \(BOS\)](#); [FielderStaff](#); [MahmoodStaff](#); [Mahmood, Bilal \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Sauter, Danny \(BOS\)](#); [SauterStaff](#); [Sherrill, Stephen \(BOS\)](#); [SherrillStaff](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Press Office, Mayor \(MYR\)](#)  
**Subject:** SFPD deploys 'mobile command unit' to 16th and Mission BART plaza  
**Date:** Wednesday, March 12, 2025 10:54:52 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Keep up the great work, Mayor Lurie!

Finally, some good news for the area.

<https://missionlocal.org/2025/03/sfpd-mobile-command-unit-16th-and-mission-bart-plaza/>

Public safety should be everyone's top priority, and while the previous administration did nothing at all and just sat idle, it was about time someone did something about it.

San Francisco is finally (on its way) back!

**From:** [Julien DeFrance](#)  
**To:** [Lurie, Daniel \(MYR\)](#); [SFPD, Chief \(POL\)](#); [Board of Supervisors \(BOS\)](#); [Board of Supervisors \(BOS\)](#); [ChanStaff \(BOS\)](#); [Chan, Connie \(BOS\)](#); [Chen, Chyanne \(BOS\)](#); [ChenStaff](#); [Dorsey, Matt \(BOS\)](#); [DorseyStaff \(BOS\)](#); [Engardio, Joel \(BOS\)](#); [EngardioStaff \(BOS\)](#); [Fielder, Jackie \(BOS\)](#); [FielderStaff](#); [MahmoodStaff](#); [Mahmood, Bilal \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Sauter, Danny \(BOS\)](#); [SauterStaff](#); [Sherrill, Stephen \(BOS\)](#); [SherrillStaff](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Press Office, Mayor \(MYR\)](#)  
**Subject:** San Jose Mayor Mahan proposes jail for homeless persons repeatedly refusing interim housing  
**Date:** Friday, March 7, 2025 6:08:01 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

This is what political courage looks like.

San Francisco, please find some long overdue inspiration, wisdom and common-sense, from this honorable initiative:

<https://www.cbsnews.com/sanfrancisco/news/san-jose-mayor-mahan-jail-homeless-interim-housing-refusal/>

<https://youtu.be/WJ5BeuavHGo>

**From:** [Julien DeFrance](#)  
**To:** [Lurie, Daniel \(MYR\)](#); [Board of Supervisors \(BOS\)](#); [Board of Supervisors \(BOS\)](#); [ChanStaff \(BOS\)](#); [Chan, Connie \(BOS\)](#); [Chen, Chyanne \(BOS\)](#); [ChenStaff](#); [Dorsey, Matt \(BOS\)](#); [DorseyStaff \(BOS\)](#); [Engardio, Joel \(BOS\)](#); [EngardioStaff \(BOS\)](#); [Felder, Jackie \(BOS\)](#); [FelderStaff](#); [MahmoodStaff](#); [Mahmood, Bilal \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Sauter, Danny \(BOS\)](#); [SauterStaff](#); [Sherrill, Stephen \(BOS\)](#); [SherrillStaff](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Press Office, Mayor \(MYR\)](#)  
**Subject:** Lower Nob Hill: Neighborhood Groups Oppose Lease Extensions for Two Shelters  
**Date:** Friday, March 7, 2025 4:38:35 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

<https://lowernobhill.org/f/neighborhood-groups-oppose-lease-extensions-for-two-shelters>

“The Lower Nob Hill Neighborhood Alliance joined other neighborhood groups in signing on to a public letter opposing the renewal of the temporary shelters operating at both the Adante Hotel and the Monarch Hotel on Geary Street. Opened five years ago under a Mayoral declaration of emergency, these facilities bypassed any review process and were intended to be temporary facilities in the neighborhood. The economic and safety issues in our neighborhood caused by these facilities have been overlooked and ignored by the City.”

Under the previous administration and the corrupt and misguided “leadership” of Peskin and Breed combined, the presence of those shelters have dramatically destroyed our quality of life in the neighborhood, dramatically altering the demographics of our Lower Nob Hill community.

For our recovery, it is critical these hotels go back to what their original intents were: hosting tourists, conference goers, business/corporate crowds, so that Lower Nob Hill and San Francisco can thrive again.

Please advise.

<https://lowernobhill.org/f/neighborhood-groups-oppose-lease-extensions-for-two-shelters>

**From:** [Julien DeFrance](#)  
**To:** [Lurie, Daniel \(MYR\)](#); [SFPD, Chief \(POL\)](#); [Board of Supervisors \(BOS\)](#); [Board of Supervisors \(BOS\)](#); [ChanStaff \(BOS\)](#); [Chan, Connie \(BOS\)](#); [Chen, Chyanne \(BOS\)](#); [ChenStaff](#); [Dorsey, Matt \(BOS\)](#); [DorseyStaff \(BOS\)](#); [Engardio, Joel \(BOS\)](#); [EngardioStaff \(BOS\)](#); [Fielder, Jackie \(BOS\)](#); [FielderStaff](#); [MahmoodStaff](#); [Mahmood, Bilal \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Sauter, Danny \(BOS\)](#); [SauterStaff](#); [Sherrill, Stephen \(BOS\)](#); [SherrillStaff](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Press Office, Mayor \(MYR\)](#)  
**Subject:** Re: SF is cracking down on crime and its jails are filling up  
**Date:** Thursday, March 6, 2025 8:36:31 PM

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About. Goddamn. Time.

Keep up the great work, Mayor Lurie!



# Item 32

**From:** [Board of Supervisors \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)  
**Subject:** FW: Vallejo ruling  
**Date:** Thursday, March 13, 2025 11:25:00 AM

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Hello,

Please see below for communication from Ramona Mayon regarding a ruling by United States District Judge Dena Coggins in Alred v City of Vallejo (2:24-CV-03317-DC-SCR).

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

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**From:** Ramona Mayon <ramonamayon@yahoo.com>  
**Sent:** Thursday, March 6, 2025 4:00 PM  
**To:** Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; CON, Controller (CON) <controller.con@sfgov.org>; Cityattorney <Cityattorney@sfcityatty.org>; STEELEY, TARA (CAT) <Tara.Steeley@sfcityatty.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; McSpadden, Shireen (HOM) <shireen.mcspadden@sfgov.org>; Badasow, Bridget (HOM) <Bridget.Badasow@sfgov.org>; Cohen, Emily (HOM) <emily.cohen@sfgov.org>; Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; HSH Grievances <hshgrievances@sfgov.org>; Macaraeg, Marc (DPW) <marc.macaraeg@sfdpw.org>; Diebold, Jude (HRC) <jude.diebold@sfgov.org>; Bracco, Louis (HOM) <louis.bracco@sfgov.org>; Buckalew, Patrick (HOM) <patrick.buckalew@sfgov.org>; Coram, Stephanie (HOM) <stephanie.coram@sfgov.org>; King, Asa (DPH) <asa.king@sfdph.org>; Eliff, Cody (HOM) <cody.eliff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>  
**Cc:** Stephanie K. Rabiner <stephanie.k.rabiner@hud.gov>  
**Subject:** Vallejo ruling

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

What do you think about what judge said about a wood-and-tarp shack ? Bet an RV gets at least the same respect under 14th amendment:

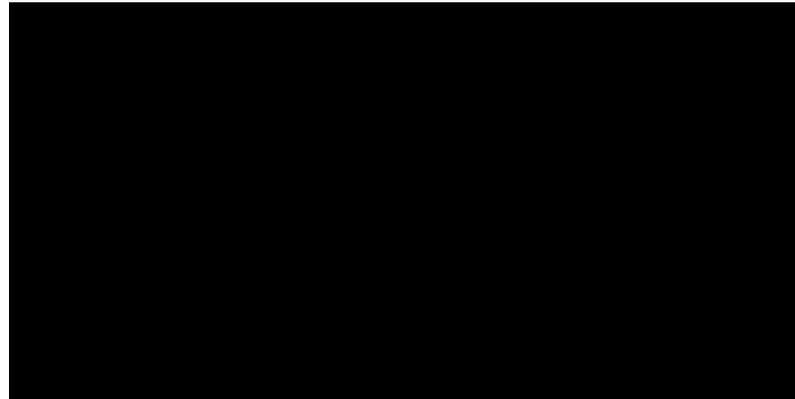
"Removing Plaintiff's shelter while knowing Plaintiff has no alternative likely to expose

her to more dangerous conditions than she currently faces by depriving her of protection from the elements, hygiene facilities, and access to life essentials, creating a known and particularized danger to Plaintiff's safety and welfare...If the City knowingly puts Alfred in danger, that could violate her rights to 'due process' under the 14th Amendment."

See you in court.

Sincerely,  
Ramona Mayon

[First-of-its kind court order halts sweep of California homeless camp](#)



### **First-of-its kind court order halts sweep of California homeless camp**

This appears to be the first such injunction since the U.S. Supreme Court let cities crack down on homeless camps in California and beyond.

[Yahoo Mail: Search, Organize, Conquer](#)

# Item 33

**From:** [Board of Supervisors \(BOS\)](#) on behalf of [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#)  
**Subject:** 3 Letters regarding Parking Meters on Residential Streets  
**Date:** Thursday, March 13, 2025 11:27:00 AM  
**Attachments:** [3 Letters regarding Parking Meters on Residential Streets.pdf](#)

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Hello,

Please see attached for 3 letters regarding parking meters on residential streets.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

**From:** [Elise Engelberg](#)  
**To:** [Board of Supervisors \(BOS\)](#); [MelgarStaff \(BOS\)](#); [ChanStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [SauterStaff](#); [MahmoodStaff](#); [ChenStaff](#); [FelderStaff](#)  
**Subject:** Support Lower Haight Merchants & Neighbors – Stop Parking Tax!!  
**Date:** Thursday, March 13, 2025 8:09:36 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

## Message to the Board of Supervisors, Mayor, and the City Attorney

From your constituent      Elise Engelberg  
Email                              [angelmountainstrings@gmail.com](mailto:angelmountainstrings@gmail.com)  
I live in

### **Support Lower Haight Merchants & Neighbors – Stop Parking Tax!!**

Message:

Dear Supervisors, Mayor, and SFMTA,

San Francisco's economic recovery is lagging, partly due to anti-business, anti-resident policies like SFMTA's current proposal. The plan to install parking meters (or kiosks) on light mixed commercial/ residential areas and exclusive residential areas will only drive more people away from the city and shift consumer spending to places like Marin and South SF, where shopping remains convenient and welcoming.

I strongly oppose parking meters / kiosks on residential streets in District 5 in the Lower Haight specifically where we do not have a parking turnover issue. As well I believe in a more balanced program that is inclusive of cars, pedestrians, bikes and public transit users. SFMTA's focus should be on providing clean, safe, and reliable public transportation, not making life harder for residents and businesses. Policies like this threaten our small businesses, reduce quality of life, and alienate the very people who keep San Francisco vibrant.

A recent poll on Nextdoor showed 98% opposition to parking meters (kiosks) on residential streets. SFMTA's track record of unpopular decisions—like

those on Valencia, Van Ness, and Geary—has shown a disregard for the majority's concerns. Residents already pay for Area Parking Stickers; adding more meters is purely punitive.

Parking meters belong in commercial/residential areas where turnover is an issue and not in light mixed commercial/residential and exclusively residential neighborhoods. This policy will hurt local businesses, reduce foot traffic, and make living here more expensive. San Francisco should not be a city where people are charged just to be outside.

It's time for our government to put constituents first and stop policies that make life in our city harder.

Thank you,

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**From:** [Madelyn Guinn](#)  
**To:** [Board of Supervisors \(BOS\)](#); [MelgarStaff \(BOS\)](#); [ChanStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [SauterStaff](#); [MahmoodStaff](#); [ChenStaff](#); [FelderStaff](#)  
**Subject:** Support Lower Haight Merchants & Neighbors – Stop Parking Tax!!  
**Date:** Friday, March 7, 2025 12:46:31 PM

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## Message to the Board of Supervisors, Mayor, and the City Attorney

From your constituent      Madelyn Guinn

Email                              maddieguinn01@gmail.com

I live in

Can you join in person to  
make public comment?      No, sorry!

### **Support Lower Haight Merchants & Neighbors – Stop Parking Tax!!**

Message:                              Dear Supervisors, Mayor, and SFMTA,

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Thank you,

---

**From:** [Olive Magaipo](#)  
**To:** [Board of Supervisors \(BOS\)](#); [MelgarStaff \(BOS\)](#); [ChanStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [SauterStaff](#); [MahmoodStaff](#); [ChenStaff](#); [FelderStaff](#)  
**Subject:** Support Lower Haight Merchants & Neighbors – Stop Parking Tax!!  
**Date:** Friday, March 7, 2025 12:46:30 PM

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## Message to the Board of Supervisors, Mayor, and the City Attorney

From your constituent      Olive Magaipo  
Email                              olm45@ymcasf.org  
I live in

Can you join in person to  
make public comment?      No, sorry!

### **Support Lower Haight Merchants & Neighbors – Stop Parking Tax!!**

Message:                              Dear Supervisors, Mayor, and SFMTA,

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It's time for our government to put constituents first and stop policies that make life in our city harder.

Thank you,

# Item 34

**From:** [Board of Supervisors \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Operations](#); [BOS Legislation, \(BOS\)](#)  
**Subject:** FW: Save the Valencia Center Bike Lane!  
**Date:** Thursday, March 13, 2025 11:30:00 AM

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Hello,

Please see below for communication from Tin Kadoic regarding File No. 241193, Motion No. M25-004.

File No. 241193, Motion No. M25-004: Motion affirming the determination by the Planning Department that the proposed Municipal Transportation Agency (MTA) Mid-Valencia Curbside Protected Bikeway project is statutorily exempt from environmental review.

Sincerely,

**Joe Adkins**  
**Office of the Clerk of the Board**  
**San Francisco Board of Supervisors**  
**1 Dr. Carlton B. Goodlett Place, Room 244**  
**San Francisco, CA 94102**  
**Phone: (415) 554-5184 | Fax: (415) 554-5163**  
[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

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**From:** Tin Kadoic | Blackduke <blackduke@gmail.com>  
**Sent:** Monday, March 10, 2025 8:32 PM  
**To:** Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; MTABoard@sfmta.com; Kirschbaum, Julie (MTA) <Julie.Kirschbaum@sfmta.com>; Wise, Viktoriya (MTA) <Viktoriya.A.Wise@sfmta.com>; Nhan, Leanne (MTA) <Leanne.Nhan@sfmta.com>; Leung, Kimberly (MTA) <Kimberly.Leung@sfmta.com>; Sweet, Alexandra C. (MYR) <alexandra.c.sweet@sfgov.org>  
**Subject:** Save the Valencia Center Bike Lane!

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I heard that the Valencia center running bike lane is under threat and I wanted to express my support for it. The Valencia center bike lane makes me feel safe and at ease, and I'm concerned that the side-running bike lanes will increase the conflict between pedestrians, bicycles, cars, and parklets while reducing parking and causing more dangerous double parking in the vehicle lanes. The 12-month evaluation is out showing

positive metrics including a negligible decrease in vehicle speeds over the corridor. Please let's keep the Valencia Center Running Bike Lane and instead continue to make safety improvements and merchant corridor enhancements to what we have in the ground!

Tin Kadoic  
[tinkadoic.com](http://tinkadoic.com)  
929 210 4825