

FILE NO. 161139

Petitions and Communications received from October 7, 2016, through October 17, 2016, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on October 25, 2016.

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 Planning Department, submitting the City's Housing Balance Report, fourth installment from July 1, 2006, through June 30, 2016. Copy: Each Supervisor. (1)

From Controller's City Services Auditor Division, regarding Department of Public Health's compliance audit: Public Health's Employee Separation Process. Copy: Each Supervisor. (2)

From Clerk of the Board, submitting response to Civil Grand Jury: Auto Burglary in San Francisco. File No. 160612. Copy: Each Supervisor. (3)

From Clerk of the Board, submitting response to Civil Grand Jury: Maintenance Budgeting and Accounting Challenges for General Fund Departments. File No. 160614. Copy: Each Supervisor. (4)

From Clerk of the Board, submitting response to Civil Grand Jury: San Francisco's Crime Lab-Promoting Confidence and Building Credibility. File No. 160610. Copy: Each Supervisor. (5)

From Clerk of the Board, submitting response to Civil Grand Jury: San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department. File No. 160817. Copy: Each Supervisor. (6)

From Clerk of the Board, submitting response to Civil Grand Jury: San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets. File No. 160618. Copy: Each Supervisor. (7)

From Clerk of the Board, submitting response to Civil Grand Jury: Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings. File No. 160616. Copy: Each Supervisor. (8)

From Clerk of the Board, reporting that the following agencies have submitted 2016 Local Agency Biennial Conflict of Interest Code Review reports: (9)

- Office of Citizen Complaints
- Department of Building Inspection - amendment submitted
- Office of Economic Workforce Development
- Housing Authority
- Public Health
- Planning Department
- Office of Treasurer and Tax Collector
- Treasure Island Development Authority
- San Francisco Workforce Investment Board

From Treasurer and Tax Collector, submitting City and County of San Francisco Monthly Pooled Investment Report for September 2016. Copy: Each Supervisor. (10)

From Department of Public Health, submitting Grant Budget Revision for Hepatitis C Virus Testing. Copy: Each Supervisor. (11)

From Small Business Commission, regarding Administrative Code, Section 2A.242, Legacy Business Registry and Administrative Code, Section 2A.243(b) Legacy Business Registry Historical Preservation Fund. Copy: Each Supervisor. (12)

From Sidney Liebes, regarding public access to Crystal Springs Watershed. Copy: Each Supervisor. (13)

From Jamey Frank, regarding Airbnb. Copy: Each Supervisor. (14)

From Treasure Island Development Authority, submitting Infrastructure + Revitalization Financing Plan for Treasure Island, District No. 1. Copy: Each Supervisor. (15)

From Libby Noronha, regarding restricting short-term rentals to 60 days a year. File No. 161093. Copy: Each Supervisor. (16)

From concerned citizen, appointments to the Municipal Transportation Agency Board of Directors. File No. 160589. Copy: Each Supervisor. (17)

From Jeffrey Hiller, regarding round-the-clock construction on Rincon Hill Neighborhood. Copy: Each Supervisor. (18)

From Dennis Hong, regarding the renaming of Central Subway Station in Chinatown. Copy: Each Supervisor. (19)

From concerned citizen, submitting signature for petition titled, 'San Francisco Needs a Better Plan.' 406th signer. Copy: Each Supervisor. (20)

From concerned citizens, submitting signatures for petition titled, 'Stop SFMTA.' 4,338th signer. Copy: Each Supervisor. (21)

From State Fish and Game Commission, submitting notice of proposed 90-Day extension of emergency action regarding recreational razor clam fishery. Copy: Each Supervisor. (22)

From West Area California Public Utilities Commission, submitting notice of various Verizon Wireless facilities. Copy: Each Supervisor. (23)

From San Francisco Transit Riders, regarding Geary BRT Environment Impact Report. Copy: Each Supervisor. (24)

From San Francisco Transit Riders, regarding congestion pricing of Transportation Networking Companies. Copy: Each Supervisor. (25)

From Christine Harris, regarding rainfall and floods. Copy: Each Supervisor. (26)

From concerned citizens, regarding parcel taxes. (27)

From Charles Bonny, regarding San Francisco Police officers. (28)

From Valerie + Neil Raskin, regarding the 115 Telegraph Hill Project staging at Kearny and Filbert proposal. Copy: Each Supervisor. (29)



SAN FRANCISCO PLANNING DEPARTMENT

BOS-11, copy

RECEIVED
SAN FRANCISCO SUPERVISORS

MEMO

2016 OCT 13 PM 4:11

BY AK

September 29, 2016

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Board of Supervisors
1 Dr Carlton B Goodlett Pl #244
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Dear Honorable Members of the Board of Supervisors

We are pleased to publish the fourth installment of the City's *Housing Balance Report*. This report covers the ten-year period from 1 July 2006 through 30 June 2016.

The *Housing Balance Report* serves to monitor and report on the balance between new market rate housing and new affordable housing production in order to inform the approval process for new housing development. The Housing Balance is defined as the proportion of all new affordable housing units to the total number of all new housing units for the 10-year Housing Balance Reporting Period. New affordable housing production made up 23% of all new net housing units built in the reporting period.

The fourth Housing Balance Report states that the Housing Balance is 17%.

1. 5,717 (new affordable units) + 1,152 (affordable units that have received approvals) + 1,760 (acquisitions and rehabs) + 1,425 (RAD program) – 4,192 (units removed from protected status) = **5,862**
2. 24,620 (net new housing) + 10,551 (net units that have received approvals) = **35,171**
3. **5,862 / 35,171 = 16.7%**

The previous Housing Balance (April 2016) was 18%. The next annual hearing on the Housing Balance will be scheduled for April 2017.

Sincerely,

John Rahaim
Director of Planning



SAN FRANCISCO PLANNING DEPARTMENT

RECEIVED
THE SUPERVISORS
SAN FRANCISCO

MEMO

2016 OCT 13 PM 4:11

BY AK

DATE: 29 September 2016
TO: Honorable Members of the San Francisco Board of Supervisors
FROM: John Rahaim
Director of Planning
RE: **HOUSING BALANCE REPORT No. 4**
1 July 2006 – 30 June 2016

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SUMMARY

This report is submitted in compliance with Ordinance No. 53-15 requiring the Planning Department to monitor and report on the housing balance between new market rate and new affordable housing production. One of the stated purposes of the Housing Balance is “to ensure that data on meeting affordable housing targets Citywide and within neighborhoods informs the approval process for new housing development.” This report is the fourth in the series and covers the ten-year period from 1 July 2006 through 30 June 2016.

The “Housing Balance” is defined as the proportion of all new affordable housing units to the total number of all new housing units for a 10-year “Housing Balance Period.” In addition, a calculation of “Projected Housing Balance” which includes residential projects that have received approvals from the Planning Commission or Planning Department but have not yet received permits to commence construction will be included.

In the 2006 Q3 and 2016 Q2 Housing Balance Period, 23% of net new housing produced was affordable. By comparison, the expanded Citywide Cumulative Housing Balance is 17%, although this varies by districts. Distribution of the Cumulative Housing Balance over the 11 Board of Supervisor Districts ranges from -197% (District 4) to 49% (District 5). This variation, especially with negative housing balances, is due to the larger number of units permanently withdrawn from rent control protection relative to the number of total net new units and net affordable units built in those districts.

The Projected Housing Balance Citywide is 18%. Three major development projects were identified in the ordinance for exclusion in the projected housing balance calculations until site permits are obtained. Remaining phases for these three projects will add up to 22,700 net units including over 5,170 affordable units; this would increase the projected housing balance to 21% if included in the calculations.

BACKGROUND

On 21 April 2015, the Board of Supervisors passed Ordinance No. 53-15 amending the *Planning Code* to include a new *Section 103* requiring the Planning Department to monitor and report on the Housing Balance between new market rate housing and new affordable housing production. The *Housing Balance Report* will be submitted bi-annually by March 1 and September 1¹ of each year and will also be published on a visible and accessible page on the Planning Department's website. *Planning Code Section 103* also requires an annual hearing at the Board of Supervisors on strategies for achieving and maintaining the required housing balance in accordance with the City's housing production goals. (See *Appendix B* for complete text of Ordinance No. 53-15.)

The stated purposes for the Housing Balance Monitoring and Reporting are: a) to maintain a balance between new affordable and market rate housing Citywide and within neighborhoods; b) to make housing available for all income levels and housing need types; c) to preserve the mixed-income character of the City and its neighborhoods; d) to offset the withdrawal of existing housing units from rent stabilization and the loss of single-room occupancy hotel units; e) to ensure the availability of land and encourage the deployment of resources to provide sufficient housing affordable to households of very low, low, and moderate incomes; f) to ensure adequate housing for families, seniors and the disabled communities; g) to ensure that data on meeting affordable housing targets Citywide and within neighborhoods informs the approval process for new housing development; and h) to enable public participation in determining the appropriate mix of new housing approvals.

Specifically, the *Housing Balance Report* will track performance toward meeting the goals set by Proposition K and the City's *Housing Element*. In November 2014, San Francisco's voters endorsed Proposition K, which set a goal of 33% of all new housing units to be affordable. Housing production targets in the City's *Housing Element*, adopted in April 2015, includes 28,870 new units built between 2015 and 2022, 57%² of which should be affordable. In addition, Mayor Ed Lee set a goal of creating 30,000 new and rehabilitated homes by 2020; he pledged at least 30% of these to be permanently affordable to low-income families as well as working, middle income families.³

This *Housing Balance Report* was prepared from data gathered from previously published sources including the Planning Department's annual *Housing Inventory* and quarterly *Pipeline Report* data, San Francisco Rent Board data, and the Mayor's Office of Housing and Community Development's *Weekly Dashboard*.

¹ The Board of Supervisors is currently looking at amending the ordinance to extend the report deadlines to 1 April and 1 October.

² The Ordinance inaccurately stated that "22% of new housing demands to be affordable to households of moderate means"; San Francisco's Regional Housing Needs Assessment (RHNA) allocation for moderate income households is 19% of total production goals.

³ For more information and tracking of 30K by 2020, see <http://sfmayor.org/housing>.

CUMULATIVE HOUSING BALANCE CALCULATION

Planning Code Section 103 calls for the Housing Balance “be expressed as a percentage, obtained by dividing the cumulative total of extremely low, very low, low, and moderate income affordable housing (all units 0-120% AMI) minus the lost protected units, by the total number of net new housing units within the Housing Balance Period.” The ordinance requires that the “Cumulative Housing Balance” be provided using two calculations: a) one consisting of net housing built within a 10 year Housing Balance period, less units withdrawn from protected status, plus net units in projects that have received both approvals from the Planning Commission or Planning Department and site permits from the Department of Building Inspection, and b) the addition of net units gained through acquisition and rehabilitation of affordable units, HOPE SF and RAD units. “Protected units” include units that are subject to rent control under the City’s Residential Rent Stabilization and Arbitration Ordinance. Additional elements that figure into the Housing Balance include completed HOPE SF and RAD public housing replacement, substantially rehabilitated units, and single-room occupancy hotel units (SROs). The equation below shows the second, expanded calculation of the Cumulative Housing Balance.

$$\begin{array}{r}
 \text{[Net New Affordable Housing +} \\
 \text{Completed Acquisitions \& Rehabs + Completed} \\
 \text{HOPE SF + RAD Public Housing Replacement +} \\
 \text{Entitled \& Permitted Affordable Units]} \\
 \text{– [Units Removed from Protected Status]} \\
 \hline
 \text{[Net New Housing Built + Net Entitled \& Permitted Units]}
 \end{array}
 =
 \begin{array}{l}
 \text{CUMULATIVE} \\
 \text{HOUSING} \\
 \text{BALANCE}
 \end{array}$$

The first “Housing Balance Period” is a ten-year period starting with the first quarter of 2005 through the last quarter of 2014. Subsequent housing balance reports will cover the 10 years preceding the most recent quarter. This report covers July 2006 (Q3) through June 2016 (Q2).

Table 1a below shows the constrained Cumulative Housing Balance for 10 year 2006 Q3 – 2016 Q2 period is 8% Citywide. With the addition of completed acquisitions and rehabs and RAD units, the expanded Cumulative Housing Balance is 17%. In comparison, the expanded Cumulative Housing Balance for 10 year 2005 Q3 – 2015 Q2 period is 17%. Owner Move-Ins (OMIs) were not specifically called out by the Ordinance in the calculation of the Housing Balance but are included because this type of no-fault eviction results in the loss of rent controlled units either permanently or for a period of time. The Board of Supervisors is looking at revising the ordinance to include OMIs in the Housing Balance calculation

Expanded Cumulative Housing Balances for Board of Supervisor Districts range from -197% (District 4) to 48% (District 5). Negative balances in Districts 1 (-31%), 2 (-17%), 3 (-2%), 4 (-197%);

8 (-17%), and 11 (-104%) resulted from the larger numbers of units removed from protected status relative to the net new affordable housing and net new housing units built in those districts.

Table 1A
Cumulative Housing Balance Calculation, 2006 Q3 – 2016 Q2

BoS Districts	Net New Affordable Housing Built	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Units	Housing Balance
BoS District 1	170	(453)	4	332	104	-64.0%
BoS District 2	6	(348)	40	389	596	-30.7%
BoS District 3	220	(410)	18	1,143	317	-11.8%
BoS District 4	10	(412)	1	109	95	-196.6%
BoS District 5	589	(405)	217	1,407	556	20.4%
BoS District 6	3,144	(210)	571	15,337	5,639	16.7%
BoS District 7	96	(207)	-	421	138	-19.9%
BoS District 8	200	(603)	33	934	498	-25.8%
BoS District 9	224	(581)	17	1,123	236	-25.0%
BoS District 10	1,033	(240)	231	3,265	2,265	18.5%
BoS District 11	25	(323)	20	160	107	-104.1%
TOTALS	5,717	(4,192)	1,152	24,620	10,551	7.6%

Table 1B

Expanded Cumulative Housing Balance Calculation, 2006 Q3 – 2016 Q2

BoS Districts	Net New Affordable Housing Built	Acquisitions & Rehabs Completed	RAD Program	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Units	Housing Balance
BoS District 1	170	-	144	(453)	4	332	104	-31.0%
BoS District 2	6	24	113	(348)	40	389	596	-16.8%
BoS District 3	220	-	143	(410)	18	1,143	317	-2.0%
BoS District 4	10	-	-	(412)	1	109	95	-196.6%
BoS District 5	589	290	263	(405)	217	1,407	556	48.6%
BoS District 6	3,144	1,127	189	(210)	571	15,337	5,639	23.0%
BoS District 7	96	-	110	(207)	-	421	138	-0.2%
BoS District 8	200	-	132	(603)	33	934	498	-16.6%
BoS District 9	224	319	118	(581)	17	1,123	236	7.1%
BoS District 10	1,033	-	213	(240)	231	3,265	2,265	22.4%
BoS District 11	25	-	-	(323)	20	160	107	-104.1%
TOTALS	5,717	1,760	1,425	(4,192)	1,152	24,620	10,551	16.7%

PROJECTED HOUSING BALANCE

Table 2 below summarizes residential projects that have received entitlements from the Planning Commission or the Planning Department but have not yet received a site or building permit. Overall projected housing balance at the end of 2015 is 15%. This balance is expected to change as several major projects have yet to declare how their affordable housing requirements will be met. In addition, three entitled major development projects – Treasure Island, ParkMerced, and Hunters Point – are not included in the accounting until applications for building permits are filed or issued as specified in the ordinance. Remaining phases from these three projects will yield an additional 22,400 net new units; 23% (or 5,170 units) would be affordable to low and moderate income households.

The Projected Housing Balance does not account for affordable housing units that will be produced as a result of the Inclusionary Housing Fee paid in a given reporting cycle. Those affordable housing units are produced several years after the Fee is collected. Units produced through the Fee typically serve lower income households than do the inclusionary units, including special needs populations requiring services, such as seniors, transitional aged youth, families, and veterans.

Table 2
Projected Housing Balance Calculation, 2016 Q2

BoS District	Very Low Income	Low Income	Moderate	TBD	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
BoS District 1	-	-	-	-	-	17	0.0%
BoS District 2	-	-	-	-	-	15	0.0%
BoS District 3	-	-	63	-	63	159	39.6%
BoS District 4	-	-	-	-	-	16	0.0%
BoS District 5	-	-	247	-	247	303	81.5%
BoS District 6	-	169	711	-	880	3,131	28.1%
BoS District 7	-	-	-	-	-	1,048	0.0%
BoS District 8	-	12	24	-	36	142	25.4%
BoS District 9	-	-	-	-	-	14	0.0%
BoS District 10	-	53	-	184	237	3,314	7.2%
BoS District 11	-	-	-	-	-	207	0.0%
TOTALS	-	234	1,045	184	1,463	8,366	17.5%

CUMULATIVE HOUSING BALANCE ELEMENTS

Because the scope covered by the Housing Balance calculation is broad, each element – or group of elements – will be discussed separately. The body of this report will account for figures at the Board of Supervisor district level. The breakdown of each element using the Planning Department District geographies, as required by *Section 103*, is provided separately in an *Appendix C*. This is to ensure simple and uncluttered tables.

Affordable Housing and Net New Housing Production

Table 3 below shows housing production between 2006 Q3 and 2016 Q2. This ten-year period resulted in a net addition of 24,620 units to the City’s housing stock, including 5,717 affordable units. A majority of net new housing units and affordable units built in the ten year reporting period were in District 6 (13,920 or 62% and 3,116 or 56% respectively). District 10 follows with about 2,630 (12%) net new units, including 760 (14%) affordable units.

The table below also shows that almost 25% of net new units built between 2006 Q1 and 2015 Q4 were affordable units. Over half (55%) of all affordable units built were in District 6. While District 1 saw modest gains in net new units built, half of these were affordable (50%).

Table 3
New Housing Production by Affordability, 2006 Q3 – 2016 Q2

BoS District	Very Low	Low	Moderate	Middle	Total Affordable Units	Total Net Units	Affordable Units as % of Total Net Units
BoS District 1	170	-	-	-	170	332	51.2%
BoS District 2	-	-	6	-	6	389	1.5%
BoS District 3	161	11	48	-	220	1,143	19.2%
BoS District 4	-	-	10	-	10	109	9.2%
BoS District 5	422	77	90	-	589	1,407	41.9%
BoS District 6	1,969	652	500	23	3,144	15,337	20.5%
BoS District 7	70	26	-	-	96	421	22.8%
BoS District 8	151	32	17	-	200	934	21.4%
BoS District 9	138	40	46	-	224	1,123	19.9%
BoS District 10	225	441	367	-	1,033	3,265	31.6%
BoS District 11	-	13	12	-	25	160	15.6%
TOTAL	3,306	1,292	1,096	23	5,717	24,620	23.2%

It should be noted that units affordable to Extremely Very Low Income (EVLI) households are included under the Very Low Income (VLI) category because certain projects that benefit homeless individuals and families – groups considered as EVLI – have income eligibility caps at the VLI level.

Acquisition and Rehabilitation of Affordable Housing Units

Table 4 below lists the number of units that have been rehabilitated and/or acquired between 2006 Q3 and 2016 Q2 to ensure permanent affordability. These are mostly single-room occupancy hotel units that are affordable to extremely very low and very low income households.

Table 4
Acquisitions and Rehabilitation of Affordable Housing, 2006-2015

BoS District	No. of Buildings	No. of Units
BoS District 2	1	24
BoS District 5	2	290
BoS District 6	13	1,127
BoS District 9	2	319
TOTALS	18	1,760

RAD Program

The San Francisco Housing Authority's Rental Assistance Demonstration (RAD) program preserves at risk public and assisted housing projects. According to the Mayor's Office, RAD Phase 1 transferred 1,425 units to developers in December 2015.

Table 5
RAD Affordable Units

BoS Districts	Projects	Units
BoS District 1	2	144
BoS District 2	1	113
BoS District 3	2	143
BoS District 5	3	263
BoS District 6	2	189
BoS District 7	1	110
BoS District 8	2	132
BoS District 9	1	118
BoS District 10	1	213
TOTALS	15	1,425

Units Removed From Protected Status

San Francisco's Residential Rent Stabilization and Arbitration Ordinance protects tenants and preserves affordability of about 175,000 rental units by limiting annual rent increases. Landlords can, however, terminate tenants' leases through no-fault evictions including condo conversion, owner move-in, Ellis Act, demolition, and other reasons that are not the tenants' fault. The Housing Balance calculation takes into account units permanently withdrawn from rent stabilization as loss of affordable housing. The following no-fault evictions affect the supply of rent controlled units by removing units from the rental market: condo conversion, demolition, Ellis Act, and owner move-ins (OMIs). It should be noted that OMIs were not specifically called out by the Ordinance to be included in the calculation. However, because owner move-ins have the effect of the losing rent controlled units either permanently or for a substantial period of time, these numbers are included in the Housing Balance calculation as intended by the legislation's sponsors. Some of these OMI units may return to being rentals and will still fall under the rent control ordinance.

Table 6 below shows the distribution of no-fault eviction notices issued between July 2006 and June 2016. Eviction notices have been commonly used as proxy for evictions. Owner Move-In and Ellis Out notices made up the majority of no fault evictions (54% and 33% respectively). Distribution of these no-fault eviction notices is almost evenly dispersed, with Districts 8 and 9 leading (both at 14%).

Table 6
Units Removed from Protected Status, 2006 Q3 – 2016 Q2

BoS District	Condo Conversion	Demolition	Ellis Out	Owner Move-In	Units Removed from Protected Status
BoS District 1	2	28	126	297	453
BoS District 2	8	14	130	196	348
BoS District 3	8	12	262	128	410
BoS District 4	1	92	66	253	412
BoS District 5	16	23	131	235	405
BoS District 6	2	80	86	42	210
BoS District 7	2	24	40	141	207
BoS District 8	13	32	247	311	603
BoS District 9	4	67	219	291	581
BoS District 10	2	30	35	173	240
BoS District 11	-	92	43	188	323
TOTALS	58	494	1,385	2,255	4,192

Entitled and Permitted Units

Table 7 lists the number of units that have received entitlements from the Planning Commission or the Planning Department. These pipeline projects have also received site permits from the Department of Building Inspection and most are under construction as of the final quarter of 2015. Over half of these units are being built in or will be built in District 6 (53%). Eleven percent of units that have received Planning entitlements and site permits from the DBI will be affordable.

Table 7
Permitted Units, 2016 Q2

BoS District	Very Low Income	Low Income	Moderate	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
BoS District 1	-	-	4	4	104	3.8%
BoS District 2	-	-	40	40	596	6.7%
BoS District 3	-	-	18	18	317	5.7%
BoS District 4	-	-	1	1	95	1.1%
BoS District 5	181	8	28	217	556	39.0%
BoS District 6	235	250	86	571	5,639	10.1%
BoS District 7	-	-	-	-	138	0.0%
BoS District 8	-	33	-	33	498	6.6%
BoS District 9	-	-	17	17	236	7.2%
BoS District 10	-	193	38	231	2,265	10.2%
BoS District 11	-	-	20	20	107	18.7%
TOTALS	416	484	252	1,152	10,551	10.9%

PERIODIC REPORTING AND ONLINE ACCESS

This report complies with *Planning Code Section 103* requirement that the Planning Department publish and update the *Housing Balance Report* bi-annually on September 1 and March 1 of each year. *Housing Balance Reports* are available and accessible online, as mandated by the ordinance, by going to this link: <http://www.sf-planning.org/index.aspx?page=4222>.

ANNUAL HEARING

An annual hearing on the Housing Balance before the Board of Supervisors will be scheduled by April 1 of each year. This year's Housing Balance Report was heard before the Board of Supervisors on 18 April 2016. The Mayor's Office of Housing and Community Development, the Mayor's Office of Economic and Workforce Development, the Rent Stabilization Board, the Department of Building Inspection, and the City Economist will present strategies for achieving and maintaining a housing balance consistent with the City's housing goals at this annual hearing. The ordinance also requires that MOHCD will determine the amount of funding needed to bring the City into the required minimum 33% should the cumulative housing balance fall below that threshold.

APPENDIX A
Ordinance 53-15

AMENDED IN COMMITTEE
4/6/15

FILE NO. 150029

ORDINANCE NO. 53-15

1 [Planning Code - City Housing Balance Monitoring and Reporting]

2

3 **Ordinance amending the Planning Code to require the Planning Department to monitor**
4 **the balance between new market rate housing and new affordable housing, and publish**
5 **a bi-annual Housing Balance Report; requiring an annual hearing at the Board of**
6 **Supervisors on strategies for achieving and maintaining the required housing balance**
7 **in accordance with San Francisco's housing production goals; and making**
8 **environmental findings, Planning Code, Section 302 findings, and findings of**
9 **consistency with the General Plan, and the eight priority policies of Planning Code,**
10 **Section 101.1.**

11

12 **NOTE:** **Unchanged Code text and uncodified text are in plain Arial font.**
13 **Additions to Codes are in single-underline italics Times New Roman font.**
14 **Deletions to Codes are in ~~strickthrough-italics Times New Roman font.~~**
15 **Board amendment additions are in double-underlined Arial font.**
16 **Board amendment deletions are in ~~strickthrough Arial font.~~**
17 **Asterisks (* * * *) indicate the omission of unchanged Code**
18 **subsections or parts of tables.**

16 Be it ordained by the People of the City and County of San Francisco:

17

18 Section 1. Findings.

19 (a) The Planning Department has determined that the actions contemplated in this
20 ordinance comply with the California Environmental Quality Act (California Public Resources
21 Code Sections 21000 et seq.). Said determination is on file with the Clerk of the Board of
22 Supervisors in File No. 150029 and is incorporated herein by reference. The Board of
23 Supervisors affirms this determination.

24 (b) On March 19, 2015, the Planning Commission, in Resolution No. 19337, adopted
25 findings that the actions contemplated in this ordinance are consistent, on balance, with the

Supervisor Kim
BOARD OF SUPERVISORS

Page 1

1 adopts these findings as its own. A copy of said Resolution is on file with the Clerk of the
2 Board of Supervisors in File No. 150029, and is incorporated herein by reference.

3 (c) Pursuant to Planning Code Section 302, this Board finds that this Planning Code
4 Amendment will serve the public necessity, convenience, and welfare for the reasons set forth
5 in Planning Commission Resolution No. 150029 and the Board incorporates such reasons
6 herein by reference.

7

8 Section 2. The Planning Code is hereby amended by adding new Section 103 to read
9 as follows:

10 **SEC. 103. HOUSING BALANCE MONITORING AND REPORTING.**

11 *(a) Purposes. To maintain a balance between new affordable and market rate housing City-*
12 *wide and within neighborhoods, to make housing available for all income levels and housing need*
13 *types, to preserve the mixed income character of the City and its neighborhoods, to offset the*
14 *withdrawal of existing housing units from rent stabilization and the loss of single-room-occupancy*
15 *hotel units, to ensure the availability of land and encourage the deployment of resources to provide*
16 *sufficient housing affordable to households of very low, low, and moderate incomes, to ensure adequate*
17 *housing for families, seniors and the disabled community, to ensure that data on meeting affordable*
18 *housing targets City-wide and within neighborhoods informs the approval process for new housing*
19 *development, and to enable public participation in determining the appropriate mix of new housing*
20 *approvals, there is hereby established a requirement, as detailed in this Section 103, to monitor and*
21 *regularly report on the housing balance between market rate housing and affordable housing.*

22 **(b) Findings.**

23 *(1) In November 2014, the City voters enacted Proposition K, which established City*
24 *policy to help construct or rehabilitate at least 30,000 homes by 2020. More than 50% of this housing*
25 *would be affordable for middle-class households, with at least 33% affordable for low- and moderate-*

1 income households, and the City is expected to develop strategies to achieve that goal. This section
2 103 sets forth a method to track performance toward the City's Housing Element goals and the near-
3 term Proposition K goal that 33% of all new housing shall be affordable housing, as defined herein.

4 (2) The City's rent stabilized and permanently affordable housing stock serves very low-
5 low-, and moderate-income families, long-time residents, elderly seniors, disabled persons and others.
6 The City seeks to achieve and maintain an appropriate balance between market rate housing and
7 affordable housing City-wide and within neighborhoods because the availability of decent housing and
8 a suitable living environment for every San Franciscan is of vital importance. Attainment of the City's
9 housing goals requires the cooperative participation of government and the private sector to expand
10 housing opportunities to accommodate housing needs for San Franciscans at all economic levels and to
11 respond to the unique needs of each neighborhood where housing will be located.

12 (3) For tenants in unsubsidized housing, affordability is often preserved by the
13 Residential Rent Stabilization and Arbitration Ordinance's limitations on the size of allowable rent
14 increases during a tenancy. As documented in the Budget and Legislative Analyst's October 2013
15 Policy Analysis Report on Tenant Displacement, San Francisco is experiencing a rise in units
16 withdrawn from rent controls. Such rises often accompany periods of sharp increases in property
17 values and housing prices. From 1998 through 2013, the Rent Board reported a total of 13,027 no-fault
18 evictions (i.e., evictions in which the tenant had not violated any lease terms, but the owner sought to
19 regain possession of the unit). Total evictions of all types have increased by 38.2% from Rent Board
20 Year (i.e. from March through February) 2010 to Rent Board Year 2013. During the same period, Ellis
21 Act evictions far outpaced other evictions, increasing by 169.8% from 43 in Rent Board Year 2010 to
22 116 in Rent Board Year 2013. These numbers do not capture the large number of owner buyouts of
23 tenants, which contribute further to the loss of rent-stabilized units from the housing market. Any fair
24 assessment of the affordable housing balance must incorporate into the calculation units withdrawn
25 from rent stabilization.

1 (4) Pursuant to Government Code Section 65584, the Association of Bay Area
2 Governments (ABAG), in coordination with the California State Department of Housing and
3 Community Development (HCD), determines the Bay Area's regional housing need based on regional
4 trends, projected job growth, and existing needs. The regional housing needs assessment (RHNA)
5 determination includes production targets addressing housing needs of a range of household income
6 categories. For the RHNA period covering 2015 through 2022, ABAG has projected that at least 38%
7 of new housing demands for San Francisco will be from very low and low income households
8 (households earning under 80% of area median income), and another 22% of new housing demands to
9 be affordable to households of moderate means (earning between 80% and 120% of area median
10 income). Market-rate housing is considered housing with no income limits or special requirements
11 attached.

12 (5) The Housing Element of the City's General Plan states: "Based on the growing
13 population, and smart growth goals of providing housing in central areas like San Francisco, near jobs
14 and transit, the State Department of Housing and Community Development (HCD), with the
15 Association of Bay Area Governments (ABAG), estimates that in the current 2015-2022 Housing
16 Element period San Francisco must plan for the capacity for roughly 28,870 new units, 57% of which
17 should be suitable for housing for the extremely low, very low, low and moderate income households to
18 meet its share of the region's projected housing demand." Objective 1 of the Housing Element states
19 that the City should "identify and make available for development adequate sites to meet the City's
20 housing needs, especially permanently affordable housing." Objective 7 states that San Francisco's
21 projected affordable housing needs far outpace the capacity for the City to secure subsidies for new
22 affordable units.

23 (6) In 2012, the City enacted Ordinance 237-12, the "Housing Preservation and
24 Production Ordinance," codified in Administrative Code Chapter 10E.4, to require Planning
25 Department staff to regularly report data on progress toward meeting San Francisco's quantified

1 production goals for different household income levels as provided in the General Plan's Housing
2 Element. That Ordinance requires data on the number of units in all stages of the housing production
3 process at various affordability levels to be included in staff reports on all proposed projects of five
4 residential units or more and in quarterly housing production reports to the Planning Commission. The
5 Planning Department has long tracked the number of affordable housing units and total number of
6 housing units built throughout the City and in specific areas and should be able to track the ratio called
7 for in this Section 103.

8 (7) As the private market has embarked upon, and government officials have urged, an
9 ambitious program to produce significant amounts of new housing in the City, the limited remaining
10 available land makes it essential to assess the impact of the approval of new market rate housing
11 developments on the availability of land for affordable housing and to encourage the deployment of
12 resources to provide such housing.

13 **(c) Housing Balance Calculation.**

14 (1) For purposes of this Section 103, "Housing Balance" shall be defined as the
15 proportion of all new housing units affordable to households of extremely low, very low, low or
16 moderate income households, as defined in California Health & Safety Code Sections 50079.5 et seq.,
17 as such provisions may be amended from time to time, to the total number of all new housing units for a
18 10 year Housing Balance Period.

19 (2) The Housing Balance Period shall begin with the first quarter of year 2005 to the
20 last quarter of 2014, and thereafter for the ten years prior to the most recent calendar quarter.

21 (3) For each year that data is available, beginning in 2005, the Planning Department
22 shall report net housing construction by income levels, as well as units that have been withdrawn from
23 protection afforded by City law, such as laws providing for rent-controlled and single resident
24 occupancy (SRO) units. The affordable housing categories shall include net new units, as well as
25 existing units that were previously not restricted by deed or regulatory agreement that are acquired for

1 preservation as permanently affordable housing as determined by the Mayor's Office of Housing and
2 Community Development (MOHCD) (not including refinancing or other rehabilitation under existing
3 ownership), protected by deed or regulatory agreement for a minimum of 55 years. The report shall
4 include, by year, and for the latest quarter, all units that have received Temporary Certificates of
5 Occupancy within that year, a separate category for units that obtained a site or building permit, and
6 another category for units that have received approval from the Planning Commission or Planning
7 Department, but have not yet obtained a site or building permit to commence construction (except any
8 entitlements that have expired and not been renewed during the Housing Balance Period). Master
9 planned entitlements, including but not limited to such areas as Treasure Island, Hunters Point
10 Shipyards and Park Merced, shall not be included in this latter category until individual building
11 entitlements or site permits are approved for specific housing projects. For each year or approval
12 status, the following categories shall be separately reported:

13 (A) Extremely Low Income Units, which are units available to individuals or
14 families making between 0-30% Area Median Income (AMI) as defined in California Health & Safety
15 Code Section 50106, and are subject to price or rent restrictions between 0-30% AMI;

16 (B) Very Low Income Units, which are units available to individuals or families
17 making between 30-50% AMI as defined in California Health & Safety Code Section 50105, and are
18 subject to price or rent restrictions between 30-50% AMI;

19 (C) Lower Income Units, which are units available to individuals or families
20 making between 50-80% AMI as defined in California Health & Safety Code Section 50079.5, and are
21 subject to price or rent restrictions between 50-80% AMI;

22 (D) Moderate Income Units, which are units available to individuals or families
23 making between 80-120% AMI, and are subject to price or rent restrictions between 80-120% AMI;

24 (E) Middle Income Units, which are units available to individuals or families
25 making between 120-150% AMI, and are subject to price or rent restrictions between 120-150% AMI;

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(F) Market-rate units, which are units not subject to any deed or regulatory agreement with price restrictions;

(G) Housing units withdrawn from protected status, including units withdrawn from rent control (except those units otherwise converted into permanently affordable housing), including all units that have been subject to rent control under the San Francisco Residential Rent Stabilization and Arbitration Ordinance but that a property owner removes permanently from the rental market through condominium conversion pursuant to Administrative Code Section 37.9(a)(9), demolition or alterations (including dwelling unit mergers), or permanent removal pursuant to Administrative Code Section 37.9(a)(10) or removal pursuant to the Ellis Act under Administrative Code Section 37.9(a)(13);

(H) Public housing replacement units and substantially rehabilitated units through the HOPE SF and Rental Assistance Demonstration (RAD) programs, as well as other substantial rehabilitation programs managed by MOHCD.

(4) The Housing Balance shall be expressed as a percentage, obtained by dividing the cumulative total of extremely low, very low, low and moderate income affordable housing units (all units 0-120% AMI) minus the lost protected units, by the total number of net new housing units within the Housing Balance Period. The Housing Balance shall also provide two calculations:

(A) the Cumulative Housing Balance, consisting of housing units that have already been constructed (and received a Temporary Certificate of Occupancy or other certificate that would allow occupancy of the units) within the 10-year Housing Balance Period, plus those units that have obtained a site or building permit. A separate calculation of the Cumulative Housing Balance shall also be provided, which includes HOPE SF and RAD public housing replacement and substantially rehabilitated units (but not including general rehabilitation / maintenance of public housing or other affordable housing units) that have received Temporary Certificates of Occupancy

1 within the Housing Balance Period. The Housing Balance Reports will show the Cumulative Housing
2 Balance with and without public housing included in the calculation; and

3 (B) the Projected Housing Balance, which shall include any residential project
4 that has received approval from the Planning Commission or Planning Department, even if the
5 housing project has not yet obtained a site or building permit to commence construction (except any
6 entitlements that have expired and not been renewed during the Housing Balance period). Master
7 planned entitlements shall not be included in the calculation until individual building entitlements or
8 site permits are approved.

9 (d) Bi-annual Housing Balance Reports. Within 30 days of the effective date of this
10 Section 103 By June 1, 2015, the Planning Department shall calculate the Cumulative and Projected
11 Housing Balance for the most recent two quarters City-wide, by Supervisorial District, Plan Area, and
12 by neighborhood Planning Districts, as defined in the annual Housing Inventory, and publish it as an
13 easily visible and accessible page devoted to Housing Balance and Monitoring and Reporting on the
14 Planning Department's website. By August September 1st and February March 1st of each year, the
15 Planning Department shall publish and update the Housing Balance Report, and present this report at
16 an informational hearing to the Planning Commission and Board of Supervisors, as well as to any
17 relevant body with geographic purview over a plan area upon request, along with the other quarterly
18 reporting requirements of Administrative Code Chapter 10E.4. The annual report to the Board of
19 Supervisors shall be accepted by resolution of the Board, which resolution shall be introduced
20 by the Planning Department. The Housing Balance Report shall also be incorporated into the
21 Annual Planning Commission Housing Hearing and Annual Report to the Board of Supervisors
22 required in Administrative Code Chapter 10E.4.

23 (e) Annual Hearing by Board of Supervisors.

24 (1) The Board of Supervisors shall hold a public Housing Balance hearing on an annual
25 basis by April 1 of each year, to consider progress towards the City's affordable housing goals.

1 including the goal of a minimum 33% affordable housing to low and moderate income households, as
2 well as the City's General Plan Housing Element housing production goals by income category. The
3 first hearing shall occur no later than 30 days after the effective date of this ordinance, and by April 1
4 of each year thereafter.

5 (2) The hearing shall include reporting by the Planning Department, which shall present
6 the latest Housing Balance Report City-wide and by Supervisorial District and Planning District; the
7 Mayor's Office of Housing and Community Development, the Mayor's Office of Economic and
8 Workforce Development, the Rent Stabilization Board, by the Department of Building Inspection, and
9 the City Economist on strategies for achieving and maintaining a housing balance in accordance with
10 San Francisco's housing production goals. If the Cumulative Housing Balance has fallen below 33% in
11 any year, MOHCD shall determine how much funding is required to bring the City into a minimum
12 33% Housing Balance and the Mayor shall submit to the Board of Supervisors a strategy to accomplish
13 the minimum of 33% Housing Balance. City Departments shall at minimum report on the following
14 issues relevant to the annual Housing Balance hearing: MOHCD shall report on the annual and
15 projected progress by income category in accordance with the City's General Plan Housing Element
16 housing production goals, projected shortfalls and gaps in funding and site control, and progress
17 toward the City's Neighborhood Stabilization goals for acquiring and preserving the affordability of
18 existing rental units in neighborhoods with high concentrations of low and moderate income
19 households or historically high levels of evictions; the Planning Department shall report on current
20 and proposed zoning and land use policies that affect the City's General Plan Housing Element
21 housing production goals; the Mayor's Office of Economic and Workforce Development shall report on
22 current and proposed major development projects, dedicated public sites, and policies that affect the

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1 City's General Plan Housing Element housing production goals; the Rent Board shall report on the
2 withdrawal or addition of rent-controlled units and current or proposed policies that affect these
3 numbers; the Department of Building Inspection shall report on the withdrawal or addition of
4 Residential Hotel units and current or proposed policies that affect these numbers; and the City
5 Economist shall report on annual and projected job growth by the income categories specified in the
6 City's General Plan Housing Element.

7 (3) All reports and presentation materials from the annual Housing Balance hearing
8 shall be maintained by year for public access on the Planning Department's website on its page
9 devoted to Housing Balance Monitoring and Reporting.

10
11 Section 4. Effective Date. This ordinance shall become effective 30 days after
12 enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the
13 ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board
14 of Supervisors overrides the Mayor's veto of the ordinance.

15
16 APPROVED AS TO FORM:
17 DENNIS J. HERRERA, City Attorney

18 By: 
19 MARLENA BYRNE
20 Deputy City Attorney

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Supervisor Kim
BOARD OF SUPERVISORS

Page 10



City and County of San Francisco
Tails
Ordinance

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 150029

Date Passed: April 21, 2015

Ordinance amending the Planning Code to require the Planning Department to monitor the balance between new market rate housing and new affordable housing, and publish a bi-annual Housing Balance Report; requiring an annual hearing at the Board of Supervisors on strategies for achieving and maintaining the required housing balance in accordance with San Francisco's housing production goals; and making environmental findings, Planning Code, Section 302, findings, and findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1.

April 06, 2015 Land Use and Transportation Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

April 06, 2015 Land Use and Transportation Committee - RECOMMENDED AS AMENDED

April 14, 2015 Board of Supervisors - PASSED, ON FIRST READING

Ayes: 11 - Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee

April 21, 2015 Board of Supervisors - FINALLY PASSED

Ayes: 11 - Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee

File No. 150029

I hereby certify that the foregoing Ordinance was FINALLY PASSED on 4/21/2015 by the Board of Supervisors of the City and County of San Francisco.

Angela Calvillo
Clerk of the Board

Mayor

4/30/2015
Date Approved

APPENDIX B

CUMULATIVE HOUSING BALANCE REPORT No 4 TABLES BY PLANNING DISTRICTS

Table 1A
Cumulative Housing Balance Calculation, 2006 Q3 – 2016 Q2

Planning Districts	New Affordable Housing Built	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Permitted Units	Cumulative Housing Balance 1
1 Richmond	170	(563)	87	509	197	-43.3%
2 Marina	2	(188)	-	140	141	-66.2%
3 Northeast	200	(424)	12	870	269	-18.6%
4 Downtown	1,656	(120)	232	5,397	1,746	24.8%
5 Western Addition	491	(221)	168	1,131	816	22.5%
6 Buena Vista	119	(239)	39	566	423	-8.2%
7 Central	20	(386)	-	348	47	-92.7%
8 Mission	481	(554)	38	1,587	430	-1.7%
9 South of Market	1,812	(117)	461	11,853	5,458	12.5%
10 South Bayshore	635	(69)	93	1,382	619	32.9%
11 Bernal Heights	-	(183)	-	74	24	-186.7%
12 South Central	10	(340)	10	140	114	-126.0%
13 Ingleside	111	(176)	11	426	140	-9.5%
14 Inner Sunset	-	(200)	-	94	32	-158.7%
15 Outer Sunset	10	(412)	1	103	95	-202.5%
TOTALS	5,717	(4,192)	1,152	24,620	10,551	7.6%

Table 1B
Cumulative Housing Balance Calculation, 2006 Q1 – 2015 Q4

Planning Districts	New Affordable Housing Built	Acquisitions & Rehabs Completed	RAD	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Permitted Units	Cumulative Housing Balance 2
1 Richmond	170	-	144	(563)	87	509	197	-22.9%
2 Marina	2	24	-	(188)	-	140	141	-57.7%
3 Northeast	200	-	143	(424)	12	870	269	-6.1%
4 Downtown	1,656	826	189	(120)	232	5,397	1,746	39.0%
5 Western Addition	491	290	376	(221)	168	1,131	816	56.7%
6 Buena Vista	119	-	132	(239)	39	566	423	5.2%
7 Central	20	-	-	(386)	-	348	47	-92.7%
8 Mission	481	319	-	(554)	38	1,587	430	14.1%
9 South of Market	1,812	301	-	(117)	461	11,853	5,458	14.2%
10 South Bayshore	635	-	213	(69)	93	1,382	619	43.6%
11 Bernal Heights	-	-	118	(183)	-	74	24	-66.3%
12 South Central	10	-	-	(340)	10	140	114	-126.0%
13 Ingleside	111	-	-	(176)	11	426	140	-9.5%
14 Inner Sunset	-	-	110	(200)	-	94	32	-71.4%
15 Outer Sunset	10	-	-	(412)	1	103	95	-202.5%
TOTALS	5,717	1,760	1,425	(4,192)	1,152	24,620	10,551	16.7%

Table 2
Projected Housing Balance Calculation, 2016 Q2

BoS District	Very Low Income	Low Income	Moderate	TBD	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
1 Richmond	-	-	-	-	-	18	0.0%
2 Marina	-	-	-	-	-	14	0.0%
3 Northeast	-	-	8	-	8	159	5.0%
4 Downtown	-	89	90	-	179	1,969	9.1%
5 Western Addition	-	-	11	-	11	144	7.6%
6 Buena Vista	-	7	21	-	28	244	11.5%
7 Central	-	5	-	-	5	48	10.4%
8 Mission	-	22	-	-	22	379	5.8%
9 South of Market	-	111	-	16	127	1,614	7.9%
10 South Bayshore	-	-	-	168	168	2,503	6.7%
11 Bernal Heights	-	-	-	-	-	3	0.0%
12 South Central	-	-	-	-	-	205	0.0%
13 Ingleside	-	-	-	-	-	1,015	0.0%
14 Inner Sunset	-	-	-	-	-	37	0.0%
15 Outer Sunset	-	-	-	-	-	14	0.0%
TOTALS	-	234	130	184	548	8,366	6.6%

Table 3
New Housing Production by Affordability, 2006 Q3 – 2016 Q2

Planning Districts	Very Low	Low	Moderate	Middle Income	Total Affordable Units	Total Net Units	Affordable Units as % of Total Net Units
1 Richmond	170	-	-	-	170	509	33.4%
2 Marina	-	-	2	-	2	140	1.4%
3 Northeast	161	11	28	-	200	870	23.0%
4 Downtown	1,048	306	279	23	1,656	5,397	30.7%
5 Western Addition	367	77	47	-	491	1,131	43.4%
6 Buena Vista	55	14	50	-	119	566	21.0%
7 Central	-	18	2	-	20	348	5.7%
8 Mission	365	40	76	-	481	1,587	30.3%
9 South of Market	845	494	473	-	1,812	11,853	15.3%
10 South Bayshore	225	293	117	-	635	1,382	45.9%
11 Bernal Heights	-	-	-	-	-	74	0.0%
12 South Central	-	10	-	-	10	140	7.1%
13 Ingleside	70	29	12	-	111	426	26.1%
14 Inner Sunset	-	-	-	-	-	94	0.0%
15 Outer Sunset	-	-	10	-	10	103	9.7%
TOTALS	3,306	1,292	1,096	23	5,717	24,620	23.2%

Table 4
Acquisitions and Rehabilitation of Affordable Housing, 2006 Q3 – 2016 Q2

Planning District	No. of Buildings	No. of Units
2 Marina	1	24
4 Downtown	6	826
5 Western Addition	2	290
8 Mission	2	319
9 South of Market	7	301
TOTALS	18	1,760

Table 5
RAD Affordable Units

Planning District	No of Buildings	No of Units
1 Richmond	2	144
2 Marina	-	-
3 Northeast	2	143
4 Downtown	2	189
5 Western Addition	4	376
6 Buena Vista	2	132
7 Central	-	-
8 Mission	-	-
9 South of Market	-	-
10 South Bayshore	1	213
11 Bernal Heights	1	118
12 South Central	-	-
13 Ingleside	-	-
14 Inner Sunset	1	110
15 Outer Sunset	-	-
TOTALS	15	1,425

Table 6
Units Removed from Protected Status, 2006 Q3 – 2016 Q2

Planning District	Condo Conversion	Demolition	Ellis Out	Owner Move-In	Total Units Permanently Lost
1 Richmond	3	34	193	333	563
2 Marina	4	5	47	132	188
3 Northeast	11	13	264	136	424
4 Downtown	-	68	47	5	120
5 Western Addition	8	11	67	135	221
6 Buena Vista	4	11	93	131	239
7 Central	10	24	138	214	386
8 Mission	2	33	276	243	554
9 South of Market	2	18	32	65	117
10 South Bayshore	1	13	4	51	69
11 Bernal Heights	4	28	46	105	183
12 South Central	-	87	35	218	340
13 Ingleside	-	41	20	115	176
14 Inner Sunset	8	16	57	119	200
15 Outer Sunset	1	92	66	253	412
Totals	58	494	1,385	2,255	4,192

Table 7
Entitled and Permitted Units, 2016 Q2

Planning District	Very Low Income	Low Income	Moderate	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
1 Richmond	83	-	4	87	197	44.2%
2 Marina	-	-	-	-	141	0.0%
3 Northeast	-	-	12	12	269	4.5%
4 Downtown	83	133	16	232	1,746	13.3%
5 Western Addition	98	8	62	168	816	20.6%
6 Buena Vista	-	33	6	39	423	9.2%
7 Central	-	-	-	-	47	0.0%
8 Mission	-	22	16	38	430	8.8%
9 South of Market	152	195	114	461	5,458	8.4%
10 South Bayshore	-	93	-	93	619	15.0%
11 Bernal Heights	-	-	-	-	24	0.0%
12 South Central	-	-	10	10	114	8.8%
13 Ingleside	-	-	11	11	140	7.9%
14 Inner Sunset	-	-	-	-	32	0.0%
15 Outer Sunset	-	-	1	1	95	1.1%
TOTALS	416	484	252	1,152	10,551	10.9%



SAN FRANCISCO PLANNING DEPARTMENT

MEMO

DATE: 29 September 2016
TO: Honorable Members of the San Francisco Board of Supervisors
FROM: John Rahaim
Director of Planning
RE: **HOUSING BALANCE REPORT No. 4**
1 July 2006 – 30 June 2016

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

SUMMARY

This report is submitted in compliance with Ordinance No. 53-15 requiring the Planning Department to monitor and report on the housing balance between new market rate and new affordable housing production. One of the stated purposes of the Housing Balance is "to ensure that data on meeting affordable housing targets Citywide and within neighborhoods informs the approval process for new housing development." This report is the fourth in the series and covers the ten-year period from 1 July 2006 through 30 June 2016.

The "Housing Balance" is defined as the proportion of all new affordable housing units to the total number of all new housing units for a 10-year "Housing Balance Period." In addition, a calculation of "Projected Housing Balance" which includes residential projects that have received approvals from the Planning Commission or Planning Department but have not yet received permits to commence construction will be included.

In the 2006 Q3 and 2016 Q2 Housing Balance Period, 23% of net new housing produced was affordable. By comparison, the expanded Citywide Cumulative Housing Balance is 17%, although this varies by districts. Distribution of the Cumulative Housing Balance over the 11 Board of Supervisor Districts ranges from -197% (District 4) to 49% (District 5). This variation, especially with negative housing balances, is due to the larger number of units permanently withdrawn from rent control protection relative to the number of total net new units and net affordable units built in those districts.

The Projected Housing Balance Citywide is 18%. Three major development projects were identified in the ordinance for exclusion in the projected housing balance calculations until site permits are obtained. Remaining phases for these three projects will add up to 22,700 net units including over 5,170 affordable units; this would increase the projected housing balance to 21% if included in the calculations.

BACKGROUND

On 21 April 2015, the Board of Supervisors passed Ordinance No. 53-15 amending the *Planning Code* to include a new *Section 103* requiring the Planning Department to monitor and report on the Housing Balance between new market rate housing and new affordable housing production. The *Housing Balance Report* will be submitted bi-annually by March 1 and September 1¹ of each year and will also be published on a visible and accessible page on the Planning Department's website. *Planning Code Section 103* also requires an annual hearing at the Board of Supervisors on strategies for achieving and maintaining the required housing balance in accordance with the City's housing production goals. (See *Appendix B* for complete text of Ordinance No. 53-15.)

The stated purposes for the Housing Balance Monitoring and Reporting are: a) to maintain a balance between new affordable and market rate housing Citywide and within neighborhoods; b) to make housing available for all income levels and housing need types; c) to preserve the mixed-income character of the City and its neighborhoods; d) to offset the withdrawal of existing housing units from rent stabilization and the loss of single-room occupancy hotel units; e) to ensure the availability of land and encourage the deployment of resources to provide sufficient housing affordable to households of very low, low, and moderate incomes; f) to ensure adequate housing for families, seniors and the disabled communities; g) to ensure that data on meeting affordable housing targets Citywide and within neighborhoods informs the approval process for new housing development; and h) to enable public participation in determining the appropriate mix of new housing approvals.

Specifically, the *Housing Balance Report* will track performance toward meeting the goals set by Proposition K and the City's *Housing Element*. In November 2014, San Francisco's voters endorsed Proposition K, which set a goal of 33% of all new housing units to be affordable. Housing production targets in the City's *Housing Element*, adopted in April 2015, includes 28,870 new units built between 2015 and 2022, 57%² of which should be affordable. In addition, Mayor Ed Lee set a goal of creating 30,000 new and rehabilitated homes by 2020; he pledged at least 30% of these to be permanently affordable to low-income families as well as working, middle income families.³

This *Housing Balance Report* was prepared from data gathered from previously published sources including the Planning Department's annual *Housing Inventory* and quarterly *Pipeline Report* data, San Francisco Rent Board data, and the Mayor's Office of Housing and Community Development's *Weekly Dashboard*.

¹ The Board of Supervisors is currently looking at amending the ordinance to extend the report deadlines to 1 April and 1 October.

² The Ordinance inaccurately stated that "22% of new housing demands to be affordable to households of moderate means"; San Francisco's Regional Housing Needs Assessment (RHNA) allocation for moderate income households is 19% of total production goals.

³ For more information and tracking of 30K by 2020, see <http://sfmayor.org/housing> .

CUMULATIVE HOUSING BALANCE CALCULATION

Planning Code Section 103 calls for the Housing Balance “be expressed as a percentage, obtained by dividing the cumulative total of extremely low, very low, low, and moderate income affordable housing (all units 0-120% AMI) minus the lost protected units, by the total number of net new housing units within the Housing Balance Period.” The ordinance requires that the “Cumulative Housing Balance” be provided using two calculations: a) one consisting of net housing built within a 10 year Housing Balance period, less units withdrawn from protected status, plus net units in projects that have received both approvals from the Planning Commission or Planning Department and site permits from the Department of Building Inspection, and b) the addition of net units gained through acquisition and rehabilitation of affordable units, HOPE SF and RAD units. “Protected units” include units that are subject to rent control under the City’s Residential Rent Stabilization and Arbitration Ordinance. Additional elements that figure into the Housing Balance include completed HOPE SF and RAD public housing replacement, substantially rehabilitated units, and single-room occupancy hotel units (SROs). The equation below shows the second, expanded calculation of the Cumulative Housing Balance.

$$\begin{array}{r}
 \text{[Net New Affordable Housing +} \\
 \text{Completed Acquisitions \& Rehabs + Completed} \\
 \text{HOPE SF + RAD Public Housing Replacement +} \\
 \text{Entitled \& Permitted Affordable Units]} \\
 - \text{ [Units Removed from Protected Status]} \\
 \hline
 \text{[Net New Housing Built + Net Entitled \& Permitted Units]}
 \end{array}
 =
 \begin{array}{l}
 \text{CUMULATIVE} \\
 \text{HOUSING} \\
 \text{BALANCE}
 \end{array}$$

The first “Housing Balance Period” is a ten-year period starting with the first quarter of 2005 through the last quarter of 2014. Subsequent housing balance reports will cover the 10 years preceding the most recent quarter. This report covers July 2006 (Q3) through June 2016 (Q2).

Table 1a below shows the constrained Cumulative Housing Balance for 10 year 2006 Q3 – 2016 Q2 period is 8% Citywide. With the addition of completed acquisitions and rehabs and RAD units, the expanded Cumulative Housing Balance is 17%. In comparison, the expanded Cumulative Housing Balance for 10 year 2005 Q3 – 2015 Q2 period is 17%. Owner Move-Ins (OMIs) were not specifically called out by the Ordinance in the calculation of the Housing Balance but are included because this type of no-fault eviction results in the loss of rent controlled units either permanently or for a period of time. The Board of Supervisors is looking at revising the ordinance to include OMIs in the Housing Balance calculation

Expanded Cumulative Housing Balances for Board of Supervisor Districts range from -197% (District 4) to 48% (District 5). Negative balances in Districts 1 (-31%), 2 (-17%), 3 (-2%), 4 (-197%),

8 (-17%), and 11 (-104%) resulted from the larger numbers of units removed from protected status relative to the net new affordable housing and net new housing units built in those districts.

Table 1A
Cumulative Housing Balance Calculation, 2006 Q3 – 2016 Q2

BoS Districts	Net New Affordable Housing Built	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Units	Housing Balance
BoS District 1	170	(453)	4	332	104	-64.0%
BoS District 2	6	(348)	40	389	596	-30.7%
BoS District 3	220	(410)	18	1,143	317	-11.8%
BoS District 4	10	(412)	1	109	95	-196.6%
BoS District 5	589	(405)	217	1,407	556	20.4%
BoS District 6	3,144	(210)	571	15,337	5,639	16.7%
BoS District 7	96	(207)	-	421	138	-19.9%
BoS District 8	200	(603)	33	934	498	-25.8%
BoS District 9	224	(581)	17	1,123	236	-25.0%
BoS District 10	1,033	(240)	231	3,265	2,265	18.5%
BoS District 11	25	(323)	20	160	107	-104.1%
TOTALS	5,717	(4,192)	1,152	24,620	10,551	7.6%

Table 1B

Expanded Cumulative Housing Balance Calculation, 2006 Q3 – 2016 Q2

BoS Districts	Net New Affordable Housing Built	Acquisitions & Rehabs Completed	RAD Program	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Units	Housing Balance
BoS District 1	170	-	144	(453)	4	332	104	-31.0%
BoS District 2	6	24	113	(348)	40	389	596	-16.8%
BoS District 3	220	-	143	(410)	18	1,143	317	-2.0%
BoS District 4	10	-	-	(412)	1	109	95	-196.6%
BoS District 5	589	290	263	(405)	217	1,407	556	48.6%
BoS District 6	3,144	1,127	189	(210)	571	15,337	5,639	23.0%
BoS District 7	96	-	110	(207)	-	421	138	-0.2%
BoS District 8	200	-	132	(603)	33	934	498	-16.6%
BoS District 9	224	319	118	(581)	17	1,123	236	7.1%
BoS District 10	1,033	-	213	(240)	231	3,265	2,265	22.4%
BoS District 11	25	-	-	(323)	20	160	107	-104.1%
TOTALS	5,717	1,760	1,425	(4,192)	1,152	24,620	10,551	16.7%

PROJECTED HOUSING BALANCE

Table 2 below summarizes residential projects that have received entitlements from the Planning Commission or the Planning Department but have not yet received a site or building permit. Overall projected housing balance at the end of 2015 is 15%. This balance is expected to change as several major projects have yet to declare how their affordable housing requirements will be met. In addition, three entitled major development projects – Treasure Island, ParkMerced, and Hunters Point – are not included in the accounting until applications for building permits are filed or issued as specified in the ordinance. Remaining phases from these three projects will yield an additional 22,400 net new units; 23% (or 5,170 units) would be affordable to low and moderate income households.

The Projected Housing Balance does not account for affordable housing units that will be produced as a result of the Inclusionary Housing Fee paid in a given reporting cycle. Those affordable housing units are produced several years after the Fee is collected. Units produced through the Fee typically serve lower income households than do the inclusionary units, including special needs populations requiring services, such as seniors, transitional aged youth, families, and veterans.

Table 2
Projected Housing Balance Calculation, 2016 Q2

BoS District	Very Low Income	Low Income	Moderate	TBD	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
BoS District 1	-	-	-	-	-	17	0.0%
BoS District 2	-	-	-	-	-	15	0.0%
BoS District 3	-	-	63	-	63	159	39.6%
BoS District 4	-	-	-	-	-	16	0.0%
BoS District 5	-	-	247	-	247	303	81.5%
BoS District 6	-	169	711	-	880	3,131	28.1%
BoS District 7	-	-	-	-	-	1,048	0.0%
BoS District 8	-	12	24	-	36	142	25.4%
BoS District 9	-	-	-	-	-	14	0.0%
BoS District 10	-	53	-	184	237	3,314	7.2%
BoS District 11	-	-	-	-	-	207	0.0%
TOTALS	-	234	1,045	184	1,463	8,366	17.5%

CUMULATIVE HOUSING BALANCE ELEMENTS

Because the scope covered by the Housing Balance calculation is broad, each element – or group of elements – will be discussed separately. The body of this report will account for figures at the Board of Supervisor district level. The breakdown of each element using the Planning Department District geographies, as required by *Section 103*, is provided separately in an *Appendix C*. This is to ensure simple and uncluttered tables.

Affordable Housing and Net New Housing Production

Table 3 below shows housing production between 2006 Q3 and 2016 Q2. This ten-year period resulted in a net addition of 24,620 units to the City's housing stock, including 5,717 affordable units. A majority of net new housing units and affordable units built in the ten year reporting period were in District 6 (13,920 or 62% and 3,116 or 56% respectively). District 10 follows with about 2,630 (12%) net new units, including 760 (14%) affordable units.

The table below also shows that almost 25% of net new units built between 2006 Q1 and 2015 Q4 were affordable units. Over half (55%) of all affordable units built were in District 6. While District 1 saw modest gains in net new units built, half of these were affordable (50%).

Table 3
New Housing Production by Affordability, 2006 Q3 – 2016 Q2

BoS District	Very Low	Low	Moderate	Middle	Total Affordable Units	Total Net Units	Affordable Units as % of Total Net Units
BoS District 1	170	-	-	-	170	332	51.2%
BoS District 2	-	-	6	-	6	389	1.5%
BoS District 3	161	11	48	-	220	1,143	19.2%
BoS District 4	-	-	10	-	10	109	9.2%
BoS District 5	422	77	90	-	589	1,407	41.9%
BoS District 6	1,969	652	500	23	3,144	15,337	20.5%
BoS District 7	70	26	-	-	96	421	22.8%
BoS District 8	151	32	17	-	200	934	21.4%
BoS District 9	138	40	46	-	224	1,123	19.9%
BoS District 10	225	441	367	-	1,033	3,265	31.6%
BoS District 11	-	13	12	-	25	160	15.6%
TOTAL	3,306	1,292	1,096	23	5,717	24,620	23.2%

It should be noted that units affordable to Extremely Very Low Income (EVLI) households are included under the Very Low Income (VLI) category because certain projects that benefit homeless individuals and families – groups considered as EVLI – have income eligibility caps at the VLI level.

Acquisition and Rehabilitation of Affordable Housing Units

Table 4 below lists the number of units that have been rehabilitated and/or acquired between 2006 Q3 and 2016 Q2 to ensure permanent affordability. These are mostly single-room occupancy hotel units that are affordable to extremely very low and very low income households.

Table 4
Acquisitions and Rehabilitation of Affordable Housing, 2006-2015

BoS District	No. of Buildings	No. of Units
BoS District 2	1	24
BoS District 5	2	290
BoS District 6	13	1,127
BoS District 9	2	319
TOTALS	18	1,760

RAD Program

The San Francisco Housing Authority's Rental Assistance Demonstration (RAD) program preserves at risk public and assisted housing projects. According to the Mayor's Office, RAD Phase 1 transferred 1,425 units to developers in December 2015.

Table 5
RAD Affordable Units

BoS Districts	Projects	Units
BoS District 1	2	144
BoS District 2	1	113
BoS District 3	2	143
BoS District 5	3	263
BoS District 6	2	189
BoS District 7	1	110
BoS District 8	2	132
BoS District 9	1	118
BoS District 10	1	213
TOTALS	15	1,425

Units Removed From Protected Status

San Francisco's Residential Rent Stabilization and Arbitration Ordinance protects tenants and preserves affordability of about 175,000 rental units by limiting annual rent increases. Landlords can, however, terminate tenants' leases through no-fault evictions including condo conversion, owner move-in, Ellis Act, demolition, and other reasons that are not the tenants' fault. The Housing Balance calculation takes into account units permanently withdrawn from rent stabilization as loss of affordable housing. The following no-fault evictions affect the supply of rent controlled units by removing units from the rental market: condo conversion, demolition, Ellis Act, and owner move-ins (OMIs). It should be noted that OMIs were not specifically called out by the Ordinance to be included in the calculation. However, because owner move-ins have the effect of the losing rent controlled units either permanently or for a substantial period of time, these numbers are included in the Housing Balance calculation as intended by the legislation's sponsors. Some of these OMI units may return to being rentals and will still fall under the rent control ordinance.

Table 6 below shows the distribution of no-fault eviction notices issued between July 2006 and June 2016. Eviction notices have been commonly used as proxy for evictions. Owner Move-In and Ellis Out notices made up the majority of no fault evictions (54% and 33% respectively). Distribution of these no-fault eviction notices is almost evenly dispersed, with Districts 8 and 9 leading (both at 14%).

Table 6
Units Removed from Protected Status, 2006 Q3 – 2016 Q2

BoS District	Condo Conversion	Demolition	Ellis Out	Owner Move-In	Units Removed from Protected Status
BoS District 1	2	28	126	297	453
BoS District 2	8	14	130	196	348
BoS District 3	8	12	262	128	410
BoS District 4	1	92	66	253	412
BoS District 5	16	23	131	235	405
BoS District 6	2	80	86	42	210
BoS District 7	2	24	40	141	207
BoS District 8	13	32	247	311	603
BoS District 9	4	67	219	291	581
BoS District 10	2	30	35	173	240
BoS District 11	-	92	43	188	323
TOTALS	58	494	1,385	2,255	4,192

Entitled and Permitted Units

Table 7 lists the number of units that have received entitlements from the Planning Commission or the Planning Department. These pipeline projects have also received site permits from the Department of Building Inspection and most are under construction as of the final quarter of 2015. Over half of these units are being built in or will be built in District 6 (53%). Eleven percent of units that have received Planning entitlements and site permits from the DBI will be affordable.

Table 7
Permitted Units, 2016 Q2

BoS District	Very Low Income	Low Income	Moderate	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
BoS District 1	-	-	4	4	104	3.8%
BoS District 2	-	-	40	40	596	6.7%
BoS District 3	-	-	18	18	317	5.7%
BoS District 4	-	-	1	1	95	1.1%
BoS District 5	181	8	28	217	556	39.0%
BoS District 6	235	250	86	571	5,639	10.1%
BoS District 7	-	-	-	-	138	0.0%
BoS District 8	-	33	-	33	498	6.6%
BoS District 9	-	-	17	17	236	7.2%
BoS District 10	-	193	38	231	2,265	10.2%
BoS District 11	-	-	20	20	107	18.7%
TOTALS	416	484	252	1,152	10,551	10.9%

PERIODIC REPORTING AND ONLINE ACCESS

This report complies with *Planning Code Section 103* requirement that the Planning Department publish and update the *Housing Balance Report* bi-annually on September 1 and March 1 of each year. *Housing Balance Reports* are available and accessible online, as mandated by the ordinance, by going to this link: <http://www.sf-planning.org/index.aspx?page=4222>.

ANNUAL HEARING

An annual hearing on the Housing Balance before the Board of Supervisors will be scheduled by April 1 of each year. This year’s Housing Balance Report was heard before the Board of Supervisors on 18 April 2016. The Mayor’s Office of Housing and Community Development, the Mayor’s Office of Economic and Workforce Development, the Rent Stabilization Board, the Department of Building Inspection, and the City Economist will present strategies for achieving and maintaining a housing balance consistent with the City’s housing goals at this annual hearing. The ordinance also requires that MOHCD will determine the amount of funding needed to bring the City into the required minimum 33% should the cumulative housing balance fall below that threshold.

APPENDIX A
Ordinance 53-15

AMENDED IN COMMITTEE
4/6/15

FILE NO. 150029

ORDINANCE NO. 53-15

1 [Planning Code - City Housing Balance Monitoring and Reporting]

2

3 Ordinance amending the Planning Code to require the Planning Department to monitor
4 the balance between new market rate housing and new affordable housing, and publish
5 a bi-annual Housing Balance Report; requiring an annual hearing at the Board of
6 Supervisors on strategies for achieving and maintaining the required housing balance
7 in accordance with San Francisco's housing production goals; and making
8 environmental findings, Planning Code, Section 302 findings, and findings of
9 consistency with the General Plan, and the eight priority policies of Planning Code,
10 Section 101.1.

11

12 NOTE: Unchanged Code text and uncodified text are in plain Arial font.
13 Additions to Codes are in single-underline italics Times New Roman font.
14 Deletions to Codes are in ~~strike through italics Times New Roman font~~.
15 Board amendment additions are in double-underlined Arial font.
16 Board amendment deletions are in ~~strike through Arial font~~.
17 Asterisks (* * * *) indicate the omission of unchanged Code
18 subsections or parts of tables.

16

Be it ordained by the People of the City and County of San Francisco:

17

18 Section 1. Findings.

19

(a) The Planning Department has determined that the actions contemplated in this
20 ordinance comply with the California Environmental Quality Act (California Public Resources
21 Code Sections 21000 et seq.). Said determination is on file with the Clerk of the Board of
22 Supervisors in File No. 150029 and is incorporated herein by reference. The Board of
23 Supervisors affirms this determination.

24

(b) On March 19, 2015, the Planning Commission, in Resolution No. 19337, adopted
25 findings that the actions contemplated in this ordinance are consistent, on balance, with the

Supervisor Kim
BOARD OF SUPERVISORS

Page 1

1 adopts these findings as its own. A copy of said Resolution is on file with the Clerk of the
2 Board of Supervisors in File No. 150029, and is incorporated herein by reference.

3 (c) Pursuant to Planning Code Section 302, this Board finds that this Planning Code
4 Amendment will serve the public necessity, convenience, and welfare for the reasons set forth
5 in Planning Commission Resolution No. 150029 and the Board incorporates such reasons
6 herein by reference.

7
8 Section 2. The Planning Code is hereby amended by adding new Section 103 to read
9 as follows:

10 **SEC. 103. HOUSING BALANCE MONITORING AND REPORTING.**

11 *(a) Purposes. To maintain a balance between new affordable and market rate housing City-*
12 *wide and within neighborhoods, to make housing available for all income levels and housing need*
13 *types, to preserve the mixed income character of the City and its neighborhoods, to offset the*
14 *withdrawal of existing housing units from rent stabilization and the loss of single-room-occupancy*
15 *hotel units, to ensure the availability of land and encourage the deployment of resources to provide*
16 *sufficient housing affordable to households of very low, low, and moderate incomes, to ensure adequate*
17 *housing for families, seniors and the disabled community, to ensure that data on meeting affordable*
18 *housing targets City-wide and within neighborhoods informs the approval process for new housing*
19 *development, and to enable public participation in determining the appropriate mix of new housing*
20 *approvals, there is hereby established a requirement, as detailed in this Section 103, to monitor and*
21 *regularly report on the housing balance between market rate housing and affordable housing.*

22 **(b) Findings.**

23 *(1) In November 2014, the City voters enacted Proposition K, which established City*
24 *policy to help construct or rehabilitate at least 30,000 homes by 2020. More than 50% of this housing*
25 *would be affordable for middle-class households, with at least 33% affordable for low- and moderate-*

1 income households, and the City is expected to develop strategies to achieve that goal. This section
2 103 sets forth a method to track performance toward the City's Housing Element goals and the near-
3 term Proposition K goal that 33% of all new housing shall be affordable housing, as defined herein.

4 (2) The City's rent stabilized and permanently affordable housing stock serves very low-
5 low-, and moderate-income families, long-time residents, elderly seniors, disabled persons and others.
6 The City seeks to achieve and maintain an appropriate balance between market rate housing and
7 affordable housing City-wide and within neighborhoods because the availability of decent housing and
8 a suitable living environment for every San Franciscan is of vital importance. Attainment of the City's
9 housing goals requires the cooperative participation of government and the private sector to expand
10 housing opportunities to accommodate housing needs for San Franciscans at all economic levels and to
11 respond to the unique needs of each neighborhood where housing will be located.

12 (3) For tenants in unsubsidized housing, affordability is often preserved by the
13 Residential Rent Stabilization and Arbitration Ordinance's limitations on the size of allowable rent
14 increases during a tenancy. As documented in the Budget and Legislative Analyst's October 2013
15 Policy Analysis Report on Tenant Displacement, San Francisco is experiencing a rise in units
16 withdrawn from rent controls. Such rises often accompany periods of sharp increases in property
17 values and housing prices. From 1998 through 2013, the Rent Board reported a total of 13,027 no-fault
18 evictions (i.e., evictions in which the tenant had not violated any lease terms, but the owner sought to
19 regain possession of the unit). Total evictions of all types have increased by 38.2% from Rent Board
20 Year (i.e. from March through February) 2010 to Rent Board Year 2013. During the same period, Ellis
21 Act evictions far outpaced other evictions, increasing by 169.8% from 43 in Rent Board Year 2010 to
22 116 in Rent Board Year 2013. These numbers do not capture the large number of owner buyouts of
23 tenants, which contribute further to the loss of rent-stabilized units from the housing market. Any fair
24 assessment of the affordable housing balance must incorporate into the calculation units withdrawn
25 from rent stabilization.

1 (4) Pursuant to Government Code Section 65584, the Association of Bay Area
2 Governments (ABAG), in coordination with the California State Department of Housing and
3 Community Development (HCD), determines the Bay Area's regional housing need based on regional
4 trends, projected job growth, and existing needs. The regional housing needs assessment (RHNA)
5 determination includes production targets addressing housing needs of a range of household income
6 categories. For the RHNA period covering 2015 through 2022, ABAG has projected that at least 38%
7 of new housing demands for San Francisco will be from very low and low income households
8 (households earning under 80% of area median income), and another 22% of new housing demands to
9 be affordable to households of moderate means (earning between 80% and 120% of area median
10 income). Market-rate housing is considered housing with no income limits or special requirements
11 attached.

12 (5) The Housing Element of the City's General Plan states: "Based on the growing
13 population, and smart growth goals of providing housing in central areas like San Francisco, near jobs
14 and transit, the State Department of Housing and Community Development (HCD), with the
15 Association of Bay Area Governments (ABAG), estimates that in the current 2015-2022 Housing
16 Element period San Francisco must plan for the capacity for roughly 28,870 new units, 57% of which
17 should be suitable for housing for the extremely low, very low, low and moderate income households to
18 meet its share of the region's projected housing demand." Objective 1 of the Housing Element states
19 that the City should "identify and make available for development adequate sites to meet the City's
20 housing needs, especially permanently affordable housing." Objective 7 states that San Francisco's
21 projected affordable housing needs far outpace the capacity for the City to secure subsidies for new
22 affordable units.

23 (6) In 2012, the City enacted Ordinance 237-12, the "Housing Preservation and
24 Production Ordinance," codified in Administrative Code Chapter 10E.4, to require Planning
25 Department staff to regularly report data on progress toward meeting San Francisco's quantified

1 production goals for different household income levels as provided in the General Plan's Housing
2 Element. That Ordinance requires data on the number of units in all stages of the housing production
3 process at various affordability levels to be included in staff reports on all proposed projects of five
4 residential units or more and in quarterly housing production reports to the Planning Commission. The
5 Planning Department has long tracked the number of affordable housing units and total number of
6 housing units built throughout the City and in specific areas and should be able to track the ratio called
7 for in this Section 103.

8 (7) As the private market has embarked upon, and government officials have urged, an
9 ambitious program to produce significant amounts of new housing in the City, the limited remaining
10 available land makes it essential to assess the impact of the approval of new market rate housing
11 developments on the availability of land for affordable housing and to encourage the deployment of
12 resources to provide such housing.

13 **(c) Housing Balance Calculation.**

14 (1) For purposes of this Section 103, "Housing Balance" shall be defined as the
15 proportion of all new housing units affordable to households of extremely low, very low, low or
16 moderate income households, as defined in California Health & Safety Code Sections 50079.5 et seq.,
17 as such provisions may be amended from time to time, to the total number of all new housing units for a
18 10 year Housing Balance Period.

19 (2) The Housing Balance Period shall begin with the first quarter of year 2005 to the
20 last quarter of 2014, and thereafter for the ten years prior to the most recent calendar quarter.

21 (3) For each year that data is available, beginning in 2005, the Planning Department
22 shall report net housing construction by income levels, as well as units that have been withdrawn from
23 protection afforded by City law, such as laws providing for rent-controlled and single resident
24 occupancy (SRO) units. The affordable housing categories shall include net new units, as well as
25 existing units that were previously not restricted by deed or regulatory agreement that are acquired for

1 preservation as permanently affordable housing as determined by the Mayor's Office of Housing and
2 Community Development (MOHCD) (not including refinancing or other rehabilitation under existing
3 ownership), protected by deed or regulatory agreement for a minimum of 55 years. The report shall
4 include, by year, and for the latest quarter, all units that have received Temporary Certificates of
5 Occupancy within that year, a separate category for units that obtained a site or building permit, and
6 another category for units that have received approval from the Planning Commission or Planning
7 Department, but have not yet obtained a site or building permit to commence construction (except any
8 entitlements that have expired and not been renewed during the Housing Balance Period). Master
9 planned entitlements, including but not limited to such areas as Treasure Island, Hunters Point
10 Shipyard and Park Merced, shall not be included in this latter category until individual building
11 entitlements or site permits are approved for specific housing projects. For each year or approval
12 status, the following categories shall be separately reported:

13 (A) Extremely Low Income Units, which are units available to individuals or
14 families making between 0-30% Area Median Income (AMI) as defined in California Health & Safety
15 Code Section 50106, and are subject to price or rent restrictions between 0-30% AMI;

16 (B) Very Low Income Units, which are units available to individuals or families
17 making between 30-50% AMI as defined in California Health & Safety Code Section 50105, and are
18 subject to price or rent restrictions between 30-50% AMI;

19 (C) Lower Income Units, which are units available to individuals or families
20 making between 50-80% AMI as defined in California Health & Safety Code Section 50079.5, and are
21 subject to price or rent restrictions between 50-80% AMI;

22 (D) Moderate Income Units, which are units available to individuals or families
23 making between 80-120% AMI, and are subject to price or rent restrictions between 80-120% AMI;

24 (E) Middle Income Units, which are units available to individuals or families
25 making between 120-150% AMI, and are subject to price or rent restrictions between 120-150% AMI;

1 (F) Market-rate units, which are units not subject to any deed or regulatory
2 agreement with price restrictions:

3 (G) Housing units withdrawn from protected status, including units withdrawn
4 from rent control (except those units otherwise converted into permanently affordable housing),
5 including all units that have been subject to rent control under the San Francisco Residential Rent
6 Stabilization and Arbitration Ordinance but that a property owner removes permanently from the
7 rental market through condominium conversion pursuant to Administrative Code Section 37.9(a)(9),
8 demolition or alterations (including dwelling unit mergers), or permanent removal pursuant to
9 Administrative Code Section 37.9(a)(10) or removal pursuant to the Ellis Act under Administrative
10 Code Section 37.9(a)(13):

11 (H) Public housing replacement units and substantially rehabilitated units
12 through the HOPE SF and Rental Assistance Demonstration (RAD) programs, as well as other
13 substantial rehabilitation programs managed by MOHCD.

14 (4) The Housing Balance shall be expressed as a percentage, obtained by dividing the
15 cumulative total of extremely low, very low, low and moderate income affordable housing units (all
16 units 0-120% AMI) minus the lost protected units, by the total number of net new housing units within
17 the Housing Balance Period. The Housing Balance shall also provide two calculations:

18 (A) the Cumulative Housing Balance, consisting of housing units that have
19 already been constructed (and received a Temporary Certificate of Occupancy or other certificate that
20 would allow occupancy of the units) within the 10-year Housing Balance Period, plus those units that
21 have obtained a site or building permit. A separate calculation of the Cumulative Housing Balance
22 shall also be provided, which includes HOPE SF and RAD public housing replacement and
23 substantially rehabilitated units (but not including general rehabilitation / maintenance of public
24 housing or other affordable housing units) that have received Temporary Certificates of Occupancy
25

1 within the Housing Balance Period. The Housing Balance Reports will show the Cumulative Housing
2 Balance with and without public housing included in the calculation, and

3 (B) the Projected Housing Balance, which shall include any residential project
4 that has received approval from the Planning Commission or Planning Department, even if the
5 housing project has not yet obtained a site or building permit to commence construction (except any
6 entitlements that have expired and not been renewed during the Housing Balance period). Master
7 planned entitlements shall not be included in the calculation until individual building entitlements or
8 site permits are approved.

9 (d) **BI-annual Housing Balance Reports.** Within 30 days of the effective date of this
10 Section 103 By June 1, 2015, the Planning Department shall calculate the Cumulative and Projected
11 Housing Balance for the most recent two quarters City-wide, by Supervisorial District, Plan Area, and
12 by neighborhood Planning Districts, as defined in the annual Housing Inventory, and publish it as an
13 easily visible and accessible page devoted to Housing Balance and Monitoring and Reporting on the
14 Planning Department's website. By August September 1st and February March 1st of each year, the
15 Planning Department shall publish and update the Housing Balance Report, and present this report at
16 an informational hearing to the Planning Commission and Board of Supervisors, as well as to any
17 relevant body with geographic purview over a plan area upon request, along with the other quarterly
18 reporting requirements of Administrative Code Chapter 10E.4. The annual report to the Board of
19 Supervisors shall be accepted by resolution of the Board, which resolution shall be introduced
20 by the Planning Department. The Housing Balance Report shall also be incorporated into the
21 Annual Planning Commission Housing Hearing and Annual Report to the Board of Supervisors
22 required in Administrative Code Chapter 10E.4.

23 (e) **Annual Hearing by Board of Supervisors.**

24 (1) The Board of Supervisors shall hold a public Housing Balance hearing on an annual
25 basis by April 1 of each year, to consider progress towards the City's affordable housing goals.

1 including the goal of a minimum 33% affordable housing to low and moderate income households, as
2 well as the City's General Plan Housing Element housing production goals by income category. The
3 first hearing shall occur no later than 30 days after the effective date of this ordinance, and by April 1
4 of each year thereafter.

5 (2) The hearing shall include reporting by the Planning Department, which shall present
6 the latest Housing Balance Report City-wide and by Supervisorial District and Planning District; the
7 Mayor's Office of Housing and Community Development, the Mayor's Office of Economic and
8 Workforce Development, the Rent Stabilization Board, by the Department of Building Inspection, and
9 the City Economist on strategies for achieving and maintaining a housing balance in accordance with
10 San Francisco's housing production goals. If the Cumulative Housing Balance has fallen below 33% in
11 any year, MOHCD shall determine how much funding is required to bring the City into a minimum
12 33% Housing Balance and the Mayor shall submit to the Board of Supervisors a strategy to accomplish
13 the minimum of 33% Housing Balance. City Departments shall at minimum report on the following
14 issues relevant to the annual Housing Balance hearing: MOHCD shall report on the annual and
15 projected progress by income category in accordance with the City's General Plan Housing Element
16 housing production goals, projected shortfalls and gaps in funding and site control, and progress
17 toward the City's Neighborhood Stabilization goals for acquiring and preserving the affordability of
18 existing rental units in neighborhoods with high concentrations of low and moderate income
19 households or historically high levels of evictions; the Planning Department shall report on current
20 and proposed zoning and land use policies that affect the City's General Plan Housing Element
21 housing production goals; the Mayor's Office of Economic and Workforce Development shall report on
22 current and proposed major development projects, dedicated public sites, and policies that affect the

23
24
25

1 City's General Plan Housing Element housing production goals; the Rent Board shall report on the
2 withdrawal or addition of rent-controlled units and current or proposed policies that affect these
3 numbers; the Department of Building Inspection shall report on the withdrawal or addition of
4 Residential Hotel units and current or proposed policies that affect these numbers; and the City
5 Economist shall report on annual and projected job growth by the income categories specified in the
6 City's General Plan Housing Element.

7 (3) All reports and presentation materials from the annual Housing Balance hearing
8 shall be maintained by year for public access on the Planning Department's website on its page
9 devoted to Housing Balance Monitoring and Reporting.

10
11 Section 4. Effective Date. This ordinance shall become effective 30 days after
12 enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the
13 ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board
14 of Supervisors overrides the Mayor's veto of the ordinance.

15
16 APPROVED AS TO FORM:
17 DENNIS J. HERRERA, City Attorney

18 By: 
19 MARLENA BYRNE
20 Deputy City Attorney

21 n:\egana\as2015\1500366\01003088.doc

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23
24
25

Supervisor Kim
BOARD OF SUPERVISORS

Page 10



City and County of San Francisco
Tails
Ordinance

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 150029

Date Passed: April 21, 2015

Ordinance amending the Planning Code to require the Planning Department to monitor the balance between new market rate housing and new affordable housing, and publish a bi-annual Housing Balance Report; requiring an annual hearing at the Board of Supervisors on strategies for achieving and maintaining the required housing balance in accordance with San Francisco's housing production goals; and making environmental findings, Planning Code, Section 302, findings, and findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1.

April 06, 2015 Land Use and Transportation Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

April 06, 2015 Land Use and Transportation Committee - RECOMMENDED AS AMENDED

April 14, 2015 Board of Supervisors - PASSED, ON FIRST READING

Ayes: 11 - Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee

April 21, 2015 Board of Supervisors - FINALLY PASSED

Ayes: 11 - Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee

File No. 150029

I hereby certify that the foregoing Ordinance was FINALLY PASSED on 4/21/2015 by the Board of Supervisors of the City and County of San Francisco.


Angela Calvillo
Clerk of the Board


Mayor


Date Approved

APPENDIX B
CUMULATIVE HOUSING BALANCE REPORT No 4 TABLES BY PLANNING DISTRICTS

Table 1A
Cumulative Housing Balance Calculation, 2006 Q3 – 2016 Q2

Planning Districts	New Affordable Housing Built	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Permitted Units	Cumulative Housing Balance 1
1 Richmond	170	(563)	87	509	197	-43.3%
2 Marina	2	(188)	-	140	141	-66.2%
3 Northeast	200	(424)	12	870	269	-18.6%
4 Downtown	1,656	(120)	232	5,397	1,746	24.8%
5 Western Addition	491	(221)	168	1,131	816	22.5%
6 Buena Vista	119	(239)	39	566	423	-8.2%
7 Central	20	(386)	-	348	47	-92.7%
8 Mission	481	(554)	38	1,587	430	-1.7%
9 South of Market	1,812	(117)	461	11,853	5,458	12.5%
10 South Bayshore	635	(69)	93	1,382	619	32.9%
11 Bernal Heights	-	(183)	-	74	24	-186.7%
12 South Central	10	(340)	10	140	114	-126.0%
13 Ingleside	111	(176)	11	426	140	-9.5%
14 Inner Sunset	-	(200)	-	94	32	-158.7%
15 Outer Sunset	10	(412)	1	103	95	-202.5%
TOTALS	5,717	(4,192)	1,152	24,620	10,551	7.6%

Table 1B
Cumulative Housing Balance Calculation, 2006 Q1 – 2015 Q4

Planning Districts	New Affordable Housing Built	Acquisitions & Rehabs Completed	RAD	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Permitted Units	Cumulative Housing Balance 2
1 Richmond	170	-	144	(563)	87	509	197	-22.9%
2 Marina	2	24	-	(188)	-	140	141	-57.7%
3 Northeast	200	-	143	(424)	12	870	269	-6.1%
4 Downtown	1,656	826	189	(120)	232	5,397	1,746	39.0%
5 Western Addition	491	290	376	(221)	168	1,131	816	56.7%
6 Buena Vista	119	-	132	(239)	39	566	423	5.2%
7 Central	20	-	-	(386)	-	348	47	-92.7%
8 Mission	481	319	-	(554)	38	1,587	430	14.1%
9 South of Market	1,812	301	-	(117)	461	11,853	5,458	14.2%
10 South Bayshore	635	-	213	(69)	93	1,382	619	43.6%
11 Bernal Heights	-	-	118	(183)	-	74	24	-66.3%
12 South Central	10	-	-	(340)	10	140	114	-126.0%
13 Ingleside	111	-	-	(176)	11	426	140	-9.5%
14 Inner Sunset	-	-	110	(200)	-	94	32	-71.4%
15 Outer Sunset	10	-	-	(412)	1	103	95	-202.5%
TOTALS	5,717	1,760	1,425	(4,192)	1,152	24,620	10,551	16.7%

Table 2
Projected Housing Balance Calculation, 2016 Q2

BoS District	Very Low Income	Low Income	Moderate	TBD	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
1 Richmond	-	-	-	-	-	18	0.0%
2 Marina	-	-	-	-	-	14	0.0%
3 Northeast	-	-	8	-	8	159	5.0%
4 Downtown	-	89	90	-	179	1,969	9.1%
5 Western Addition	-	-	11	-	11	144	7.6%
6 Buena Vista	-	7	21	-	28	244	11.5%
7 Central	-	5	-	-	5	48	10.4%
8 Mission	-	22	-	-	22	379	5.8%
9 South of Market	-	111	-	16	127	1,614	7.9%
10 South Bayshore	-	-	-	168	168	2,503	6.7%
11 Bernal Heights	-	-	-	-	-	3	0.0%
12 South Central	-	-	-	-	-	205	0.0%
13 Ingleside	-	-	-	-	-	1,015	0.0%
14 Inner Sunset	-	-	-	-	-	37	0.0%
15 Outer Sunset	-	-	-	-	-	14	0.0%
TOTALS	-	234	130	184	548	8,366	6.6%

Table 3
New Housing Production by Affordability, 2006 Q3 – 2016 Q2

Planning Districts	Very Low	Low	Moderate	Middle Income	Total Affordable Units	Total Net Units	Affordable Units as % of Total Net Units
1 Richmond	170	-	-	-	170	509	33.4%
2 Marina	-	-	2	-	2	140	1.4%
3 Northeast	161	11	28	-	200	870	23.0%
4 Downtown	1,048	306	279	23	1,656	5,397	30.7%
5 Western Addition	367	77	47	-	491	1,131	43.4%
6 Buena Vista	55	14	50	-	119	566	21.0%
7 Central	-	18	2	-	20	348	5.7%
8 Mission	365	40	76	-	481	1,587	30.3%
9 South of Market	845	494	473	-	1,812	11,853	15.3%
10 South Bayshore	225	293	117	-	635	1,382	45.9%
11 Bernal Heights	-	-	-	-	-	74	0.0%
12 South Central	-	10	-	-	10	140	7.1%
13 Ingleside	70	29	12	-	111	426	26.1%
14 Inner Sunset	-	-	-	-	-	94	0.0%
15 Outer Sunset	-	-	10	-	10	103	9.7%
TOTALS	3,306	1,292	1,096	23	5,717	24,620	23.2%

Table 4
Acquisitions and Rehabilitation of Affordable Housing, 2006 Q3 – 2016 Q2

Planning District	No. of Buildings	No. of Units
2 Marina	1	24
4 Downtown	6	826
5 Western Addition	2	290
8 Mission	2	319
9 South of Market	7	301
TOTALS	18	1,760

Table 5
RAD Affordable Units

Planning District	No of Buildings	No of Units
1 Richmond	2	144
2 Marina	-	-
3 Northeast	2	143
4 Downtown	2	189
5 Western Addition	4	376
6 Buena Vista	2	132
7 Central	-	-
8 Mission	-	-
9 South of Market	-	-
10 South Bayshore	1	213
11 Bernal Heights	1	118
12 South Central	-	-
13 Ingleside	-	-
14 Inner Sunset	1	110
15 Outer Sunset	-	-
TOTALS	15	1,425

Table 6
Units Removed from Protected Status, 2006 Q3 – 2016 Q2

Planning District	Condo Conversion	Demolition	Ellis Out	Owner Move-In	Total Units Permanently Lost
1 Richmond	3	34	193	333	563
2 Marina	4	5	47	132	188
3 Northeast	11	13	264	136	424
4 Downtown	-	68	47	5	120
5 Western Addition	8	11	67	135	221
6 Buena Vista	4	11	93	131	239
7 Central	10	24	138	214	386
8 Mission	2	33	276	243	554
9 South of Market	2	18	32	65	117
10 South Bayshore	1	13	4	51	69
11 Bernal Heights	4	28	46	105	183
12 South Central	-	87	35	218	340
13 Ingleside	-	41	20	115	176
14 Inner Sunset	8	16	57	119	200
15 Outer Sunset	1	92	66	253	412
Totals	58	494	1,385	2,255	4,192

Table 7
Entitled and Permitted Units, 2016 Q2

Planning District	Very Low Income	Low Income	Moderate	Total Affordable Units	Net New Units	Total Affordable Units as % of Net New Units
1 Richmond	83	-	4	87	197	44.2%
2 Marina	-	-	-	-	141	0.0%
3 Northeast	-	-	12	12	269	4.5%
4 Downtown	83	133	16	232	1,746	13.3%
5 Western Addition	98	8	62	168	816	20.6%
6 Buena Vista	-	33	6	39	423	9.2%
7 Central	-	-	-	-	47	0.0%
8 Mission	-	22	16	38	430	8.8%
9 South of Market	152	195	114	461	5,458	8.4%
10 South Bayshore	-	93	-	93	619	15.0%
11 Bernal Heights	-	-	-	-	24	0.0%
12 South Central	-	-	10	10	114	8.8%
13 Ingleside	-	-	11	11	140	7.9%
14 Inner Sunset	-	-	-	-	32	0.0%
15 Outer Sunset	-	-	1	1	95	1.1%
TOTALS	416	484	252	1,152	10,551	10.9%

From: Reports, Controller (CON)
Sent: Wednesday, October 12, 2016 4:07 PM
To: Calvillo, Angela (BOS); BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve (MYR); Leung, Sally (MYR); Howard, Kate (MYR); Tucker, John (MYR); Hussey, Deirdre (MYR); Elliott, Jason (MYR); Steeves, Asja (CON); Campbell, Severin (BUD); Newman, Debra (BUD); Rose, Harvey (BUD); SF Docs (LIB); CON-EVERYONE; gmetcalf@spur.org; bob@sfchamber.com; jballesteros@sanfrancisco.travel; Wagner, Greg (DPH); Weigelt, Ron (DPH); Kim, Bill (DPH); Abela, Cathy (DPH); Ramirez, Willie (DPH); Hill, Karen (DPH); Look, Richard (DPH); Bunuan, Maxwell (DPH); Price, Basil (DPH)
Subject: Issued: Public Health's Employee Separation Process Needs Improvement to Minimize the Risk of Unauthorized Access to Buildings, Property, and Data

The Office of the Controller's City Services Auditor Division (CSA) today issued a memorandum on its audit of the employee separation process of the Department of Public Health (Public Health). The audit found that Public Health does not track the system access it grants to contractors and does not always deactivate information technology accounts of employees and contractors who separate from the department. Public Health units also do not always communicate with one another to ensure that building access is revoked for separated employees and do not track what departmental property is issued to employees to ensure that the items are collected when employees separate from the department.

To view the full memorandum, please visit our website at:
<http://openbook.sfgov.org/webreports/details3.aspx?id=2366>

This is a send-only e-mail address. For questions about the memorandum, please contact Director of City Audits Tonia Lediju at tonia.lediju@sfgov.org or 415-554-5393 or the CSA Audits Unit at 415-554-7469.

Follow us on Twitter @SFController



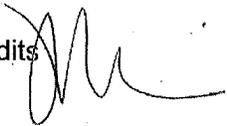
CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: Barbara A. Garcia, Director of Health
Department of Public Health

FROM: Tonia Lediju, Director of City Audits
City Services Auditor Division 

DATE: October 12, 2016

SUBJECT: Public Health's Employee Separation Process Needs Improvement to Minimize
the Risk of Unauthorized Access to Buildings, Property, and Data

EXECUTIVE SUMMARY

Units of the Department of Public Health (Public Health) do not coordinate sufficiently or track information systems access, building access, or property issuances appropriately, putting confidential data and departmental property at risk. Specifically:

- A lack of communication among Public Health units has led to a failure to deactivate the information technology (IT) accounts of some system users who have separated from Public Health.
- Public Health does not track the IT systems access it grants to contractors and does not always ensure that this access is appropriately revoked.
- Public Health units do not communicate with one another to ensure that building access is revoked for separated employees and do not track to whom keys are issued.
- Public Health does not track what departmental property is issued to employees and does not ensure that the items are collected when employees separate from the department.

Public Health agrees with the four findings and concurs with the 13 recommendations. Public Health's response is attached.

Although this audit focused on deactivation of accounts and collection of physical property from separating employees, CSA also refers Public Health to best practice literature on encryption¹,

¹ *Precision Medicine Initiative: Data Security Policy Principles and Framework, The White House,*
https://www.whitehouse.gov/sites/whitehouse.gov/files/documents/PMI_Security_Principles_Framework_v2.pdf

remote monitoring², and wiping of data², all of which can be used to secure digital records on devices issued to employees.

BACKGROUND, OBJECTIVE & METHODOLOGY

Background

Department of Public Health

Public Health provides direct health services through the San Francisco Health Network, which includes Zuckerberg San Francisco General Hospital and Trauma Center (General Hospital), Laguna Honda Hospital and Rehabilitation Center (Laguna Honda), and numerous clinics throughout San Francisco. Public Health also provides mental health services, HIV/AIDS³ health services and substance abuse treatment, housing and homelessness assistance, maternal and child healthcare, and jail health services and oversees client flow throughout the system of care, from acute hospitalization to outpatient settings and housing. Also, Public Health's Population Health Division addresses such issues as public health concerns, consumer safety, health promotion, disease prevention, and monitoring threats to the public's health.

According to Public Health's Human Resources (HR) unit, the department had approximately 8,000 civil service (city) employees in fiscal year 2015-16.⁴ In addition, approximately 3,000 University of California, San Francisco, (UCSF) employees work at Public Health locations, primarily General Hospital. These personnel are complemented by approximately 500 volunteers who provide services, primarily at Laguna Honda and General Hospital, according to HR management.

System Access Allows Users to See Patient Medical and Billing Information

Public Health may grant employees, contractors, UCSF employees, and volunteers providing services at Public Health locations access to a variety of systems that contain confidential information. This information is protected under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), which requires that healthcare organizations develop and implement policies and procedures that restrict access and uses of protected health information based on the specific roles of the members of their workforce.

² *Bring your own device: Security and risk considerations for your mobile device program*, EY, Insights on governance, risk, and compliance, September 2013.

³ Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

⁴ Public Health had approximately 6,600 full-time equivalent positions in fiscal year 2015-16. According to HR management, these positions were filled by approximately 8,000 individuals, some of whom worked part-time.

Exhibit 1 shows three systems to which Public Health gives its own employees, UCSF employees, and contractors access.

EXHIBIT 1 Public Health Allows Its Various Users to Access Information Systems^a Containing Confidential Records			
	Avatar^b	eClinicalWorks^c	INVISION^d
Function	A medical billing system used primarily for behavioral services billing.	A system for medical practices that includes modules for revenue cycle management, population health analytics, and electronic health records. Used by Public Health for medical records at outpatient clinics.	A health information system that includes clinical, financial, and administrative functions.
Public Health Units Using It	<ul style="list-style-type: none"> • General Hospital • Laguna Honda • Community Behavioral Health • Clinics 	<ul style="list-style-type: none"> • General Hospital • Laguna Honda • Outpatient clinics, including primary care clinics under Community Behavioral Health Services 	<ul style="list-style-type: none"> • General Hospital • Laguna Honda • Clinics, including selected Community Behavioral Health Services clinics
<p>^a Users for all three systems include Public Health employees, UCSF employees, contractors, and volunteers. ^b A product of Netsmart, Inc. ^c A product of the company of the same name, eClinicalWorks. ^d A product of Siemens Medical Solutions.</p>			

Source: Public Health IT management

Building Access Allows Users to See Confidential Records

Public Health employees, contractors, UCSF employees and volunteers providing services at Public Health locations, are also granted access to buildings where patients are cared for and patient-related confidential records are stored, according to the managers of Public Health's IT units.

Exhibit 2 summarizes the systems Public Health uses to control access to its buildings and the unit that administers the access.

EXHIBIT 2 Five Units Use Two Badging Systems to Administer Badge Access for All Public Health Locations

Location Accessed	Badging System Used	Unit Responsible for Administering Access	Badge Type	Access Type
Community Clinics and Central Office Administrative Building	P2000	Central Office HR	Employee, contractor	<ul style="list-style-type: none"> • Electronic access for specified times of day and locations • ID only
1380 Howard Street and 2712 Mission Street ^a	P2000 ^b	1380 Howard Street Operations Unit	Employee, contractor	Electronic access for specified times of day and locations
Laguna Honda	P2000	Laguna Honda Facilities Unit for employees and contractors Volunteer Services unit for volunteers	Employee, contractor, volunteer	Electronic access for specified times of day and locations
General Hospital	Lenel OnGuard 7.0 ^c	General Hospital Facilities Unit	Employee, contractor, temporary	Electronic access for specified times of day and locations

Notes:

^a Community Behavioral Health Services locations^b According to management, before March 2015 the Operations unit at 1380 Howard Street used the Entra-Pass system. In 2015 it began using P2000.^c Before August 2015 General Hospital used the Diamond system.

Source: Interviews with Public Health management and staff.

In addition to using badges to control general access to buildings, Public Health hospitals and clinics also issue keys to some employees for access to specific parts of buildings according to Public Health management and staff.

Public Health Issues Departmental Property to Some Employees

Public Health may issue a variety of items to employees depending on their roles. Examples of items issued to some employees include:

- Laptop or notebook computers (laptops)
- Electronic tablets
- Cell phones
- Pagers
- Prescription pads

Numerous Public Health Units are responsible for issuing these items. According to management:

- General Hospital's Facilities unit tracks mobile phone and pager issuances for hospital staff.
- Laguna Honda's Information Systems department is responsible for tagging laptops issued to Laguna Honda employees.
- The Central Office does not track items issued to clinic employees. Such items are to be tracked at the clinic level.
 - The Silver Avenue Clinic issues prescription pads to some employees and relies on the Environmental Services unit at 101 Grove Street to issue tokens and pagers to Silver Avenue Clinic staff.
 - 1380 Howard Street (1380 Howard) Operations tracks the issuance of items including pagers, mobile phones, laptops, and electronic tablets, and has a comprehensive departing employee checklist to guide managers through the process of collecting the items when an employee separates.

Employee Separations

In 2014, 803 employees separated from Public Health. Each of these separations is overseen by one of three units of Public Health's HR organization: General Hospital's HR Operations unit, Laguna Honda's HR Operations unit, or the Central Office's HR Operations unit. All separations from units other than the two hospitals are overseen by the Central Office, according to staff.

Exhibit 3 shows how many of these separations fell under each unit.

EXHIBIT 3 Number of Public Health Employee Separations by Human Resources Operations Unit for Calendar Year 2014					
	General Hospital	Laguna Honda	Central Office ^a	Unidentified ^b	Total
Number of Separations	365	161	265	12	803
Percentage of Total Separations	45%	20%	33%	2%	100%

Notes:

^a Includes Community Behavioral Health Services, primary care clinics, and a variety of support services.

^b Work locations of these employees were unavailable in PeopleSoft.

Source: Auditor's analysis data from PeopleSoft.

The Employee Separation Process

The process for separating Public Health employees varies by location. According to management at the units below, the processes are to occur as follows:

General Hospital:

- Upon being notified of the separation, General Hospital HR Operations enters the separation information into the Human Resources Information Management System (HRIMS), HR Operations' IT system.
- General Hospital's Facilities unit deactivates the separated employee's badge.
- A General Hospital HR Operations' exit interview form reminds the employee to turn in any items issued to him or her.

Laguna Honda:

- Upon being notified of the separation, Laguna Honda HR Operations, in turn, notifies the Nursing and Payroll units of the separation.
- Laguna Honda HR Operations notifies all units involved in separating the employee, including Facilities, IT, the Pharmacy, and others, by e-mailing them a monthly report of all employees who have separated.
- Laguna Honda's Facilities unit deactivates the separating employee's badge.
- On the employee's last day, the employee's manager collects items issued to the employee. If laptops or mobile phones were issued, the person who issued them collects them.

Central Office:

- Upon being notified of the separation, Central Office HR Operations, in turn, notifies the Payroll unit and updates the City's eMerge system, which combines Oracle Corporation's PeopleSoft Human Capital Management and Enterprise Learning Management software to manage the City's human resource, benefits, and payroll services and HRIMS, which Public Health uses for budget tracking.
- Central Office HR Operations deactivates the separating employee's badge unless the employee works at 1380 Howard (the Community Behavioral Health Services Administrative Building) or 2712 Mission Street (2712 Mission), in which case 1380 Howard Operations deactivates the badge.
- Managers collect items issued to the separating employee, if any.
- At 1380 Howard, the Operations unit uses a checklist to collect items from the separating employee and revoke access to the building.

Volunteer Separations

According to Volunteer Services staff, separations of volunteers, most of whom work at General Hospital and Laguna Honda, are performed by the Volunteer Services units at each hospital. Laguna Honda's Volunteer Services staff stated that the unit deactivates badges of former volunteers. These badges provide volunteers with electronic access to parts of the building, according to staff. In contrast, General Hospital's volunteer badges do not give their holders electronic access to the unit where they volunteer, but serve as IDs, according to General Hospital Volunteer Services staff, and when a General Hospital volunteer separates, the unit will deactivate the volunteer's access to the Volgistics system used to track volunteer hours and information.

Deactivation of IT Access

Each of the three IT systems listed in Exhibit 1 is administered by a different unit of Public Health's Information Technology Applications Group. The managers of the three IT units overseeing these systems described the following processes for termination of separated employee accounts:

INVISION®. The Public Health IT Service(Help) Desk (Service(Help) Desk) chose to terminate the accounts of separated employees through an automated system feature that disables accounts that have not been used in 180 days. In August 2015 the group reported that it was planning to change the process to have INVISION® deactivate accounts nightly based on a list of separating users to be pulled from UCSF and Public Health HR databases.

eClinicalWorks. Clinic directors and managers are responsible for notifying the eClinicalWorks Ambulatory Systems Support unit (eClinicalWorks unit) staff that an account deactivation is needed. The eClinicalWorks unit will then deactivate the user's account. Also, the eClinicalWorks unit runs a monthly report showing who is using the system and deactivates accounts of those who have not accessed the system in 360 days.

Avatar. As of July 2015 CBHS Ambulatory Systems Support unit staff checks a weekly list of separations generated by HR and disconnects the access of those who have separated. Before July 2015 the CBHS Ambulatory Systems Support unit used to review monthly a list of active users and deactivate the accounts of those who had been inactive for 90 days or more. Sometimes the unit was also notified of separations by supervisors via a help desk ticket.

Scope

This audit tested employee separations at General Hospital, Laguna Honda, and three organizations under the Central Office: the Silver Avenue Health Clinic, Facilities Unit, and Southeast Family Health Center. The audit period was calendar year 2014.

Objective

The objective of the audit was to assess Public Health's processes for handling employee departures, including recovery of city-owned assets and preventing unauthorized access to city facilities and electronic systems.

Methodology

To conduct this audit, the City Services Auditor Division (CSA) of the Office of the Controller (Controller) interviewed key Public Health personnel about employee departure procedures and internal controls and tested samples of employee separations to assess whether:

- Separated employees' physical access was terminated through the collection and deactivation of badges and the collection of keys for a sample of employees who separated in 2014.
- Public Health collected employees' city-issued property upon their separation.
- The access to the INVISION[®], Avatar, and eClinicalWorks systems of former employees who separated in 2014 was promptly terminated.

Audit Authority

The audit was conducted under the authority of the Charter of the City and County of San Francisco (City), Section 3.105 and Appendix F, which requires that CSA conduct periodic, comprehensive, financial and performance audits of city departments, services, and activities. Under its Charter authority and in accordance with the CSA fiscal year 2014-15 work plan, CSA audited Public Health's employee departure process as part of the ongoing program of auditing the employee departure processes of departments across the City.

Auditing Standards

This performance audit was conducted in accordance with generally accepted government auditing standards. These standards require planning and performing the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives. CSA believes that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

RESULTS

Finding 1 – Lack of communication among Public Health's units has led to a failure to promptly deactivate separated users' accounts. Some accounts are closed based on who has not used a system in 90 days to a year rather than based on who should be unable to use a system.

As shown in Exhibit 4, Public Health did not terminate separating employees' access to the INVISION®, eClinicalWorks, or Avatar systems or did so with significant delay.

EXHIBIT 4 Public Health IT Units Do Not Deactivate Separated Employees' Accounts or Do So With Long Delays				
System	Number of Separations Tested	Access Not Terminated		Average Days to Terminate Separated Employees' Access
		Number	Percentage	
INVISION®	432	127 ^a	29%	394
eClinicalWorks	111	77 ^b	69%	196
Avatar	55	8 ^c	15%	219

Notes:
^a As of September 1, 2015
^b As of August 13, 2015
^c As of November 18, 2015

Source: Auditor's analysis of data from PeopleSoft and the three IT systems.

Public Health IT units do not deactivate system access to these accounts or do not do so in a timely manner because, according to the units' managers and staff, they are not notified when employees separate. According to management, before the summer or fall of 2015, Public Health had no procedure for notifying the CBHS Ambulatory Systems Support unit in charge of Avatar that staff had separated. For INVISION® account deactivation, managers were required to complete a "Notification to Information Systems of Employee Separation" form and submit it to the Service(Help) Desk. However, according to management, the units where these managers worked did not know of or did not comply with the process, leading the Information Technology Applications Group to implement an automated system.⁵ According to eClinicalWorks unit staff, clinic directors and managers responsible for notifying the unit that an account deactivation is needed do not consistently do so.

Without appropriate communication and notification procedures, these units instead have had to rely on ineffective processes as a substitute to determine whose access should be terminated. These methods are ineffective because they are based on who has not used a system rather than on who should no longer be using a system.

⁵ According to Information Technology Applications Group management, as of September 2015 a list of employees whose HR status has been changed to "inactive" is run nightly from the Public Health and UCSF databases. INVISION® automatically deactivates the accounts of users on the "inactive list."

According to the managers of these units:

- eClinicalWorks deactivates accounts of users who have not accessed the system in 360 days.
- Service(Help) Desk deactivates INVISION® accounts of users who have not accessed the system in 180 days.
- Avatar deactivates accounts of users who have not accessed the system in 90 days.

These processes would not prevent, in a timely manner, a former employee from improperly accessing these IT systems. Rather, it could allow such unauthorized access to continue.

Compounding these problems is the fact that the IT units do not have a list of the systems to which each employee was given access. This increases the risk that the IT units will not know an employee has access to one or more systems and, thus, will not deactivate all accounts when the employee separates.

According to the National Institute of Standards and Technology (NIST), information system accounts should be disconnected in a timely manner upon an employee's departure. When an employee is removed under involuntary or adverse conditions, access should be ended immediately. NIST also states that tracking users and their respective access authorizations is one of the three functions of user account management.

HIPAA requires that health care organizations develop and implement policies and procedures that restrict access and uses of protected health information based on the specific roles of the members of their workforce. Terminating account access for separated employees is a component of ensuring that Public Health meets these requirements.

Recommendations

The Department of Public Health should:

1. Implement a process to have the department's Human Resources system notify the department's Information Technology units of impending employee separations no later than on the employee's termination date.
2. Implement a policy that the department's Information Technology units must deactivate employees' system accounts within three days after notification of an employee separation and ensure the policy is followed. In the case of an employee's removal under involuntary or adverse conditions, ensure that access is deactivated at the time the employee is advised of the removal.
3. Base initial disconnection decisions on accurate information provided to the department's Information Technology units by its Human Resources organization.

Finding 2 – Public Health does not track access granted to contractors and does not always ensure that access is appropriately deactivated.

Public Health does not track and appropriately revoke contractor access to its buildings and systems. Community Behavioral Health Services (CBHS), which, according to management, employs the majority of Public Health's contractors, does not track which of them have access to Public Health's buildings and does not have a process to track and notify the CBHS Ambulatory Systems Support unit (which is in charge of Avatar⁶ access) when a contractor's employment with Public Health or the contracting organization ends.

According to management, Laguna Honda does not track contractor badge access separately from its employee badges and does not ensure that all contractor badges are programmed to expire. The latter would ensure that former contractors' access to buildings is terminated at the appropriate time.

Community Behavioral Health Services

Community Behavioral Health Services has no process for ensuring that employees overseeing contractors at its 1380 Howard and 2712 Mission locations notify Operations when a contractor no longer needs access. According to 1380 Howard Operations management, although Operations is sometimes notified of a separation by the contractor's supervisor, it is often the realization that the contractor has left that triggers Operations to deactivate a badge. This realization may be prompted when, for example, Operations sees returned mail or an empty cubicle, according to management.

This problem is compounded by the fact that, according to management, 1380 Howard Operations is unaware of any way to track contractors separately from other employees. Not tracking contractors separately makes it difficult to run periodic checks to ensure that all contractors who had been given access still need it.

According to management, Public Health also does not track Avatar system access granted to contractors and has no process for revoking this access when the contractor's employment with Public Health or the contracting organization ends. Per management, the CBHS Ambulatory Systems Support unit determines whose access should be disconnected by running a monthly report and deactivating those accounts that have not been accessed in 90 days or more. As described in Finding 1, this process would fail to prevent access by an unauthorized user who chose to improperly access the system, such as an employee of a former contractor or a former employee of a current contractor who continued to log on.

⁶ According to Ambulatory Systems Support management, the majority of contract providers use Avatar because Community Behavioral Health, which employs most of Public Health's contractors, uses Avatar as its billing and revenue cycle management system.

Laguna Honda

According to Facilities unit management, to prevent unauthorized access by contractors, when a contractor's badge is activated, Laguna Honda's Facilities unit enters in the badge access system an expiration date. However, for 12 (50 percent) of 24 sample contractor badge records examined by the audit, no expiration date was entered. Laguna Honda management explained that expiration dates are not entered for the badges of Johnson Controls contractors—who account for 8 of the 12 missing badge expiration dates—because their badges, by design, do not expire.⁷ However, this practice creates a risk that unauthorized individuals will retain access to the premises. Because contract employees may stop working for Johnson Controls without Laguna Honda's knowledge, not ensuring that these contractors' badges have expiration dates prevents Laguna Honda from terminating their access when appropriate.

Further, Laguna Honda could not provide for the audit a list of the contractors who have access to the premises because, according to Laguna Honda management, it does not track access granted to contractors in its badging system. As noted for Community Behavioral Health Services above, not tracking contractor access prevents Laguna Honda from periodically checking to ensure that all contractors who had been given access still need it.

As noted above, HIPAA requires that health care providers develop and implement policies and procedures that restrict access and uses of protected health information based on the specific roles of the members of their workforce. Preventing unauthorized access by contractors to systems and premises where records are kept is a component of complete policies and procedures in this area.

Recommendations

The Department of Public Health should:

4. Track contractor access separately in all badging and information technology systems and check with contracting agencies monthly as to whether each of their employees should still have access to the premises and information technology systems.
5. Ensure that each contractor badge is assigned an expiration date when the badge is issued.

⁷ This is because Johnson Controls is responsible for the badge access system and has a "master key" for it.

Finding 3 – Public Health units do not communicate to ensure that building access is revoked for separated employees and do not track to whom keys are issued.

General Hospital's Facilities, Security, and HR units do not communicate sufficiently, resulting in a failure to deactivate the badges of separated employees. Also, none of the Public Health units interviewed—General Hospital, Laguna Honda, the Central Office, and two clinics—has a process to ensure that keys and badges are collected when employees separate.

General Hospital units do not communicate sufficiently, resulting in a failure to deactivate former employees' badges.

General Hospital⁸ took an average of 307 working days to deactivate badges for the sample of 20 separations examined.⁹ One employee's badge was still active 391 working days after the employee's separation. For 15 of the 18 deactivated badges, deactivation occurred only because General Hospital implemented a new badging system that does not grant access to former employees. For these 15 badges, there is no evidence that a disconnection would have been performed had the new system not been implemented.

By not deactivating badges, Public Health risks that buildings will be accessed improperly, which could put Public Health property, information, and patients at greater risk.

General Hospital's Security unit has written standard operating procedures that require the Facilities unit to deactivate badges based on manager notification or a monthly termination report and require managers to collect badges from separated staff and return them to HR. However, according to staff, neither HR nor Facilities was aware of this procedure or that they had a role in the disconnection or badge collection process. The policy also requires that a report be provided monthly to Facilities to notify it of all employee, physician, and contract worker terminations and transfers. However, the policy does not specify who is to provide this report.

Public Health does not track to whom it issues keys or whether the keys are returned.

Laguna Honda and two clinics whose HR operations fall under the Central Office, Silver Avenue and Southeast Health Center, do not track which employees receive keys or whether they are returned, according to managers at each of these locations.

General Hospital tracks key issuances, but does not track whether keys are returned because, according to Facilities management, keys are often returned to managers who simply reissue them to the next employee. According to Operations unit management, the 1380 Howard

⁸ The audit could not test how long it takes the Central Office and Laguna Honda to deactivate badges because the P2000 badging system used by both of these units does not track the deactivation date. The Central Office had deactivated all badges tested, and Laguna Honda had deactivated 8 of 9 badges tested, but it is impossible to determine when this deactivation occurred. The one Laguna Honda badge that was not deactivated had been reassigned to another employee.

⁹ One of the 20 badges tested was still active because the individual was rehired as a General Hospital employee.

Operations unit has detailed written procedures that require management to collect keys and return them to the Facilities unit. However, managers do not always follow these procedures, and Operations cannot ensure that procedures are followed because HR does not notify it of separations.

By not tracking the issuance and collection of keys, Public Health is unaware of who has access to certain premises. This increases the risk that these premises will be accessed improperly, which could put Public Health property, information, and patients at greater risk.

Public Health does not track whether badges have been collected from separated employees.

General Hospital, Laguna Honda, the Central Office, and two clinics that fall under the Central Office do not track whether badges are collected from separating employees, according to management at these units. This creates a risk that former staff will continue to access buildings or restricted areas, putting confidential information at risk.

As with keys, 1380 Howard Operations has a detailed Departing Employee Checklist instructing managers what to collect, including badges, from employees during the separation process. However, Operations management reported that not all managers complete the form, and Operations cannot ensure that the process is followed because the HR unit does not notify it of upcoming separations.

As noted above, HIPAA requires that health care providers develop and implement policies and procedures that restrict access and uses of protected health information based on the specific roles of the members of their workforce. Preventing unauthorized access by contractors to systems and premises where records are kept is a component of complete policies and procedures in this area.

Recommendations

The Department of Public Health should:

6. Ensure that the Human Resources unit notifies the Operations and Facilities units of upcoming separations so that these units can ensure that access to the premises is terminated in a timely manner.
7. Ensure that when policies involving multiple Public Health units are instituted, all units that are to carry out the policies are aware of their responsibilities.
8. Ensure that all policies specify which unit or employee is responsible for carrying out each function.
9. Ensure that units responsible for badge assignment give each employee a unique badge number and do not reassign old badge numbers that belonged to separated employees.

10. Institute processes at all of its facilities to track each key by key number, record to whom each key was issued, and document that it was collected when the key holder separated.

Finding 4 – Public Health tracks only some items that are issued to employees and does not ensure that all issued items are collected upon separation.

Public Health has no processes to ensure that items such as laptops, mobile phones, and pagers are returned when employees separate, according to management. For a sample of separated employees, no Public Health unit could provide logs or other documentation to CSA showing that items had been returned.

General Hospital

General Hospital's Facilities unit tracks the issuance of mobile phones and pagers to staff but does not track whether these items are returned, according to Facilities unit staff and management. Facilities staff explained that pagers are often kept by the manager and reissued to new staff. According to Facilities unit management, the separating employee's manager should also collect mobile phones, and Facilities does not track whether they are returned.

Clinics and 1380 Howard

Public Health has no centralized process for tracking items issued to staff at clinics or for tracking whether items are collected. The Central Office explained that creating such a process is left to the clinics. However, no location whose staff was interviewed for the audit had an effective process for collecting issued items. Specifically, according to each unit's management, the:

- Silver Avenue Clinic and Environmental Service Unit at 101 Grove Street, with which the clinic coordinates for pager and token issuances, do not document the collection of pagers, tokens, or prescription pads when employees separate.
- Southeast Health Center does not track what items are issued to staff and returned.
- 1380 Howard Operations unit has a detailed checklist for managers to follow when employees separate. The list includes steps requiring managers to collect mobile phones and numerous other items that may be issued to staff. However, not all managers complete the form, and Operations cannot ensure that the process is followed because the Central Office does not notify it of upcoming separations.

The Central Office explained that it has not issued any direction to the clinics whose HR operations it oversees regarding the collection of Public Health property from separating staff because Central Office management sees this as the responsibility of Facilities, not HR.

Laguna Honda

According to Laguna Honda management, laptops and mobile phones are sometimes issued to employees. However, Laguna Honda could not show that it has a system to track whether laptops are returned.

Because it lacks processes to ensure that items issued to employees are returned, Public Health risks incurring unnecessary costs to replace these items. Also, by not ensuring that laptops, which may contain sensitive data, are collected, Public Health risks that this confidential data will be compromised.

Recommendations

The Department of Public Health should:

11. Require every unit to track the items it issues to each employee in sufficient detail to identify the individual item.
12. Require every unit that issues items to staff to track whether issued items are collected.
13. Require managers to:
 - Verify the items that were issued to an employee before the employee separates.
 - Collect the items from the employee before the employee separates.
 - Provide the collected items to the unit in charge of tracking issuance and collections.

Public Health's response is attached. CSA will work with Public Health to follow up on the status of the recommendations in this memorandum. CSA extends its appreciation to you and your staff who assisted with this audit. If you have any questions or concerns, please contact me at (415) 554-5393 or tonia.lediju@sfgov.org.

cc: Public Health

Greg Wagner

Ron Weigelt

Cathy Abela

Willie Ramirez

Karen Hill

Richard Look

Max Bunuan

Basil Price

Controller

Ben Rosenfield

Todd Rydstrom

Mamadou Gning

Massanda D'Johns

Kate Chalk

Joanna Zywno

Dandy Wong

Danny Lau

Board of Supervisors

Budget Analyst

Citizens Audit Review Board

City Attorney

Civil Grand Jury

Mayor

Public Library

ATTACHMENT: DEPARTMENT RESPONSE

City and County of San Francisco

Edwin M. Lee
Mayor



Department of Public Health
Human resource Services

Barbara A. Garcia, MPA
Director of Health

October 12, 2016

Tonia Lediju
Director of City Audits
City Hall, Room 476
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Subject: DPH's Employee Separation Process Needs Improvement to Minimize the Risk of Unauthorized Access to Building, Property, and Data

Enclosed for your review are the Department of Public Health's responses to the recent audit of employee departure procedures. We appreciate the time and effort of your staff in conducting this audit.

We have carefully reviewed your team's draft report and findings and concur with each of the recommendations provided. Attached are the completed *Audit Recommendation and Response Form*. We are confident having been through this audit that our operation has much tighter controls.

If you have any questions or require further information, please do not hesitate to contact me at 415 554 2600 or Greg Wagner at 415 554 2610.

Sincerely,

A handwritten signature in black ink, appearing to be "Barbara Garcia", written over a circular stamp or mark.

Barbara Garcia
Director of Health

Attachment: Audit Recommendation and Response Form

Cc: Greg Wagner, Basil Price, Ron Weigelt, Kathy Jung, Maria Martinez,
Bill Kim

For each recommendation, the responsible agency should indicate whether it concurs, does not concur, or partially concurs. If it concurs with the recommendation, it should indicate the expected implementation date and implementation plan. If the responsible agency does not concur or partially concurs, it should provide an explanation and an alternate plan of action to address the identified issue.

RECOMMENDATIONS AND RESPONSES

Recommendation	Response
The Department of Public Health should:	
1. Implement a process to have the department's Human Resources system notify the department's Information Technology units of impending employee separations no later than on the employee's termination date.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Chief Information Officer to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.
2. Implement a policy that the department's Information Technology units must deactivate employees' system accounts within three days after notification of an employee separation and ensure the policy is followed. In the case of an employee's removal under involuntary or adverse conditions, ensure that access is deactivated at the time the employee is advised of the removal.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Chief Information Officer to ensure that an initial system is in place no later than January 31, 2017. They will begin to track the 3 day target and reach that target consistently not later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.
3. Base initial disconnection decisions on accurate information provided to the department's Information Technology units by its Human Resources organization.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Chief Information Officer to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.

Recommendation	Response
<p>4. Track contractor access separately in all badging and information technology systems and check with contracting agencies monthly as to whether each of their employees should still have access to the premises and information technology systems.</p>	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>The Director of Human Resources will coordinate with the Chief Information Officer to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year. The Director of Human Resources will also coordinate with our facilities, security, and compliance units to ensure implementation.</p>
<p>5. Ensure that each contractor badge is assigned an expiration date when the badge is issued.</p>	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>The Director of Human Resources will coordinate with our Director of Facilities and our Security Director to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.</p>
<p>6. Ensure that the Human Resources unit notifies the Operations and Facilities units of upcoming separations so that these units can ensure that access to the premises is terminated in a timely manner.</p>	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>The Director of Human Resources will coordinate with the Director of Facilities and the Director of Security to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.</p>
<p>7. Ensure that when policies involving multiple Public Health units are instituted, all units that are to carry out the policies are aware of their responsibilities.</p>	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>The Director of Human Resources will coordinate with the Director of Policy and Planning to reinforce existing protocols on department wide policy implementation. This will be done no later than January 31, 2017.</p>

Recommendation	Response
8. Ensure that all policies specify which unit or employee is responsible for carrying out each function.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Director of Policy and Planning to reinforce existing protocols on department wide policy implementation. This will be done no later than January 31, 2017.
9. Ensure that units responsible for badge assignment give each employee a unique badge number and do not reassign old badge numbers that belonged to separated employees.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Director of Facilities and the Director of Security to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.
10. Institute processes at all of its facilities to track each key by key number, record to whom the key was issued, and document that it was collected when the key holder separated.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Director of Facilities and the Director of Security to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.
11. Require every unit to track the items it issues to each employee in sufficient detail to identify the individual item.	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur The Director of Human Resources will coordinate with the Department procurement units, Facilities, and the Director of Security to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year.

Recommendation	Response
12. Require every unit that issues items to staff to track whether issued items are collected.	<p> <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur </p> <p> The Director of Human Resources will coordinate with the Department procurement units, Facilities, and the Director of Security to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year. </p>
13. Require managers to: <ul style="list-style-type: none"> • Verify the items that were issued to the employee before the employee separates. • Collect the items before the employee separates. • Provide the collected items to the unit in charge of tracking issuance and collections. 	<p> <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur </p> <p> The Director of Human Resources will coordinate with the Department procurement units, Facilities, and the Director of Security to ensure that an initial system is in place no later than January 31, 2017. They will then work to streamline and improve the system throughout the fiscal year. </p>

From: Lew, Lisa (BOS)
Sent: Friday, October 14, 2016 12:20 PM
To: Board of Supervisors, (BOS)
Cc: BOS-Legislative Aides; klowry@sfcgj.org; kking@sfcgj.org; jcunningham@sfcgj.org; ascott@sfcgj.org; Howard, Kate (MYR); Kirkpatrick, Kelly (MYR); Elliott, Nicole (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Steeves, Asja (CON); Givner, Jon (CAT); Chaplin, Toney (POL); Fountain, Christine (POL); Nuru, Mohammed (DPW); Lee, Frank (DPW); Rahaim, John (CPC); Rodgers, AnMarie (CPC); Pon, Adrienne (ADM); Chan, Melissa (ADM); Gamino, Miguel (TIS); German, David (TIS); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Major, Erica (BOS)
Subject: Official Board Response (File No. 160612) Civil Grand Jury Report - Auto Burglary in San Francisco
Attachments: BOS Final Transmittal-Auto Burglary in SF 101416.pdf

Greetings:

Attached is the Board of Supervisors official response to the Presiding Judge of the Superior Court for the 2015-2016 Civil Grand Jury Report, entitled "Auto Burglary in San Francisco."

Sent on behalf of Erica Major, Committee Clerk, Government Audit and Oversight Committee.

Regards,

Lisa Lew

Board of Supervisors
San Francisco City Hall, Room 244
San Francisco, CA 94102
P 415-554-7718 | F 415-554-5163
lisa.lew@sfgov.org | www.sfbos.org



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BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

October 14, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

The following is a status report on the 2015-2016 Civil Grand Jury Report (Report), "Auto Burglary in San Francisco."

The Board of Supervisors Government Audit and Oversight Committee conducted a public hearing on September 1, 2016, to discuss the findings and recommendations of the Civil Grand Jury and the departments' responses to the Report.

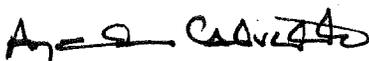
The following City departments submitted a response to the Civil Grand Jury (copies enclosed):

- City Attorney's Office, received July 29, 2016
- District Attorney's Office, received August 19, 2016
- Mayor's Office submitted a consolidated response for the Mayor's Office of Public Policy and Finance, Mayor's Office of Legislative and Government Affairs, Office of the City Administrator (respectively the Office of Civic Engagement and Immigrant Affairs), Planning Department, Police Department, Public Works, and the Department of Technology, received on August 19, 2016

The Report was heard in Committee, and Resolution No. 389-16 was prepared for the Board of Supervisors' approval that formally accepted or rejected the findings and recommendations. The Board of Supervisors provided the required response on September 13, 2016 (copy enclosed).

If you have any questions, please contact Erica Major at (415) 554-4441.

Sincerely,


Angela Calvillo
Clerk of the Board

c: Members, Board of Supervisors
Honorable John K. Stewart, Presiding Judge
Kathie Lowry, 2016-2017 San Francisco Civil Grand Jury
Kitsaun King, 2016-2017 San Francisco Civil Grand Jury
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
Alison Scott, 2015-2016 San Francisco Civil Grand Jury
Kate Howard, Mayor's Office
Kelly Kirkpatrick, Mayor's Office
Nicole Elliott, Mayor's Office
Ben Rosenfield, Office of the Controller
Todd Rydstrom, Office of the Controller
Asja Steeves, Office of the Controller
Jon Givner, City Attorney's Office
Toney D. Chaplin, Police Department
Christine Fountain, Police Department
Mohammed Nuru, Public Works
Frank Lee, Public Works
John Rahaim, Planning Department
AnMarie Rodgers, Planning Department
Adrienne Pon, Office of Civic Engagement and Immigrant Affairs
Melissa Chan, Office of Civic Engagement and Immigrant Affairs
Miguel Gamino, Department of Technology
David German, Department of Technology
Severin Campbell, Budget and Legislative Analyst
Debra Newman, Budget and Legislative Analyst
Jadie Wasilco, Budget and Legislative Analyst



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Certified Copy

Resolution

160612

[Board Response - Civil Grand Jury - Auto Burglary in San Francisco]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "Auto Burglary in San Francisco," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Government Audit and Oversight Committee)

9/13/2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

9/22/2016 Mayor - APPROVED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

October 12, 2016

Date

Angela Calvillo

Angela Calvillo

Clerk of the Board

1 [Board Response - Civil Grand Jury - Auto Burglary in San Francisco]

2
3 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
4 **and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled**
5 **“Auto Burglary in San Francisco;” and urging the Mayor to cause the implementation**
6 **of accepted findings and recommendations through his/her department heads and**
7 **through the development of the annual budget.**

8
9 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of
10 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
11 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

12 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or
13 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
14 county agency or a department headed by an elected officer, the agency or department head
15 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
16 response of the Board of Supervisors shall address only budgetary or personnel matters over
17 which it has some decision making authority; and

18 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of
19 Supervisors must conduct a public hearing by a committee to consider a final report of the
20 findings and recommendations submitted, and notify the current foreperson and immediate
21 past foreperson of the civil grand jury when such hearing is scheduled; and

22 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
23 the Controller must report to the Board of Supervisors on the implementation of
24 recommendations that pertain to fiscal matters that were considered at a public hearing held
25 by a Board of Supervisors Committee; and

1 WHEREAS, The 2015-2016 Civil Grand Jury Report, entitled "Auto Burglary in San
2 Francisco" (Report) is on file with the Clerk of the Board of Supervisors in File No. 160612,
3 which is hereby declared to be a part of this Resolution as if set forth fully herein; and

4 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
5 to Finding Nos. F.A.1, F.C.1 and F.F.1, as well as, Recommendation Nos. R.A.1, R.C.1,
6 R.D.5, R.E.3.d and R.F.1 contained in the subject Report; and

7 WHEREAS, Finding No. F.A.1 states: "While the San Francisco Police Department
8 (SFPD) command staff has steadily added qualified officers to a new centralized unit, known
9 as the Patrol Bureau Task Force, the unit will not be fully effective until it is outfitted with
10 appropriate vehicles (vehicles not easily identified as City-owned cars) for surveillance;" and

11 WHEREAS, Finding No. F.C.1 states: "Complicated cases involving prolific auto
12 burglars are specially handled by three different units: the reviewing Assistant District Attorney
13 (ADA) of auto crimes, the Gang Unit, and the Crime Strategies Unit. Each unit's unique
14 perspective may impede the pooling of information needed to develop best practices for
15 prosecuting organized criminals;" and

16 WHEREAS, Finding No. F.F.1 states: "Visitors/tourists, often targeted for crime, have
17 unique needs that can often be foreseen and prepared for by victims' services organizations;"
18 and

19 WHEREAS, Recommendation No. R.A.1 states: "Ensure the Patrol Bureau Task Force
20 (PBTF) has adequate resources, including investigators, a dedicated crime analyst, and
21 necessary vehicles, equipment, and technology to expand surveillance and apprehension;"
22 and

23 WHEREAS, Recommendation No. R.C.1 states: "Establish a serial crimes unit as a
24 counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The
25

1 unit's mission would be to prosecute cross-district, serial property crimes by organized career
2 criminals;" and

3 WHEREAS, Recommendation No. R.D.5 states: "Require the District Attorney to
4 present to the Government Audit and Oversight (GAO) Committee the comparative analysis
5 (R.D.4) and annual report (R.C.3.) of the crime strategies unit, including significant findings
6 and recommendations;" and

7 WHEREAS, Recommendation No. R.E.3.d states: "Support funding to expand the
8 Community Ambassador's Program;" and

9 WHEREAS, Recommendation No. R.F.1 states: "Use the customary legislative process
10 to review, vet, refine and vote to approve a resolution for a visitor and tourist protection and
11 assistance program;" and

12 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
13 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
14 Court on Finding Nos. F.A.1, F.C.1 and F.F.1, as well as, Recommendation Nos. R.A.1,
15 R.C.1, R.D.5, R.E.3.d and R.F.1 contained in the Report; now, therefore, be it

16 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
17 Superior Court that they agree with Finding No. F.A.1 for the reasons as stated in the Mayor's
18 response to the Civil Grand Jury; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that they disagree
20 partially with Finding No. F.C.1 for reasons as follows: Units that review cases are in frequent
21 communication. Moreover, the unique perspectives of the reviewing Assistant District Attorney
22 of auto crimes, the gang unit and crime strategies unit improve collaboration of pooling
23 information to develop best practices for prosecuting organized criminals; and, be it

24 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
25 Finding No. F.F.1; and, be it

1 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
2 No. R.A.1 has been implemented for reasons as follows: SFPD evaluates staffing levels of all
3 divisions within the department as part of its budget development process each year. Staffing
4 evaluation includes additional staffing and investigators to PBTF. SFPD has met with vendors
5 and is evaluating additional equipment and technology to enhance the operations of PBTF
6 that could be requested in connection with future budget requests. SFPD plans to allocate
7 crime analysts to the investigations division which includes PBTF in the next three months;
8 and, be it

9 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
10 No. R.C.1 has been implemented and will be further expanded for reasons as follows: In the
11 summer of 2015 the crime strategies unit initiated the security camera interactive map project;
12 and, be it

13 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
14 No. R.D.5 has been and will continue to be implemented as evidence of the comprehensive
15 presentation of the District Attorney's Office at the September 1, 2016, Government Audit and
16 Oversight Committee; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
18 No. R.E.3.d has been implemented for reasons as follows: Relative to Community Benefit
19 Districts this recommendation has been and will continue to be implemented and expanded;
20 and, be it

21 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
22 No. R.F.1 will not be implemented for reasons as follows: It is not necessary to use the
23 legislative process necessarily to accomplish these goals for a tourist protection and
24 assistance program; and, be it
25

1 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
2 implementation of the accepted findings and recommendations through his/her department
3 heads and through the development of the annual budget.

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City and County of San Francisco

Tails
Resolution

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 160612

Date Passed: September 13, 2016

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "Auto Burglary in San Francisco;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

September 01, 2016 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

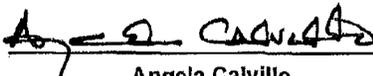
September 01, 2016 Government Audit and Oversight Committee - RECOMMENDED AS AMENDED

September 13, 2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

File No. 160612

I hereby certify that the foregoing Resolution was ADOPTED on 9/13/2016 by the Board of Supervisors of the City and County of San Francisco.


Angela Calvillo
Clerk of the Board


Mayor

9/22/2016
Date Approved



George Gascón
District Attorney

August 18, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart,

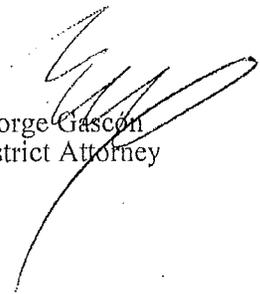
Attached is our reply to the 2015-16 Civil Grand Jury report, "Auto Burglary in San Francisco." We thank the Civil Grand Jury for exploring this important topic and hope our answers will be helpful in evaluating improvements.

In July of 2014 we saw a steady increase in the number of reported auto burglary cases. The rise caught the attention of our Crime Strategies Unit which began efforts to understand who was committing the crime and ways it could be stymied. While some suggested the increase was due to the passage of Proposition 47, we know that to be untrue. Proposition 47 did not alter the punishments associated with auto burglary. Moreover, the increase began before the proposition was even voted upon. And perhaps the best news, the rate of auto burglaries has begun to decline and is now back down to the rates in 2014.

This reduction in the crime is important to San Franciscans who have experienced the crime. We must remain vigilant to the issue and continue to improve our efforts. My office remains committed to working with the Civil Grand Jury and the community at large to work on solutions to this and other crime problems.

Thank you for the opportunity to respond to this Civil Grand Jury report.

Respectfully,


George Gascón
District Attorney

San Francisco District Attorney's Response to the Civil Grand Jury's Findings and Recommendations
AUTO BURGLARY IN SAN FRANCISCO
Civil Grand Jury Report
JUNE 2016

Pursuant to California Penal Code Section 933.05, the San Francisco District Attorney's Office provides the following responses to the Findings and Recommendations directed at the District Attorney's Office.

A. Apprehension of career auto burglars requires coordination by a well-resourced investigative team who sees the "big picture."

Finding F.A.4: Established in 2014, the DA's Crime Strategies Unit is staffed by ADAs who use analytic tools and neighborhood intelligence to predict where crime will occur. While the CSU is well respected by SFPD investigators, it does not replace a professional crime analysis capability integrated with the SFPD's CompStat program.

Agree with the Finding. A collaborative effort between the Crime Strategies Unit and the SFPD Crime Analysis Unit will greatly bolster the analytical support for auto burglary investigations and overall prevention efforts. This requires the sharing of information and open access of police data (Crime Data Warehouse) for the Crime Strategies Unit.

Recommendation R.A.2.: District Attorney. Expand the mission of the Crime Strategies Unit to meet the pressing need for regional intelligence about serial auto burglary. The intelligence should compare San Francisco arrest rates, sentencing outcomes, and recidivism rates to those of adjacent jurisdictions. The findings and recommendations should be collated into an annual report.

The recommendation has been partially implemented. The Crime Strategies Unit has initiated a number of operations to address the problem of auto burglary. Such operations have spanned across jurisdictions in the Bay Area and have incorporated local, state, and federal law enforcement efforts. The objective of said operations are to target serial auto burglars. To that end, regional intelligence collection on serial auto burglary is an ongoing endeavor and focus of the Crime Strategies Unit. However, an annual comparison report of arrest rates, sentencing outcomes, and recidivism rates between San Francisco and its adjacent jurisdictions is an unreasonable task for the Crime Strategies Unit. Though the unit has greatly enhanced its ability to analyze and assess regional police incident data through the acquisition of LEAP Network and partnership with the Northern California Regional Intelligence Center (NCRIC), prosecution data from adjacent jurisdictions is required to prepare a comprehensive and relevant report. The San Francisco District Attorney's Office conducts monthly audits and review of internal prosecution data, culminating in the monthly DASTat Report. It is unknown whether neighboring jurisdictions have the same data capabilities or capacity to contribute to a regional comparison report.

Finding F.A.3.: The Patrol Bureau Task Force pioneered a tactic of tracking serial offenders through multiple break-ins before making the arrest. While this tactic enables the possibility of bundling cases for the DA, its benefit must be weighed against the harm done to victims prior to an arrest.

Agree with the Finding.

Recommendation R.A.3.: Chief of Police and District Attorney. Collaborate with the FBI to apprehend the most prolific regional auto burglars to bring federal charges.

This recommendation will not be implemented. Although federal criminal jurisdiction extends to a variety of motor vehicle theft related activities, the receipt, possession, sale, or disposition of a motor vehicle or property **must** cross a state or United States boundary after being stolen. Auto theft and auto burglary cases committed in San Francisco are predominantly local offenses that usually have little connection to interstate commerce and therefore fall outside the jurisdiction of the federal government.

B. Post-arrest investigations and documentation should be rigorous to maximize the number of chargeable cases.

Finding F.B.1.: The ADA must sometimes acquire video evidence to meet evidentiary standards after charges have been filed. This requirement distracts from what should be the primary focus -- preparing to prosecute.

Agree with the Finding.

Finding F.B.2.: While the ADA works closely with arresting officers and post-arrest investigators on best practices for evidence collection, neither the best practices nor elements of the POST curriculum are incorporated into a professional development classes specific to auto burglary in San Francisco.

Agree with the Finding.

Recommendation R.B.1.: SFPD Deputy Chief of Operations and District Attorney. Expand the department's capability to meet all requests for video by the reviewing ADA for auto crime, including requests submitted after the case has been charged. (Civilians may be used for this purpose.)

This recommendation has been implemented. In the summer of 2015, the Crime Strategies Unit initiated the Security Camera Interactive Map project. The goal of the program is to deter crime and promote public safety through collaboration between the San Francisco District Attorney's Office and the community. The map is an interactive database of known security cameras in the city of San Francisco. Information such as: location, point of contact, camera specifications, storage type, views captures, and retention length are documented and stored on the database for access by prosecutors and police officers. The San Francisco District Attorney's Office has also published a registration form on its website for members of the public to register their security cameras. The benefits of this program has proven to be two fold in that a) it enhances the ability for ADAs, SFPD, and DA Investigators to quickly respond to and preserve video after an auto burglary incident has occurred; b) it allows the Crime Strategies Unit to collaborate with the community to identify security camera gaps in relation to identified auto burglary hot spots.

Recommendation R.B.3.: SFPD Deputy Chief of Operations and District Attorney. Require the SFPD Training and Education Division and DA's Criminal Division to co-create a professional development class on best practices for evidence collection in burglary cases.

This recommendation has been implemented and will be further expanded. The San Francisco District Attorney's Office has and will continue to contribute to SFPD training from cadet through advanced officer training. The District Attorney's Office provides evidence training at the Police Academy – specifically addressing auto burglary and the collection and preservation of evidence in auto burglary cases during POST LD 17. The training includes but is not limited to: addressing issues relating to tourist victims and witnesses, “nest” and other video recording devices that are not easily seen from the street, photographing all recovered property, photographing and seizing all clothing in on-viewed cases, booking cell phones as evidence rather than property, calling cell phones from the officers department issued phone to confirm authorized possessor, emphasizing complete and recorded statements when victims/witnesses do not reside in San Francisco, and obtaining rental agreements/parking stubs/proof of payment. Crime Strategies ADAs and the Auto Crimes ADA will also continue to provide ongoing training and support to patrol and station investigators.

Additionally, the Crime Strategies Unit has utilized an expansive peer-to-peer learning network with criminal justice agencies from across the nation to explore innovative means of addressing crime problems such as auto burglary. In July of 2016, members of the Crime Strategies Unit including an ADA and an analyst conducted a site visit at King County, Washington to learn about strategic initiatives that may be applied to the auto burglary problem in San Francisco. King County faced a rising trend in motor vehicle thefts beginning in the early 2000s, but was able to reduce their numbers dramatically in just a few short years through a collaborative effort between prosecutors, analysts, and various law enforcement agencies. The Crime Strategies Unit plans to share the best practices learned from King County with law enforcement partners with the aim of replicating the same reductions in auto burglary.

C. Efficient charging and prosecution require data driven assessments and expanded prosecutorial capability.

Finding F.C.1.: Complicated cases involving prolific auto burglars are specially handled by three different units: the reviewing ADA of auto crimes, the Gang Unit, and the Crime Strategies Unit. Each unit's unique perspective may impede the pooling of information needed to develop best practices for prosecuting organized criminals.

Disagree with the finding. One of the primary functions of the Crime Strategies Unit is to enhance the pooling of information needed to develop best practices for prosecuting organized criminals. The unit takes a proactive approach, utilizing the Arrest Alert System to identify incoming cases of prolific auto burglars before they are even assigned at intake. Additionally, the Crime Strategies Unit has implemented a CSU Checklist of best practices to include in case dockets for identified crime drivers that warrant specialized attention.

Recommendation R.C.1.: Mayor's Office of Public Policy & Finance, Board of Supervisors, District Attorney. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.

The recommendation has been implemented by the San Francisco District Attorney's Office. The Crime Strategies Unit works closely with the SFPD's Patrol Bureau Task Force and incorporates all functions and elements of a serial crimes unit. ADAs in the unit work with their district stations and specialized police units to identify major cross-district crime drivers who

often fit the classification of an organized career criminal. CSU ADAs will either keep the case for vertical prosecution or follow the case closely to ensure that the identified crime drivers of auto burglary are prosecuted appropriately.

Recommendation R.C.3.: The District Attorney. Expand the Crime Strategies Unit's mission to include the monitoring of factors affecting the prosecution of criminal street gangs operating in adjacent counties. The work product of the unit should include a database of indicators such as population densities, crime rates, arrest rates, and normalized sentencing outcomes for auto burglary and other property crimes.

The recommendation has been partially implemented. The Crime Strategies Unit has initiated operations partnering with law enforcement agencies in adjacent counties to target criminal street gangs. Information collected pertaining to criminal street gangs operating in adjacent counties will be restricted to an operational level of analysis. It is infeasible for the Crime Strategies Unit to maintain a macro level database of indicators concerning adjacent counties because we do not have ongoing access to detailed information from SFPD or any adjacent county to facilitate the data analysis suggested.

Recommendation R.C.4.: The District Attorney. The DA should require the Crime Strategies Unit to prepare an annual report to be reviewed by the Sentencing Commission at a quarterly meeting.

The recommendation will be implemented. Contingent upon the successful acquisition of Crime Data Warehouse from SFPD. SFPD is solely in control of the Crime Data Warehouse. Absent a complete data set, any annual report would be incomplete and inaccurate. The DA's Office is currently in discussions with SFPD to obtain access to the Crime Data Warehouse. The DA's office is hopeful that access will be granted by December 2016.

D. Performance indicators should be useful and transparent to the public.

Finding F.D.4.: While statistics for total cases filed and prosecuted provides transparency into the operational pace of the DA's Office, the public is currently interested in seeing numbers for cases filed and prosecuted for the City's top property crime today -- auto burglary.

Agree with the Finding.

Recommendation R.D.4.: The District Attorney. Require the Crime Strategies Unit to prepare a comparative analysis of serial property crimes, arrest rates, and normalized sentencing outcomes for organized criminal gangs in San Francisco and adjacent counties.

This recommendation will not be implemented. It is unknown whether neighboring jurisdictions have the same data capabilities or capacity to contribute to a regional comparison report. (See R.A.2)

Recommendation R.D.5.: Board of Supervisors Government Accounting and Oversight (GAO) Committee. Require the District Attorney to present to the GAO the comparative analysis (R.D.4) and annual report (R.C.3.) of the crime strategies unit, including significant findings and recommendations.

This recommendation will be partially implemented. We will present our annual report to GAO. However, it is we are unable to prepare a report regarding the neighboring jurisdictions, as we do not have access to their data and it is unknown whether neighboring jurisdictions have the same data capabilities or capacity to contribute to a regional comparison report. (See R.A.2)

E. The four Ps of deterrence: prevention, planning, programs, and punishment.

Recommendation R.E.4.: Chief of Police and District Attorney. In the case of crimes against tourists and visitors involving career criminals and criminal street gangs, collaborate and coordinate with the United States Attorney's Office for referral of appropriate cases for federal prosecution under. 18 U.S.C. 875, interstate commerce and 18 U.S.C. 521, criminal street gang enhancement.

The recommendation has been implemented.

The District Attorney's Office will continue collaborate with the United States Attorney's Office and other prosecutorial agencies whenever possible to coordinate the most effective prosecution. However, neither 18 U.S.C. §875 nor 18 U.S.C. §521 provide the United States Attorney's Office with tools to address auto theft or auto burglary in San Francisco. However, auto theft, auto burglary, and criminal street gang cases committed in San Francisco are predominantly local offenses that have no connection to interstate commerce and therefore fall outside the jurisdiction of the federal government.

18 U.S.C. §875, entitled Interstate Communications, is the crime of transmitting in interstate or foreign commerce any communication demanding ransom or reward for a kidnapped person or extorting money or value from threatening to kidnap a person, threatening to physically injure a person, threatening to injure a person's property, threatening to injure a person's reputation or threatening to accuse another person of a crime.

18 U.S.C. §521, entitled Criminal Street Gangs, is a sentencing enhancement for criminal street gangs that have a primary purpose of committing or conspiring to commit a Federal controlled substance felony or a Federal violent felony and are engaged in a continuing series of these offenses affecting interstate of foreign commerce.

For the reasons described above, neither 18 U.S.C. §875 nor 18 U.S.C. §521 provide the United States Attorney's Office with a regular avenue to prosecute auto crimes. On the rare occasion where an auto crime committed by a gang under the very specific circumstances that fall under these statutes or when stolen vehicles or property crosses state lines within the meanings of 18 U.S.C. §2312 and §2313, the District Attorney's Office will present the case to the United States Attorney's Office for consideration.

CITY AND COUNTY OF SAN FRANCISCO



OFFICE OF THE CITY ATTORNEY

DENNIS J. HERRERA
City Attorney

DIRECT DIAL: (415) 554-4700

July 5, 2016

Hon. John K. Stewart
Presiding Judge
San Francisco Superior Court
400 McAllister Street
San Francisco, CA 94102

Re: **City Attorney Office's response to the June 2016 Civil Grand Jury Report released on June 20, 2016 and entitled, "Auto Burglary in San Francisco"**

Dear Judge Stewart:

In accordance with Penal Code Sections 933 and 933.05, the Office of the City Attorney submits the following response to the June 2016 Civil Grand Jury Report entitled, *Auto Burglary in San Francisco*. The Grand Jury requested that this office respond to the report.

For each Civil Grand Jury finding for which the Grand Jury has requested a response, the statutes require the respondent to either:

1. agree with the finding; or
2. disagree with it, wholly or partially, and explain why.

For each Civil Grand Jury recommendation for which the Grand Jury has requested a response, the statutes require the respondent to report:

1. that the recommendation has been implemented, with a summary explanation of how it was implemented;
2. the recommendation has not been implemented, but will be implemented in the future, with a time frame for the implementation;
3. the recommendation requires further analysis, with an explanation of the scope of that analysis and a time frame for the officer or agency head to be prepared to discuss it (less than six months from the release of the report); or
4. that the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why that is.

Findings F.F.1 through F.F.7, and Recommendation R.F.1, of the auto burglary report address the establishment of a Visitor and Tourist Assistance Program. The Findings appear to seek a response, to some degree, from the City Attorney, although the identification of the intended responders is unclear. Recommendation R.F.1 seeks a response from the City Attorney, among others. The City Attorney therefore submits the following responses:

Finding F.F.1.

Visitors/tourists, often targeted for crime, have unique needs that can often be foreseen and prepared for by victims' services organizations.

City Attorney's Office Response To Finding F.F.1.

Agree.

Finding F.F.2.

For a visitor/tourist protection and assistance program to work, government must facilitate sponsorship and support from visitor- and tourism-related business.

City Attorney's Office Response To Finding F.F.2.

To the extent this finding states a policy rather than a factual conclusion, the City Attorney is unable to determine its accuracy or correctness. The substance of this finding is beyond the expertise and jurisdiction of the City Attorney, and the City Attorney therefore cannot agree or disagree with it.

Finding F.F.3.

Establishing programs to prevent and deter crimes against visitors/tourists and to assist with immediate needs to those visitors/tourists who have been victimized is socially just and economically wise.

City Attorney's Office Response To Finding F.F.3.

To the extent this finding states a policy rather than a factual conclusion, the City Attorney is unable to determine its accuracy or correctness. The substance of this finding is beyond the expertise and jurisdiction of the City Attorney, and the City Attorney therefore cannot agree or disagree with it.

Finding F.F.4.

Already existing laws and resources can be leveraged to protect San Franciscans and visitors/tourists, including federal interstate and international commerce law, a federal criminal street gang task force and associated criminal street gang sentencing enhancements, and the necessary and vigorous local criminal prosecution that seeks all available sentencing enhancements.

City Attorney's Office Response To Finding F.F.4.

Agree.

Finding F.F.5.

Government must provide essential services to visitor/tourist crime victims to support their immediate needs. A temporary replacement identification card supports the victim's efforts to access banking services, revise flight plans, pass through transportation security at the airport, or continue their holiday in San Francisco.

City Attorney's Office Response To Findings F.F.1 – F.F.7.

To the extent this finding states a policy rather than a factual conclusion, the City Attorney is unable to determine its accuracy or correctness. The substance of this finding is beyond the expertise and jurisdiction of the City Attorney, and the City Attorney therefore cannot agree or disagree with it.

Finding F.F.6.

Government, industry and not-for-profit partnerships can work together to meet needs following victimization.

City Attorney's Office Response To Finding F.F.6.

Agree.

Finding F.F.7.

Presently, San Francisco does not account for crimes against victims/tourists. City Government needs reliable information to develop further policy and act to protect visitors, tourists, and the City's tourism industry.

City Attorney's Office Response To Finding F.F.6.

To the extent this finding states a policy rather than a factual conclusion, the City Attorney is unable to determine its accuracy or correctness. The substance of this finding is beyond the expertise and jurisdiction of the City Attorney, and the City Attorney therefore cannot agree or disagree with it.

Recommendation R.F.1.

Review for form [legislation creating a visitor and tourist protection and assistance program]

City Attorney's Office Response To Recommendation R.F.1.

The City Attorney's Office will review and, if appropriate, approve as to form any legislation creating a visitor and tourist protection and assistance program, and will otherwise assist the Mayor and the Board of Supervisors in preparing such legislation if requested.

July 5, 2016

We hope this information is helpful.

Very truly yours,


DENNIS J. HERRERA
City Attorney

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

Received via email
8/19/2016
File Nos. 160611 and 160612

August 19, 2016

The Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2015-16 Civil Grand Jury report, *Auto Burglary in San Francisco*. We would like to thank the members of the Civil Grand Jury for their interest in ensuring the continued safety and security of San Franciscans and visitors to the City and County of San Francisco.

In the upcoming November 2016 election, San Franciscans will consider the creation of Neighborhood Crime Units, which will dedicate 3 percent of San Francisco Police Department (SFPD) staff for response to crimes like auto break-ins and home burglaries. The Safe Neighborhoods effort complements the City's reaching the charter mandate of 1,971 officers, which is expected by the end of 2017.

The Neighborhood Crime Unit tracks and comprehensively investigates neighborhood crime like auto and home burglaries; and dedicates a team approach to proactively deter and respond to locations around the City where crime is prevalent. The Neighborhood Crime Unit works with district captains, SF311, the Department of Emergency Management, and the 911 Emergency Communications Center to improve communication with shared crime data and transparent data metrics.

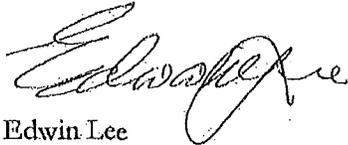
The Neighborhood Crime Unit complements the Patrol Bureau Task Force, Crime Analysis Unit, District Stations, and other SFPD resources, addressing many of the issues identified by the Civil Grand Jury report. It also improves allocation of resources to deter and prevent crime that is not defined by geographic areas and moves from block to block and neighborhood to neighborhood.

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

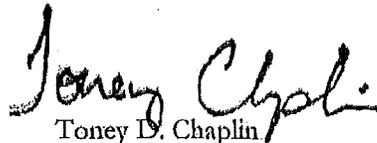
A detailed response from the Mayor's Office, the City Administrator's Office, City Planning, Police Department, Department of Public Works, and the Department of Technology to the Civil Grand Jury's findings and recommendations follows.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,



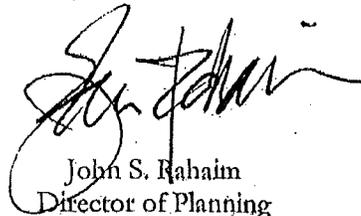
Edwin Lee
Mayor



Toney D. Chaplin
Acting Chief of Police



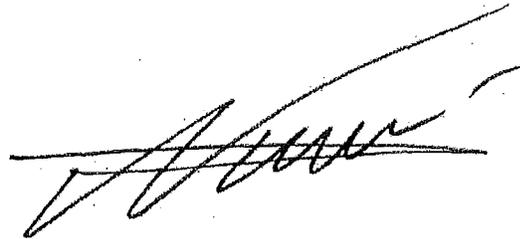
Naomi M. Kelly
City Administrator



John S. Rahaim
Director of Planning



Miguel A. Gamifio, Jr.
City CIO
Executive Director
Department of Technology



Mohammed Nuru
Director, Public Works

Findings:

Finding F.A.1: While the SFPD command staff has steadily added qualified officers to a new centralized unit, known as the Patrol Bureau Task Force, the unit will not be fully effective until it is outfitted with appropriate vehicles (vehicles not easily identified as City-owned cars) for surveillance.

Disagree with finding, partially.

SFPD has and utilizes surveillance vehicles in operations conducted by the Patrol Bureau Task Force (PBTf). For example, for FY 2015-16, the City budgeted 33 unmarked Ford Fusion Hybrids for the department. SFPD continues to review the use of these vehicles and other vehicle options to enhance the effectiveness of PBTf operations.

Finding F.A.3: The Patrol Bureau Task Force pioneered a tactic of tracking serial offenders through multiple break-ins before making the arrest. While this tactic enables the possibility of bundling incidents for the DA, its benefit must be weighed against the harm done to victims prior to an arrest.

Agree with finding.

Finding F.A.4: Established in 2014, the DA's Crime Strategies Unit is staffed by ADAs who use analytic tools and neighborhood intelligence to predict where crime will occur. While the CSU is well respected by SFPD investigators, it does not replace a professional crime analysis capability integrated with the SFPD's CompStat program.

Agree with finding.

Finding F.B.1: The ADA must sometimes acquire video evidence to meet evidentiary standards after charges have been filed. This requirement distracts from what should be the primary focus -- preparing to prosecute.

Disagree with finding, partially.

While forensic video can assist as additional evidence for prosecution, it is not required for prosecution. However, when forensic video is available, it is acquired by the investigating officer or unit. This function would not be undertaken by the attorney who is preparing to prosecute. Forensic video evidence, when available, currently is provided to the ADA in the presentation process.

Finding F.B.2: While the ADA works closely with arresting officers and post-arrest investigators on best practices for evidence collection, neither the best practices nor elements of the POST curriculum are incorporated into professional development classes specific to auto burglary in San Francisco.

Disagree with finding, partially.

SFPD agrees that the Assistant District Attorney (ADA) works with arresting officers on best practices for evidence collection. SFPD has continuing professional development courses on investigating various crimes

including auto burglaries. An example is SFPD's plain clothes course which provides instruction on various areas of investigations. They include, search warrant, surveillance, case management and case presentation among other disciplines. SFPD will review courses such as these to determine if additional instruction can be provided by the District Attorney's office to enhance cases for prosecution.

Finding F.C.1: Complicated cases involving prolific auto burglars are specially handled by three different units: the reviewing ADA of auto crimes, the Gang Unit, and the Crime Strategies Unit. Each unit's unique perspective may impede the pooling of information needed to develop best practices for prosecuting organized criminals.

Disagree with finding, partially.

Units that review cases are in frequent communication. Moreover, the unique perspectives of the reviewing ADA of auto crimes, the Gang Unit, and the Crime Strategies Unit improve collaboration and pooling of information to develop and implement best practices for prosecuting organized criminals.

Finding F.D.1: The SFPD's 2014 annual report provides statistics that include "auto burglary" in the totals for Part 1 larceny/theft crimes, which obscures the size of the problem and the risk of being victimized.

Agree with finding.

Finding F.D.2: Providing auto burglary data in SF OpenData provides transparency; however, the user has to have the analytical skills and the computer technology to manipulate the data.

Disagree with finding, partially.

SF OpenData is available to the general public and users of SF OpenData will have varying analytical skills and computer technology. City departments do not have the ability to gauge the individual analytical skills necessary to manipulate data on SF OpenData.

Finding F.D.3: The format of the Public Safety Scorecard is highly informative because line graphs are used to visualize rate of auto burglary per 100,000 residents as opposed to totals of auto burglary incidents. The 22 percent increase for 2015 over 2014 better reflects the public's safety risks than do basic totals of incidents reported.

Agree with finding.

Finding F.E.1: SFPD currently lacks online resources to inform residents of crime trends, safety tips to protect against victimization, injury, and property loss from crime.

Disagree with finding, wholly.

SFPD does have resources and information that it provides to the public on these areas, including: SFPD's web site, SFPD's district station captain's newsletter, and district captain and community meetings. SFPD

also partners with SFSafe to provide public information and crime tips to the community. The information and link to SFSafe is available on the department's web site.

Created in 1976 as a project of the SFPD, San Francisco SAFE, Inc. (Safety Awareness for Everyone, SFSafe) is a community crime prevention and public safety program that works in cooperation with SFPD and other City agencies to help San Franciscans protect themselves from becoming victims.

Finding F.E.2: Auto burglars take advantage of areas with restricted visibility, low light, fast escape and hiding places.

Agree with finding.

The Department of Public Works (DPW) incorporates principles of crime prevention in design, ongoing maintenance, and management of City property and public spaces. It is the responsibility of every division and employee to strive to create and maintain safe, clean, green and sustainable public spaces. DPW ensures adherence to principles of crime prevention by establishing annual performance plans at the beginning of each fiscal year and appraising performance near the end of each fiscal year. In project design and maintenance, staff have a holistic process that includes considering public safety (including visibility and lines of sight, landscape architecture, lighting (in conjunction with the San Francisco Public Utilities Commission), and accessibility to emergency services.

Finding F.E.3: The SF Community Ambassadors Program has been well received by residents and merchants in the neighborhoods they have been deployed.

Agree with finding.

The Community Ambassadors Program (CAP) was developed in 2010 to bridge tensions in the community due to cultural or linguistic differences. Administered by the Office of Civic Engagement & Immigrant Affairs (OCEIA), a division of the City Administrator's Office, this program was initiated by community leaders and advocates concerned about increased violence and ensuring public safety in high crime areas along major transit/business corridors. CAP partners with Alive and Free (formerly Omega Boys Club), local businesses, law enforcement, City agencies, schools and numerous community-based organizations. CAP's key goals are to: 1) promote safety and assist residents; 2) engage, educate and inform the public about safety practices and available city resources and programs; and 3) encourage collaboration, unity and civic participation by role modeling positive interactions and behaviors.

Finding F.E.4: Vigorous apprehension and prosecution of crime suspects acts as a crime deterrent to would be offenders and protects city residents and visitors/tourists.

Agree with finding.

Finding F.E.5: Tourists and visitors to San Francisco are the frequent targets of career criminals and organized criminal street gangs, damaging San Francisco's reputation and tourism industry.

Disagree with finding, partially.

SFPD is considering the inclusion of “Visitor/Tourist” selection in SFPD Incident Reports to improve tracking and reporting of victims of crime. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender, and availability of demographic victim data may provide additional opportunities to improve practices.

Finding F.F.1: Visitors/tourists, often targeted for crime, have unique needs that can often be foreseen and prepared for by victims’ services organizations.

Disagree with finding, partially.

SFPD is considering the inclusion of “Visitor/Tourist” selection in SFPD Incident Reports to improve tracking and reporting of victims of crime. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender, and availability of demographic victim data may provide additional opportunities to improve practices. Improvements in policing includes consideration of the needs of all victims of crime, including visitors / tourists.

Finding F.F.2: For a visitor/tourist protection and assistance program to work, government must facilitate sponsorship and support from visitor- and tourism-related business.

Agree with finding.

Finding F.F.3: Establishing programs to prevent and deter crimes against visitors/tourists and to assist with immediate needs to those visitors/tourists who have been victimized is socially just and economically wise.

Agree with finding.

The law enforcement community establish programs to prevent and deter crimes and SFPD strives to improve policing practices to better serve all of San Francisco, including visitors/tourists.

Finding F.F.4: Already existing laws and resources can be leveraged to protect San Franciscans and visitors/tourists, including federal interstate and international commerce law, a federal criminal street gang task force and associated criminal street gang sentencing enhancements, and the necessary and vigorous local criminal prosecution that seeks all available sentencing enhancements.

Disagree with finding, partially.

While we agree that the existing laws and resources can be leveraged to protect San Franciscans and visitors/tourists, the City implements programs that focus on rehabilitation and reductions in recidivism, such as the Interrupt, Predict, and Organize for a Safer San Francisco (IPO).

Five Keys provides intensive and comprehensive education intervention, vocational planning, and academic case management for IPO participants. Through Five Keys, IPO participants are provided educational assessment and basic skills training, along with high school and GED completion services.

Finding F.F.5: Government must provide essential services to visitor/tourist crime victims to support their immediate needs. A temporary replacement identification card supports the victim’s efforts to access

banking services, revise flight plans, pass through transportation security at the airport, or continue their holiday in San Francisco.

Disagree with finding, partially.

San Francisco provides essential services to all victims of crime, including visitors/tourists to support their needs. The creation of a temporary replacement identification card for visitors / tourists that supports efforts to access services requires coordination of identification card granting agencies, such as the California Department of Motor Vehicles and foreign governmental entities (consulates), and service providers such as banks and airlines.

Finding F.F.6: Government, industry and not-for-profit partnerships can work together to meet needs following victimization.

Agree with finding.

Finding F.F.7: Presently, San Francisco does not account for crimes against victims/tourists. City Government needs reliable information to develop further policy and act to protect visitors, tourists and the City's tourism industry.

Agree with finding.

Finding F.F.8: The visitor's tab on sfgov.org, the City's Internet homepage, does not provide resources for visitors/tourists in distress.

Agree with finding.

Finding F.F.9: Visitor/ tourist selection on SFPD Incident Reports should be a search/sort field for SFPD incident reports on datasfgov.org

Disagree with finding, partially.

While it might be informative to include "Visitor/Tourist" selection in SFPD Incident Reports, implementation will be complicated by victims choosing not to select the appropriate "Visitor/Tourist" designation. SFPD wants to ensure accurate or complete incident reporting in Incident Reports. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender.

Recommendations:

Recommendation R.A.1: Ensure the Patrol Bureau Task Force has adequate resources, including investigators, a dedicated crime analyst, and necessary vehicles, equipment, and technology to expand surveillance and apprehension.

Recommendation has been implemented.

SFPD evaluates staffing levels of all divisions within the department as part of its budget development process each year. Staffing evaluation includes additional staffing and investigators to PBTF. SFPD has met with vendors and is evaluating additional equipment and technology to enhance the operations of PBTF that could be requested in connection with future budget requests. SFPD plans to allocate crime analysts to the investigations division which includes PBTF in the next three months.

Recommendation R.A.3: Collaborate with the FBI to apprehend the most prolific regional auto burglars to bring federal charges.

Recommendation has been implemented.

SFPD collaborates with the FBI on federal charges. Currently, there are no federal laws that allow for the bringing of federal charges specifically for auto burglaries. SFPD is evaluating and discussing with the FBI federal charges for other violent crimes that have a correlation to the same suspects committing auto burglaries.

Recommendation R.A.4: Develop policies and procedures to determine when it is appropriate to bundle incidences and arrest a suspect who has been witnessed doing multiple break-ins while under surveillance.

Recommendation will not be implemented.

Current SFPD policy on the apprehension of non-violent felons is a factor in making arrests for individuals who commit auto burglaries, and SFPD weighs options with the safety of the public in mind. SFPD presents multiple cases to the DA for individuals committing multiple auto burglaries (i.e. bundling). SFPD and the District Attorney collaborate when feasible to bundle cases.

Recommendation R.A.5: Create a plan to deploy a fully-resourced serial crimes investigative unit. The unit's mission would be to apprehend members of criminal gangs involved in robberies, burglaries, thefts, and larcenies. Staffing should include a captain, a lieutenant, several sergeants, and an appropriate number of officers.

Recommendation has been implemented.

SFPD has a serial crime investigative unit that tracks many serial criminals. In addition, SFPD evaluates staffing levels of all units to add additional investigators and officers as staffing levels within the department increase. SFPD currently has a captain that oversees lieutenants and investigators within the individual investigative units.

Recommendation R.B.1: Expand the department's capability to meet all requests for video by the reviewing ADA for auto crime, including requests submitted after the case has been charged. (Civilians may be used for this purpose.)

Recommendation has been implemented.

SFPD agrees that obtaining forensic video will enhance the case for prosecution after the crime has been charged by the District Attorney. SFPD is training additional forensic video technicians at regular intervals twice a year.

Recommendation R.B.2: Require captains of district stations to: (i) keep track of common areas of deficiency for arrest reports and Evidence Packets (deficiencies as identified by the reviewing ADA for auto crime); and (ii) convey the information to the police Training and Education Division to aid in developing curriculum.

Recommendation has been implemented.

SFPD's district station captains ensure that supervisors, including investigative lieutenants and sergeants, review reports for accuracy and completeness during their daily shifts. Any required deficiencies identified by the ADA are corrected. Training is provided to officers when warranted. The commanding officer of the Investigations Division meets at least monthly with senior management at the District Attorney's office to discuss case presentation and deficiencies and provides feedback to district station personnel. The investigations division also holds frequent meetings with investigators and has integrated the District Attorney's office at the meetings for feedback, training, and discussion of cases and crimes.

Recommendation R.B.3: Require the SFPD Training and Education Division and DA's Criminal Division to co-create a professional development class on best practices for evidence collection in burglary cases.

Recommendation has been implemented.

SFPD currently has continuing professional development courses such as the plain clothes course that aids in evidence collection in burglary cases. During the basic POST course curriculum taken by all sworn members, there is a curriculum and instruction on collection of evidence at burglaries. Additionally, SFPD trains basic course cadets and continuing professional education for veteran members on the collection of evidence (fingerprints, etc.) at the scene of an auto burglary for forensic analysis.

Recommendation R.C.1: Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget for the District Attorney's Office will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R.D.1: Ensure the annual report graphically shows totals of the auto burglary incidents as separate from “larceny/theft.

Recommendation has not been, but will be, implemented in the future.

SFPD can categorize incidents separately and will do so in the next annual report for FY 2016-2017.

Recommendation R.D.2: Present to the Board of Supervisors statistics on changes in total auto burglary incidents as well as other parameters such as “crime trends,” “arrest rates,” and “population at risk rates,” as described in the United States Department of Justice’s “Crime Statistics for Decision Making.” The presentation should describe how the crime indicators inform the future direction of policing.

Requires further analysis.

SFPD will review this need and our ability to provide these statistics to the Board of Supervisors. The department is working on improving its data collection consistent with best practices in 21st century policing. SFPD will report on its progress in six months.

Recommendation R.D.3: Modify the online incident report to include a required field for the victim to self-identify as “tourist,” “visitor,” or “resident.” The data can be used to analyze demographics of victims.

Requires further analysis.

While it might be informative to include “Visitor/Tourist” selection in SFPD Incident Reports, implementation will be complicated by victims choosing not to select the appropriate “Visitor/Tourist” designation. SFPD wants to ensure accurate or complete incident reporting. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender.

Recommendation R.E.1: Develop web-pages on the SFPD website containing information about crime advisories, crime prevention, safety resources, and services that SFPD offers.

Recommendation has been implemented.

SFPD does have resources and information that it provides to the public on these areas, including: SFPD's web site, SFPD's district station captain's newsletter, and district captain and community meetings. SFPD also partners with SFSafe to provide public information and crime tips to the community. The information and link to SFSafe is available on the department's web site.

Recommendation R.E.2.a: Mayor: Direct and coordinate inter-departmental efforts;

Recommendation has been implemented.

The City, including the Mayor's Office and City departments, works collaboratively to improve crime prevention and deterrence. For example, the Public Safety Cluster consists of SFPD, Department of Public Health, Adult Probation Department, Juvenile Probation Department, Department of Children, Youth, and their Families, Parks and Recreation Department, San Francisco Unified School District, District Attorney's

Office, Department on the Status of Women, Department of Child Support Services, Mayor's Office of Housing, and Department of Public Works. It aligns existing strategies with new opportunities that directly impact and reduce street violence. Additionally, the Street Violence Response Team convenes the Mayor's Office, SFPD, Department of Public Health, District Attorney's Office, and the San Francisco Unified School District to address the violence prevention and enforcement needs of San Francisco.

Recommendation R.E.2. b: Department of Public Works: Incorporate principles of crime prevention through environmental design into the ongoing maintenance and management of city property and open spaces;

Recommendation has been implemented.

San Francisco Public Works incorporates principles of crime prevention in design, ongoing maintenance, and management of City property and public spaces. It is the responsibility of every division and employee to strive to create and maintain safe, clean, green and sustainable public spaces. Public Works ensures adherence to principles of crime prevention by establishing annual performance plans at the beginning of each fiscal year and appraising performance near the end of each fiscal year. In project design and maintenance, staff have a holistic process that includes considering public safety (including visibility and lines of sight, landscape architecture, lighting (in conjunction with PUC)), and accessibility to emergency services.

Recommendation R.E.2. c: Chief of Police: Collaborate with DPW and Planning to identify areas associated with auto burglary and other crimes for attention;

Recommendation has been implemented.

SFPD has ongoing discussions with various city agencies such as the Department of Public Works (DPW) and the Recreation and Parks Department (RPD) related to improvements to deter criminal activity. Examples include the implementation of warning signage around tourist hot spots and high crime areas that have been implemented and will continue.

Recommendation R.E.2.d: Planning Department: Include crime prevention through environmental design as part of the permitting process for government, commercial, retail, multi-residential, and mixed-use development.

Recommendation has been implemented.

Many of the Planning Department's plans, policies, and urban design guidelines incorporate and reinforce commonly accepted safety by design principles by promoting "eyes on the street". Activating street frontages helps people survey and protect their streets and neighborhoods. In addition to the Planning Code requiring active uses at the ground floors of most new buildings, (which also specifies a minimum amount of transparency for commercial uses), the Planning Department routinely applies the Ground Floor Residential Design Guidelines to ensure residential ground floor units are designed to have direct engagement with the street. Bay windows, balconies, and front entry stoops are all building design elements routinely promoted by the design review in the Planning Department to provide active frontages, surveillance of the streets, adequate lighting, clear sightlines, and secured areas when not visible. These

elements are all considered in the Planning Department's review of development. From the General Plan, to the Planning Code, to our design guidelines; these strategies are valued.

Recommendation R.E.3.a: Mayor and Mayor's Office on Public Policy and Finance: Authorize and Fund the office of Civic Engagement and Immigrant Affairs to expand the Community Ambassadors Program

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget for the Office of Civic Engagement and Immigrant Affairs will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R.E.3.b: Office of Civic Engagement and Immigrant Affairs: Deploy Ambassador teams into high auto burglary neighborhoods to serve as a safe presence and a community resource. The program should include Golden Gate Park, Geary Blvd, Palace of Fine Arts, Fisherman's Wharf.

Requires further analysis

The Community Ambassadors Program (CAP) provides multiracial, multilingual Ambassador teams that act as a visible safety presence, engage the public, and interact with residents, transit riders, merchants, law enforcement, transit, schools and community based organizations. Ambassador teams are assigned to several transit/merchant corridors and neighborhoods in Supervisorial Districts 3, 6, 9, and 10, including Mid-Market, Civic Center, Tenderloin, Chinatown, Mission, Bayview, Dogpatch, Portola, Potrero and Visitacion Valley. Expansion into neighborhoods will be analyzed for feasibility and funding availability by the Mayor's Office and Board of Supervisors.

Recommendation R.E.3.c: Office of Civic Engagement and Immigrant Affairs: deploy Ambassador events team into neighborhoods around special events such as street fairs, festivals, sporting events.

Requires further analysis

Ambassador teams are currently assigned to several transit/merchant corridors and neighborhoods in Supervisorial Districts 3, 6, 9, and 10, including Mid-Market, Civic Center, Tenderloin, Chinatown, Mission, Bayview, Dogpatch, Portola, Potrero and Visitacion Valley. OCEIA will deploy Community Ambassador teams as feasible and expansion into neighborhoods will be analyzed for feasibility and funding availability by the Mayor's Office and Board of Supervisors.

Recommendation R.E.4: In the case of crimes against tourists and visitors involving career criminals and criminal street gangs, collaborate and coordinate with the United States Attorney's Office for referral of appropriate cases for federal prosecution under: 18 U.S.C. 875, Interstate Commerce and 18 U.S.C. 521, Criminal Street Gang Enhancement.

Recommendation has been implemented.

SFPD collaborates with the FBI on federal charges. Currently, there are no federal laws that allow for the bringing of federal charges specifically for auto burglaries. SFPD is evaluating and discussing with the FBI

federal charges for other violent crimes that have a correlation to the same suspects committing auto burglaries.

Recommendation R.F.1: Use the customary legislative process to pass resolution for a visitor and tourist protection and assistance program. The Mayor should introduce, support, fund and sign the resolution; The Mayor's Office of Legislative & Government Affairs should prepare resolution to be introduced; The BOS Public Safety Committee should review, vet and refine to recommend the resolution to the full board; BOS should vote to approve the resolution; The Mayor's Office of Public Policy and Finance should include the program in to the Budget; City Attorney should review the resolution for proper format.

The visitor/tourist protection and assistance program resolution should contain the following clauses:1. Recognize tourists as valued and welcome guests to our city 2.Acknowledge vulnerabilities unique to visitors/tourists 3. Denounce the targeting and victimizing of visitors/tourists 4. Recognize the need for specialized services for visitors/tourist who have been victimized by crime. 5. Establish the program as a partnership between government and the visitor and tourism industry. 6.Designate and funds as public safety department to act as coordinating agency. 7. Authorize the agency to develop industry partnership. 8. Authorize the agency to issue a temporary replacement identification card, for victors and tourist who have had their identification stolen. 9. Instruct the police, sheriff and district attorney to pursue vigorous criminal prosecution. 10. Advise the district attorney to seek sentencing enhancement when it is appropriate. 11. Charge the chief of police and the district attorney to collaborate with the United States Attorney's Office, Northern Division of California, San Francisco, to refer appropriate cases to federal authorities for prosecution under interstate/international commerce law and/or Federal Criminal Street Gang Enhancements. 12. Include a visitor/tourist identification field on police Incident Reports to facilitate research and data gathering. 13. Require the coordinating agency to report annually to the Public Safety Committee of the BOS. The report should provide performance metrics about services offered and make recommendations to inform future policy related to crimes against visitors/tourists.

Recommendation will not be implemented.

While the Mayor's Office and City departments continually work collaboratively to improve crime prevention and deterrence, we cannot predict the timing or outcome of approvals by the legislative body. Nor can an agency of the City instruct the United States Attorney's Office and other federal and State agencies, as separate governmental bodies, to form coordinating agencies.

In the upcoming November 2016 election, San Franciscans will consider the creation of Neighborhood Crime Units that dedicates 3 percent of SFPD staff for response to crimes like auto break-ins and home burglaries and complements the City's reaching the charter mandate of 1,971 officers, which is expected by the end of 2017.

Recommendation R.F.2: The visitor's tab on the San Francisco Gov.org homepage should contain information to assist visitors/tourists who are in need of victims assistance and other kinds of support services.

Recommendation has been implemented.

The San Francisco homepage provides connections to City services and general services, including support services, through the visitor's tab and help tab. For example, visitors can find Police services by linking from the homepage to the 311 Services Director and the 311 Customer Service Center. Through the San

Francisco's Digital Services Strategy, the City promotes the development of new digital services to help improve the customer experience and makes services more accessible. The comprehensive service redesign streamlines the customer service experience and makes all services accessible and easy to use for everyone, including visitors in need of victims' assistance and other kinds of support services. Currently, the City is in the process of hiring of a new Chief Digital Services Officer, a senior technology leader for this Citywide initiative.

Recommendation R.F.3: Include visitor/tourist incident data as a search field on police incident report available through datasfgov.org.

Requires further analysis.

SFPD is considering the inclusion of "Visitor/Tourist" selection in SFPD Incident Reports to improve tracking and reporting of victims of crime. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender, and availability of demographic victim data may provide additional opportunities to improve proactive policing practices.

From: Lew, Lisa (BOS)
Sent: Friday, October 14, 2016 12:21 PM
To: Board of Supervisors, (BOS)
Cc: BOS-Legislative Aides; klowry@sfcgj.org; kking@sfcgj.org; jcunningham@sfcgj.org; ascott@sfcgj.org; Howard, Kate (MYR); Kirkpatrick, Kelly (MYR); Elliott, Nicole (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Steeves, Asja (CON); Givner, Jon (CAT); Rahaim, John (CPC); Rodgers, AnMarie (CPC); Arntz, John (REG); Rowe, Jill (REG); Hui, Mei Ling (ENV); Nuru, Mohammed (DPW); Lee, Frank (DPW); Callahan, Micki (HRD); Gard, Susan (HRD); Ginsburg, Phil (REC); McCoy, Gary (REC); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Major, Erica (BOS)
Subject: Official Board Response (File No. 160614) Civil Grand Jury Report - Maintenance Budgeting and Accounting Challenges for General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later
Attachments: BOS Final Transmittal-Maintenance Budgeting and Accounting Challenges for General Fund Depts. 101416.pdf

Greetings:

Attached is the Board of Supervisors official response to the Presiding Judge of the Superior Court for the 2015-2016 Civil Grand Jury Report, entitled "Maintenance Budgeting and Accounting Challenges for General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later."

Sent on behalf of Erica Major, Committee Clerk, Government Audit and Oversight Committee.

Regards,

Lisa Lew

Board of Supervisors
San Francisco City Hall, Room 244
San Francisco, CA 94102
P 415-554-7718 | F 415-554-5163
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BOARD of SUPERVISORS



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TDD/TTY No. 544-5227

October 14, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

The following is a status report on the 2015-2016 Civil Grand Jury Report (Report),
"Maintenance Budgeting and Accounting Challenges for General Fund Departments:
Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later."

The Board of Supervisors Government Audit and Oversight Committee conducted a public hearing on September 15, 2016, to discuss the findings and recommendations of the Civil Grand Jury and the departments' responses to the Report.

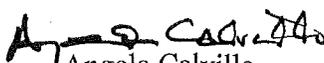
The following City departments submitted a response to the Civil Grand Jury (copies enclosed):

- Urban Forestry Council, received on July 20, 2016
- Department of Elections submitted a consolidated response with the Mayor's Office in addition to a separate response received on August 19, 2016
- Mayor's Office submitted a consolidated response for the Mayor's Office of Public Policy and Finance, City Administrator, Planning Department, Department of Elections, Department of Human Resources, Recreation and Parks Department, and Public Works, received on August 26, 2016
- Office of the Controller, received on August 26, 2016
- Elections Commission, received on September 13, 2016
- Recreation and Parks Commission, received on September 14, 2016
- Citizens' General Obligation Bond Oversight Committee, received on October 4, 2016

The Report was heard in Committee, and Resolution No. 405-16 was prepared for the Board of Supervisors approval that formally accepted or rejected the findings and recommendations. The Board of Supervisors provided the required response on September 20, 2016 (copy enclosed).

If you have any questions, please contact Erica Major at (415) 554-4441.

Sincerely,


Angela Calvillo
Clerk of the Board

- c: Members, Board of Supervisors
Honorable John K. Stewart, Presiding Judge
Kathie Lowry, 2016-2017 San Francisco Civil Grand Jury
Kitsaun King, 2016-2017 San Francisco Civil Grand Jury
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
Alison Scott, 2015-2016 San Francisco Civil Grand Jury
Kate Howard, Mayor's Office
Kelly Kirkpatrick, Mayor's Office
Nicole Elliott, Mayor's Office
Ben Rosenfield, Office of the Controller
Todd Rydstrom, Office of the Controller
Asja Steeves, Office of the Controller
Jon Givner, City Attorney's Office
John Rahaim, Planning Department
AnMarie Rodgers, Planning Department
John Arntz, Department of Elections
Jill Rowe, Elections Commission
Mei Ling Hui, Urban Forest and Agriculture Coordinator
Mohammed Nuru, Public Works
Frank Lee, Public Works
Micki Callahan, Department of Human Resources
Susan Gard, Department of Human Resources
Phil Ginsburg, Recreation and Parks Department
Gary McCoy, Recreation and Parks Commission
Severin Campbell, Budget and Legislative Analyst
Debra Newman, Budget and Legislative Analyst
Jadie Wasilco, Budget and Legislative Analyst



City and County of San Francisco

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San Francisco, CA 94102-4689

Certified Copy

Resolution

160614.

[Board Response - Civil Grand Jury - Maintenance Budgeting and Accounting Challenges for General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "Maintenance Budgeting and Accounting Challenges for General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Government Audit and Oversight Committee)

9/20/2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

9/30/2016 Mayor - RETURNED UNSIGNED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

October 12, 2016

Date

Angela Calvillo

Angela Calvillo
Clerk of the Board

1 [Board Response - Civil Grand Jury - Maintenance Budgeting and Accounting Challenges for
2 General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now
or Pay More Later]

3
4 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
5 **and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled**
6 **“Maintenance Budgeting and Accounting Challenges for General Fund Departments:**
7 **Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later;”**
8 **and urging the Mayor to cause the implementation of accepted findings and**
9 **recommendations through his/her department heads and through the development of**
10 **the annual budget.**

11
12 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of
13 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
14 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

15 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or
16 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
17 county agency or a department headed by an elected officer, the agency or department head
18 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
19 response of the Board of Supervisors shall address only budgetary or personnel matters over
20 which it has some decision making authority; and

21 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of
22 Supervisors must conduct a public hearing by a committee to consider a final report of the
23 findings and recommendations submitted, and notify the current foreperson and immediate
24 past foreperson of the civil grand jury when such hearing is scheduled; and

1 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
2 the Controller must report to the Board of Supervisors on the implementation of
3 recommendations that pertain to fiscal matters that were considered at a public hearing held
4 by a Board of Supervisors Committee; and

5 WHEREAS, The 2015-2016 Civil Grand Jury Report, entitled "Maintenance Budgeting
6 and Accounting Challenges for General Fund Departments: Maintenance Economics Versus
7 Maintenance Politics: Pay Now or Pay More Later" (Report) is on file with the Clerk of the
8 Board of Supervisors in File No. 160614, which is hereby declared to be a part of this
9 Resolution as if set forth fully herein; and

10 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
11 to Finding Nos. F:II.A.1-d, F:II.B.1-b, F:II.B.2-b, F:II.C-3-a, F:II.C-3-b, F:IV.2-c, F:IV.4,
12 F:VI.1 and F:VI.3, as well as, Recommendation Nos. R:1.A.1-a.d, R:I.A.2-d, R:I.A.3-d, R:I.A.4-
13 d, R:II.A.1-1.c, R:II.B.1-d, R:II.B.2.d, R:II.C.1-1.c, R:II.C.1.2.c, R:II.C.1.3, R:II.C.1.4.c-d,
14 R:II.C.1-5.c, R:II.C.1.6.c, R:II.C.1.7.c, R:II.C.2-1-c, R:II.C.2-2-d, R:III.A.1.d, R:III.B.1.d,
15 R:III.C.1-1.f, R:III.C.2-c, R:III.C.3-e, R:III.D.1.c, R:IV.2, R:IV.4, R:VI.1-b, R:VI.2-a, R:VI.2-c,
16 R:VI.3-d, R:VII.1-f, and R:VII.4-d contained in the subject Report; and

17 WHEREAS, Finding No. F:II.A.1-d states: "Total reliance on annually budgeted pay-as-
18 you-go funding can result in maintenance and repairs being deferred in lean budget years. It
19 will be a challenge for policy makers to develop a range of stable 'pay-as-you-go' annual
20 funding mechanisms for maintenance and repairs;" and

21 WHEREAS, Finding No. F:II.B.1-b states: "If the City's budget decision-makers knew
22 how much (if any) of the City's Workers Compensation liabilities arose out of poorly
23 maintained General Fund department capital assets, they would have useful information in
24 making budget trade-off decisions;" and

1 WHEREAS, Finding No. F:II.B.2-b states: "If the Hazard Logs in General Fund
2 departments were compiled and analyzed in a manner which identified and quantified risks of
3 injury resulting from deferred maintenance, that information could be provided to budget
4 decision-makers for use in making budget trade-offs;" and

5 WHEREAS, Finding No. F:II.C-3-a states: "The Board of Supervisors adopted the Plan
6 by Ordinance No. 23-15;" and

7 WHEREAS, Finding No. F:II.C-3-b states: "On April 19, 2016, Supervisor Scott Weiner
8 introduced a proposed Charter amendment (#160381 Charter Amendment and Business and
9 Tax Regulations Code – City Responsibility and Parcel Tax for Street Trees) to implement
10 and pay for Phase I of the Urban Forest Plan. (paragraph 31);" and

11 WHEREAS, Finding No. F:IV.2-c states: "Compliance with Section 3.14 of the Budget
12 Ordinance provides City department heads with an opportunity to make their unfunded high-
13 priority maintenance needs known;" and

14 WHEREAS, Finding No. F:IV.4 states: "The Board of Supervisors generates a list of
15 budget policy priorities to guide funding decisions on the unallocated pools of money resulting
16 from expenditure reductions to the Mayor's proposed budget;" and

17 WHEREAS, Finding No. F:VI.1 states: "Cutting the growth rate for funding the Pay-as-
18 you-go Program from ten percent to seven percent causes a projected six-year delay—from
19 2019 to 2025 before the City begins to address the deferred backlog. Cost escalation over
20 that six year delay will significantly increase the future cost of reducing the backlog and

21 WHEREAS, Finding No. F:VI.3 states: "Budget hearings by the Board of Supervisors
22 would be an opportunity to hear from General Fund departments on what factors led to the
23 accumulation of deferred maintenance and lead to changes in funding policy to reduce these
24 factors;" and

25

1 WHEREAS, Recommendation No. R:1.A.1-a states: To provide useful information for
2 the public in assessing the City's stewardship of public assets, the City Administrator and the
3 Director of Capital Planning Program should use the FRRM (Facilities Renewal Resource
4 Model) to calculate the target need for General Fund departments' facilities maintenance as a
5 percentage of Current Replacement Value (CRV) and in dollar amounts, and disclose that
6 information to the public. After review by the Budget and Legislative Analyst's Office, the
7 Board of Supervisors should approve the amount requested by the City Administrator to
8 accomplish this additional calculating and reporting in the approved budgets for Fiscal Year
9 2017-2018 and thereafter;" and

10 WHEREAS, Recommendation No. R:I.A.2-d states: "After review by the Budget and
11 Legislative Analyst's Office, the Board of Supervisors should approve the amount requested
12 by the Controller for the compilation and disclosure of the total maintenance budget for the
13 General Fund departments and periodic audits in the approved budget for Fiscal Year 2017-
14 2018 and thereafter;" and

15 WHEREAS, Recommendation No. R:I.A.3-d states: "After review by the Budget and
16 Legislative Analyst Office, the Board of Supervisors should approve the amount requested by
17 the Controller for the compilation and disclosure of the total deferred maintenance and repair
18 backlog for General Fund departments and periodic audits in the approved budget for Fiscal
19 Year 2017-2018 and thereafter;" and

20 WHEREAS, Recommendation No. R:I.A.4-d states: "After review by the Budget and
21 Legislative Analyst Office, the Board of Supervisors should approve the amount requested by
22 the Controller to accomplish this benchmark study in the approved budget for Fiscal Year
23 2017-2018;" and

24 WHEREAS, Recommendation No. R:II.A.1-1.c states: "In order to achieve beneficial
25 consequences and avoid the potential adverse consequences from underfunding

1 maintenance and repair of General Fund departments' facilities and infrastructure, and to
2 save money over the long term, after review by the Budget and Legislative Analyst Office, the
3 Board of Supervisors should approve sufficient funding in the Fiscal Year 2017-2018 budget
4 and thereafter from stable funding sources for all General Fund departments' high-priority
5 maintenance and repair projects;" and

6 WHEREAS, Recommendation No. R:II.B.1-d states: "To reduce the risk of injury to City
7 employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors
8 should approve this line item in the Controller's budget request for an audit of Workers
9 Compensation Division data gathering policies and procedures and include it in the approved
10 budget ordinance for Fiscal Year 2017-2018;" and

11 WHEREAS, Recommendation No. R:II.B.2.d states: "To reduce the risk of injury to City
12 employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors
13 should approve this line item in the Controller's budget request to develop procedures for
14 periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred
15 maintenance and repairs and include it in the approved budget ordinance for Fiscal Year
16 2017-2018;" and

17 WHEREAS, Recommendation No. R:II.C.1-1 states: "Maintain urban forest. Because
18 trees perform valuable environmental, economic and social functions and make San
19 Francisco a better place to live and work, after review by the Budget and Legislative Analyst's
20 Office, the Board of Supervisors should approve stable funding sources for maintaining the
21 urban forest;" and

22 WHEREAS, Recommendation No. R:II.C.1.2 states: "DPW (Department of Public
23 Works) street trees: Because it will increase overall street tree health and reduce per-street-
24 tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees), after
25 Budget and Legislative Analyst's Office review, the Board of Supervisors should approve

1 sufficient dedicated funding in the budget for upcoming Fiscal Years 2017-2018 and thereafter
2 to the Public Works Department for the routine maintenance of all street trees;" and

3 WHEREAS, Recommendation No. R:II.C.1.3 states: "Proposition #160381. The Board
4 of Supervisors should approve placing the Street Trees proposition (#160381 Charter
5 Amendment and Business and Tax Regulations Code – City Responsibility and Parcel Tax for
6 Street Trees) on the November 2016 ballot;" and

7 WHEREAS, Recommendation No. R:II.C.1.4.c-d states: "The Urban Forest Plan Phase
8 2. Because it will increase overall tree health in the City's parks and open spaces and reduce
9 per-tree maintenance costs, after review by the Budget and Legislative Analyst Office, the
10 Board of Supervisors should approve sufficient funding in the approved budget for Fiscal
11 Years 2017-2018 and thereafter for the Planning Department to complete The Urban Forest
12 Plan (Phase 2: Parks and Open Space). After review by the Budget and Legislative Analyst
13 Office, the Board of Supervisors should pass an Ordinance incorporating The Urban Forest
14 (Phase 2: Parks and Open Space) by reference;" and

15 WHEREAS, Recommendation No. R:II.C.1.5 states: "Rec & Park 2 for 1: Because it
16 will promote the strategic reforestation of the City, thereby improving quality of life for City
17 residents and visitors, after Budget and Legislative Analyst's Office review, the Board of
18 Supervisors should approve sufficient funding in the budget for upcoming Fiscal year 2017-
19 2018 and thereafter for the Recreation and Parks Department's plan to plant two trees for
20 every tree removed;" and

21 WHEREAS, Recommendation No. R:II.C.1.6.c states: "Rec and Park 15 year
22 maintenance cycle: Because it will increase overall tree health and reduce e overall per-tree
23 maintenance costs, after Budget and Legislative Analyst's Office review, the Board of
24 Supervisors should approve sufficient dedicated funding in the approved budget for upcoming
25

1 Fiscal Years 2017-2018 and thereafter to the Recreation and Parks Department for the
2 sustained 15-year tree maintenance cycle;" and

3 WHEREAS, Recommendation No. R:II.C.1.7.c states: "Rec & Park Tree Risk
4 Assessments. Because it will increase safety for all park users, after review by the Budget and
5 Legislative Analyst's Office, the Board of Supervisors should approve sufficient dedicated
6 funding in the approved budget for upcoming Fiscal Years 2017-2018 and thereafter to the
7 Recreation and Parks Department for completion of tree risk assessments and hazardous tree
8 abatement;" and

9 WHEREAS, Recommendation No. R:II.C.2-1-c states: "After review by the Budget and
10 Legislative Analyst Office, the Board of Supervisors should approve adequate funding for the
11 Department of Public Works for maintenance and repair of "Structurally Deficient" bridges in
12 the Fiscal Year 2017-2018 and thereafter;" and

13 WHEREAS, Recommendation No. R:II.C.2-2-d states: "To prevent further deterioration
14 and unsafe conditions, and after review by the Budget and Legislative Analyst Office, the
15 Board of Supervisors should approve the items in the Department of Public Works budget
16 request for the maintenance and repair of the Richland Avenue bridge and other deteriorated
17 but not yet "Structurally deficient" bridges and include them in the adopted budget in the Fiscal
18 Year 2017-2018 and thereafter;" and

19 WHEREAS, Recommendation No. R:III.A.1.d states: "To focus attention on the
20 relationship between General Fund departments annual maintenance and repair expenditures
21 and their deferred maintenance backlogs, and after review by the Budget and Legislative
22 Analyst Office, the Board of Supervisors should approve these line item entries in the
23 Controller's budget request to collect and report General Fund department costs expended on
24 annual maintenance and repair and costs incurred in addressing their deferred maintenance
25

1 and repair backlogs, and include them in the approved budget for Fiscal Year 2017-2018;"
2 and

3 WHEREAS, Recommendation No. R:III.B.1.d states: "For increased transparency and
4 accountability, and after review by the Budget and Legislative Analyst, the Board of
5 Supervisors should approve the Capital Planning Committee's request for the cost to collect
6 data and report "Deferred Maintenance and Repair Backlog" separately from "projected
7 capital renewal and replacement costs" in the Ten-Year Capital Plan, and include this cost in
8 the adopted Budget for Fiscal Year 2017-2018 and thereafter; and

9 WHEREAS, Recommendation No. R:III.C.1-1.f states: "To obtain updated relevant
10 information as a basis for rational and informed budget decision making, after review by the
11 Budget and Legislative Analyst's Office, the Board of Supervisors should approve amounts
12 in the Fiscal Year 2017-2018 Budget for: (1) the Real Estate Division, (2) the Department of
13 Public Works, (3) the Recreation and Parks Department and (4) other General Fund
14 departments responsible for maintaining capital asset specifically for Condition Assessment
15 surveys with cost estimates of General Fund Department facilities and infrastructure;" and

16 WHEREAS, Recommendation No. R:III.C.2-c states: "After review by the Budget and
17 Legislative Analyst Office, the Board of Supervisors should approve the allocation of funds
18 from the Recreation and Parks Department's "Open Space Fund" for the purpose of
19 conducting a comprehensive condition assessment;" and

20 WHEREAS, Recommendation No. R:III.C.3-e states: "To provide useful information for
21 the public in assessing the City's stewardship of public assets, and after review by the Budget
22 and Legislative Analyst's Office, the Board of Supervisors should approve these line item
23 entries for a study of facilities with a Facility Condition Index (FCI) of fair or poor condition in
24 the adopted Budget Ordinance for Fiscal Year 2017-2018;" and
25

1 WHEREAS, Recommendation No. R:III.D.1.c states: "To make the true cost of
2 program delivery visible, after review by the Budget and Legislative Analyst's Office, the
3 Board of Supervisors should approve adjustments to tenant General Fund departments'
4 budgets sufficient to cover rent increases;" and

5 WHEREAS, Recommendation No. R:IV.2 states: "In recognition of maintenance of
6 facilities and infrastructure as an important component of stewardship and in fulfillment of their
7 stewardship obligations, the managers and staff of General Fund departments (a) should
8 make their departmental maintenance needs known vigorously throughout the budget process
9 and reallocation process; (b) should advocate vigorously in their submissions on Capital
10 Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the
11 Capital Planning staff based on the prior year's appropriation may be insufficient, and if so,
12 why additional funds to meet maintenance needs are required; (c) in their Section 3.14 letters,
13 should make their unfunded high-priority maintenance needs known vigorously; and (d)
14 should make supplemental appropriation requests when they find that they have inadequate
15 resources to support Maintenance and Repair operations through the end of the fiscal year;"
16 and

17 WHEREAS, Recommendation No. R:IV.4 states: "In recognition of maintenance of
18 facilities and infrastructure as an important component in stewardship of City assets, and
19 after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should
20 include adequate funding for General Fund departments maintenance and repair in the list of
21 budget policy priorities for 'unallocated monies;" and

22 WHEREAS, Recommendation No. R:VI.1-b states: "To avoid future growth and cost
23 escalation that will result from pushing back the starting date for reducing the backlog from
24 2019 to 2025 (or 2031 under historical funding levels), and after review by the Budget and
25 Legislative Analyst's Office, the Board of Supervisors should approve future budgets

1 containing restoration of the annual ten percent growth rate to the Pay-as-you-go Program;"
2 and

3 WHEREAS, Recommendation No. R:VI.2-a states: "In furtherance of good
4 stewardship, the Board of Supervisors should require General Fund departments during
5 budget hearings to describe what factors led to the accumulation of deferred maintenance in
6 individual departments;" and

7 WHEREAS, Recommendation No. R:VI.2-c states: "In furtherance of good
8 stewardship, and after review by the Budget and Legislative Analyst's Office, the Board of
9 Supervisors should approve sufficient maintenance and repair funding for General Fund
10 departments in the Fiscal year 2017-2018 Budget to prevent the Deferred Maintenance
11 backlog from growing larger;" and

12 WHEREAS, Recommendation No. R:VI.3-d states: "In the interests of transparency
13 and accountability, and after review by the Budget and Legislative Analyst Office, the Board
14 of Supervisors should approve those line item entries in the Controller's Budget Request for
15 tracking General Fund departments maintenance budgeting and spending to assure that
16 assets are not deteriorating through lack of maintenance and repair to the point where
17 premature replacement funded by General Obligation bonds will be needed, and include them
18 in the adopted Budget ordinance for the 2017-2018 Budget and thereafter;" and

19 WHEREAS, Recommendation No. R:VII.1-l states: "The Board of Supervisors, after
20 review by the Budget and Legislative Analyst Office, should approve these line items in the
21 Controller's budget requests to establish systems and procedures to accomplish the items in
22 Recommendation 1-a through 1-j and include them in the approved budget for Fiscal Year
23 2017-2018;" and

24 WHEREAS, Recommendation No. R:VII.4-d states: "The Board of Supervisors, after
25 review by the Budget and Legislative Analyst Office, should approve these line item entries for

1 the Capital Planning Committee to include in its annual report a complete and accurate
2 update of the progress made in addressing deferred maintenance, and include these line
3 items in the adopted Budget ordinance for 2017-2018 and thereafter;" and

4 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
5 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
6 Court on Finding Nos. F:II.A.1-d, F:II.B.1-b, F:II.B.2-b, F:II.C-3-a, F:II.C-3-b, F:IV.2-c, F:IV.4,
7 F:VI.1, and F:VI.3, as well as, Recommendation Nos. R:1.A.1-a.d, R:I.A.2-d, R:I.A.3-d,
8 R:I.A.4-d, R:II.A.1-1.c, R:II.B.1-d, R:II.B.2.d, R:II.C.1-1.c, R:II.C.1.2.c, R:II.C.1.3, R:II.C.1.4.c-
9 d, R:II.C.1-5.c, R:II.C.1.6.c, R:II.C.1.7.c, R:II.C.2-1-c, R:II.C.2-2-d, R:III.A.1.d, R:III.B.1.d,
10 R:III.C.1-1.f, R:III.C.2-c, R:III.C.3-e, R:III.D.1.c, R:IV.2, R:IV.4, R:VI.1-b, R:VI.2-a, R:VI.2-c,
11 R:VI.3-d, R:VII.1-l, and R:VII.4-d contained in the Report; now, therefore, be it

12 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
13 Superior Court that they agree with Finding No. F:II.A.1-d; and, be it

14 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
15 Finding No. F:II.B.1-b; and, be it

16 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
17 Finding No. F:II.B.2-b; and, be it

18 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
19 Finding No. F:II.C-3-a and, be it

20 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
21 Finding No. F:II.C-3-b; and, be it

22 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
23 Finding No. F:IV.2-c; and, be it

24 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
25 Finding No. F:IV.4; and, be it

1 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
2 Finding No. F:VI.1; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
4 Finding No. F:VI.3; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
6 No. R:1.A.1-a.d will not be implemented for reasons as follows: Because the Mayor has not
7 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
8 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
9 action on this recommendation, but urges the future Board of Supervisors to consider this
10 request at a future hearing after the budget season resumes; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
12 No. R:I.A.2-d will not be implemented for reasons as follows: Because the Mayor has not
13 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
14 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
15 action on this recommendation, but urges the future Board of Supervisors to consider this
16 request at a future hearing after the budget season resumes; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
18 No. R:I.A.3-d will not be implemented for reasons as follows: Because the Mayor has not
19 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
20 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
21 action on this recommendation, but urges the future Board of Supervisors to consider this
22 request at a future hearing after the budget season resumes; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
24 No. R:I.A.4-d will not be implemented for reasons as follows: Because the Mayor has not
25 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's

1 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
2 action on this recommendation, but urges the future Board of Supervisors to consider this
3 request at a future hearing after the budget season resumes; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
5 No. R:II.A.1-1.c will not be implemented for reasons as follows: Because the Mayor has not
6 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
7 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
8 action on this recommendation, but urges the future Board of Supervisors to consider this
9 request at a future hearing after the budget season resumes; and, be it

10 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
11 No. R:II.B.1-d will not be implemented for reasons as follows: Because the Mayor has not
12 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
13 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
14 action on this recommendation, but urges the future Board of Supervisors to consider this
15 request at a future hearing after the budget season resumes; and, be it

16 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
17 No. R:II.B.2.d will not be implemented for reasons as follows: Because the Mayor has not
18 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
19 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
20 action on this recommendation, but urges the future Board of Supervisors to consider this
21 request at a future hearing after the budget season resumes; and, be it

22 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
23 No. R:II.C.1-1.c will not be implemented for reasons as follows: Because the Mayor has not
24 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
25 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking

1 action on this recommendation, but urges the future Board of Supervisors to consider this
2 request at a future hearing after the budget season resumes; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
4 No. R:II.C.1.2.c will not be implemented for reasons as follows: Because the Mayor has not
5 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
6 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
7 action on this recommendation, but urges the future Board of Supervisors to consider this
8 request at a future hearing after the budget season resumes; and, be it

9 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
10 No. R:II.C.1.3 will not be implemented for reasons as follows: The parcel tax was removed
11 from this Charter amendment; and, be it

12 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
13 No. R:II.C.1.4.c-d has been implemented for reasons as follows: As stated by the Planning
14 Director, Mayor, Mayor's Office and Public Policy and Finance, the Planning Department is
15 currently scoping Phase II of the Urban Forest Plan. The Planning Department has included a
16 line item in its budget to allow this work and is currently meeting its tree planning goals
17 through the existing budget; and, be it

18 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
19 No. R:II.C.1-5.c will not be implemented for reasons as follows: Because the Mayor has not
20 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
21 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
22 action on this recommendation but urges the future Board of Supervisors to consider this
23 request at a future hearing after the budget season resumes; and, be it

24 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
25 No. R:II.C.1.6.c will not be implemented for reasons as follows: Because the Mayor has not

1 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
2 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
3 action on this recommendation but urges the future Board of Supervisors to consider this
4 request at a future hearing after the budget season resumes; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
6 No. R:II.C.1.7.c will not be implemented for reasons as follows: Because the Mayor has not
7 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
8 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
9 action on this recommendation but urges the future Board of Supervisors to consider this
10 request at a future hearing after the budget season resumes; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
12 No. R:II.C.2-1-c will not be implemented for reasons as follows: Because the Mayor has not
13 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
14 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
15 action on this recommendation but urges the future Board of Supervisors to consider this
16 request at a future hearing after the budget season resumes; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
18 No. R:II.C.2-2-d will not be implemented for reasons as follows: Because the Mayor has not
19 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
20 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
21 action on this recommendation but urges the future Board of Supervisors to consider this
22 request at a future hearing after the budget season resumes; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
24 No. R:III.A.1.d will not be implemented for reasons as follows: Because the Mayor has not
25 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's

1 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
2 action on this recommendation but urges the future Board of Supervisors to consider this
3 request at a future hearing after the budget season resumes; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
5 No. R:III.B.1.d will not be implemented for reasons as follows: Because the Mayor has not
6 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
7 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
8 action on this recommendation but urges the future Board of Supervisors to consider this
9 request at a future hearing after the budget season resumes; and, be it

10 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
11 No. R:III.C.1-1.f will not be implemented for reasons as follows: Because the Mayor has not
12 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
13 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
14 action on this recommendation but urges the future Board of Supervisors to consider this
15 request at a future hearing after the budget season resumes; and, be it

16 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
17 No. R:III.C.2-c will not be implemented for reasons as follows: Because the Mayor has not
18 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
19 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
20 action on this recommendation but urges the future Board of Supervisors to consider this
21 request at a future hearing after the budget season resumes; and, be it

22 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
23 No. R:III.C.3-e will not be implemented for reasons as follows: Because the Mayor has not
24 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
25 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking

1 action on this recommendation but urges the future Board of Supervisors to consider this
2 request at a future hearing after the budget season resumes; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
4 No. R:III.D.1.c will not be implemented for reasons as follows: Because the Mayor has not
5 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
6 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
7 action on this recommendation but urges the future Board of Supervisors to consider this
8 request at a future hearing after the budget season resumes; and, be it

9 FURTHER RESOLVED, that the Board of Supervisors reports that Recommendation
10 No. R:IV.2 will not be implemented for reasons as follows: Although we agree that Department
11 heads should advocate vigorously for their funding needs, we can only urge them to do so,
12 but it is not within our purview to direct them to do so; and, be it

13 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
14 No. R:IV.4 will not be implemented for reasons as follows: Because the Mayor has not
15 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
16 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
17 action on this recommendation but urges the future Board of Supervisors to consider this
18 request at a future hearing after the budget season resumes; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
20 No. R:VI.1-b will not implemented for reasons as follows: Because the Mayor has not
21 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
22 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
23 action on this recommendation but urges the future Board of Supervisors to consider this
24 request at a future hearing after the budget season resumes; and, be it

25

1 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
2 No. R:VI.2-a will not be implemented for reasons as follows: The future Board of Supervisors
3 can encourage the General Fund departments to describe factors leading to the accumulation
4 of deferred maintenance at future hearings, but cannot require them to do so; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
6 No. R:VI.2-c will not be implemented for reasons as follows: Because the Mayor has not
7 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
8 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
9 action on this recommendation but urges the future Board of Supervisors to consider this
10 request at a future hearing after the budget season resumes; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
12 No. R:VI.3-d will not be implemented for reasons as follows: Because the Mayor has not
13 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
14 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
15 action on this recommendation but urges the future Board of Supervisors to consider this
16 request at a future hearing after the budget season resumes; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
18 No. R:VII.1-l will not be implemented for reasons as follows: Because the Mayor has not
19 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's
20 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
21 action on this recommendation but urges the future Board of Supervisors to consider this
22 request at a future hearing after the budget season resumes; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
24 No. R:VII.4-d will not be implemented for reasons as follows: Because the Mayor has not
25 proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's

1 Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking
2 action on this recommendation but urges the future Board of Supervisors to consider this
3 request at a future hearing after the budget season resumes; and, be

4 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
5 implementation of the accepted findings and recommendations through his/her department
6 heads and through the development of the annual budget.

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City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

**Tails
Resolution**

File Number: 160614

Date Passed: September 20, 2016

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "Maintenance Budgeting and Accounting Challenges for General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

September 15, 2016 Government Audit and Oversight Committee - AMENDED; AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

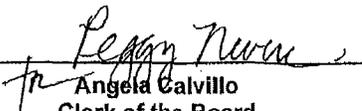
September 15, 2016 Government Audit and Oversight Committee.- RECOMMENDED AS AMENDED AS A COMMITTEE REPORT

September 20, 2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

File No. 160614

I hereby certify that the foregoing Resolution was ADOPTED on 9/20/2016 by the Board of Supervisors of the City and County of San Francisco.


Angela Calvillo
Clerk of the Board

Unsigned

Mayor

9/30/16

Date Approved

Civil Grand Jury Report: Maintenance Budgeting and Accounting Challenges for General Fund Departments

UFC Response
July 20, 2016

Findings Ref.	Item for required response	Suggested Response
F:II.C1b.	San Francisco's canopy cover at 13.7% lags far behind other major cities, and varies widely between neighborhoods.	<p>The Urban Forestry Council agrees.</p> <p>The Urban Forest Plan: Phase 1, Street Trees conducted an analysis of the urban forest and found that the City has a canopy of 13.7%, that this level of canopy coverage lags behind other major cities, and that forestry cover and management varies widely between neighborhoods. The UFC affirmed these finding in UFC Resolution No. 001-14-UFC, endorsing the Urban Forest Plan, Phase 1: Street Trees, and urging the Board of Supervisors and City Departments to adopt and implement the Plan.</p>
F:II.C1c.	The Urban Forestry Council notes in its annual Urban Forest Reports that San Francisco's urban forest managers consistently identify their highest priority as the lack of adequate resources to effectively maintain the city's trees. Recreation and Parks Department and Department of Public Works face the same challenge: both are significantly underfunded to do their needed maintenance work.	<p>The Urban Forestry Council agrees.</p> <p>To produce the Annual Urban Forest Report, the Urban Forestry Council conducts an annual survey of urban forest managers to collect information on:</p> <ul style="list-style-type: none"> - The resources used to manage the urban forest, including funding and staffing levels; - The number of trees planted, removed, and maintained; and - The opportunities and challenges faced by urban forest managers. <p>As stated in all of the Annual Urban Forest Reports adopted by the UFC, reporting organizations consistently identified lack of funding and staffing to adequately maintain the urban forest as their chief concern and highest priority to address.</p> <p>In particularly, the Recreation and Park Department and Department of Public Works, which have the largest municipal forestry programs in terms of number of trees overseen by a municipal agency, each consistently report that significant lack of funding and staffing prevent their forestry programs from adequately managing the trees within their jurisdictions.</p>
F:II.C4a.	The Urban Forestry Council urges completion of Phase 2 of the Urban Forest Plan related to Parks and Open Spaces.	<p>The Urban Forestry Council agrees. In UFC Resolution No. 001-14-UFC, the Urban Forestry Council</p> <ul style="list-style-type: none"> - Urges the Board of 5 Supervisors, Planning Department and other City Agencies to prioritize funding and 6 support for the completion of the next two phases of the Urban Forest Plan; and, - Urges the Planning Department to work with the Recreation and Parks Department and the Department of the Environment to complete the Urban Forest Plan: Phase Two, Parks and Open Spaces and the Urban Forest Plan: Phase Three, Greening Buildings and Private Property.

2015-16 Civil Grand Jury
 Maintenance Budgeting and Accounting Challenges for General Fund Depts.
 MASTER LIST:FINDINGS Response Template

CGJ Year	Report Title	Number	#	Findings	Dept	Respondent assigned by CGJ	2016 Responses (Agree/Disagree)Use the drop down menu	2016 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	64	F:V.3.	Voters are asked to approve General Obligation bonds for a new facility but are not informed of the projected interest cost to borrow the funds and of lifecycle cost projections for maintaining the new facility.	REG	Department of Elections, Elections Commission	Agree with finding	The Department of Elections is able to publish additional information in the Voter Information Pamphlet regarding general obligation bonds that is provided from City agencies.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	65	F:V.4.	Lifecycle cost projections for operations and maintenance and repair are not visible to citizens when considering General Obligation Bond propositions, because this information is not included in the Voter Information Pamphlets.	REG	Department of Elections	Agree with finding	The Department of Elections is able to publish additional information in the Voter Information Pamphlet regarding general obligation bonds that is provided from City agencies.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	65	F:V.4.	Lifecycle cost projections for operations and maintenance and repair are not visible to citizens when considering General Obligation Bond propositions, because this information is not included in the Voter Information Pamphlets.	REG	Elections Commission		

Received via Email
 8/19/2016
 File Nos. 160613 and 160614

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

August 26, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2015-16 Civil Grand Jury report, *Maintenance Budgeting and Accounting Challenges for General Fund Departments, Maintenance Economics Versus Maintenance Politics: Pay Now or Pay Later*. We would like to thank the members of the Civil Grand Jury for their interest in the long-term stewardship of the City's assets and ongoing efforts to address the City's capital needs.

The Capital Planning Program provides the public with a 10-year Capital Plan every 2 years, and a 2-year Capital Budget every year. The Capital Plan is a high-level guiding document, which contains planned investment amounts for Facilities Maintenance and Facilities Renewal for each department for the next 10 years. For the first time in its history, the City has exceeded the Capital Planning Program's recommended general fund capital funding for three consecutive fiscal years, including an historic \$141.1 million for Fiscal Year (FY) 2016-17, \$122.8 million in FY 2015-16, and \$114.1 million in FY 2014-15. The continued high levels of investment in capital demonstrate the City's strong dedication to making responsible choices and taking care of its infrastructure, roads, parks, and life safety facilities.

To address many of the findings and recommendations of the Civil Grand Jury, the City continues to explore various approaches, including revising funding benchmarks, leveraging the value of City-owned assets as debt-financing vehicles, preparing projects for voter consideration at the ballot, forming public-private partnerships, and exploring new revenue sources. In addition, the Controller's City Services Auditor is conducting a performance audit of facilities maintenance management Citywide, including assessing the effectiveness of the City's facilities maintenance funding and budgeting methods. This audit will be issued in FY 2016-17 and will provide additional transparency around maintenance budgeting.

In the upcoming November 2016 election, San Franciscans will consider a Charter Amendment – City Responsibility for Maintaining Street Trees that, if approved by the voters, will transfer responsibility for maintenance of street trees from property owners to the City. The Charter Amendment implements the Phase 1 of the Urban Forestry Plan and recommendations of the Urban Forestry Council.

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

A detailed response from the Mayor's Office, City Administrator, City Planning, Department of Elections, Department of Human Resources, Recreation and Parks Department, and the Department of Public Works to the Civil Grand Jury's findings and recommendations follows.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

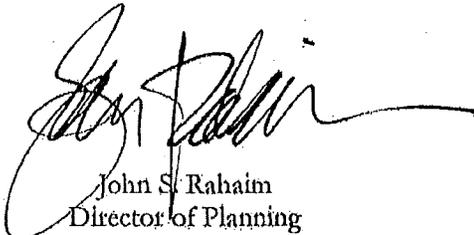
Sincerely,



Edwin Lee
Mayor



Naomi M. Kelly
City Administrator



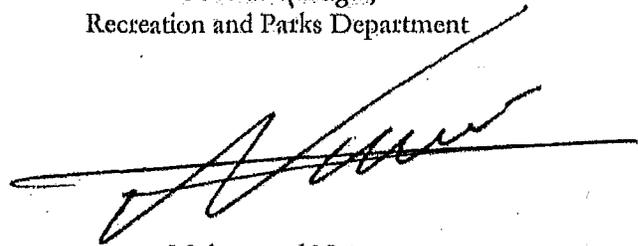
John S. Rahaim
Director of Planning



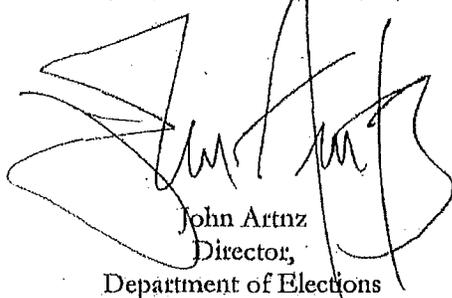
Phil Ginsburg
General Manager,
Recreation and Parks Department



Micki Callahan
Director of Human Resources



Mohammed Nuru,
Director, Public Works



John Artanz
Director,
Department of Elections

Finding:

Finding F:IA.1 The gap between the City's investment in General Fund Departments' "Facilities Maintenance" assets and industry guidelines measured as a percentage of Current Replacement Value (CRV): Recommended 4%, Minimum 2%, or Total General Fund Departments' "target need" of approximately 1.7% calculated by Facilities Renewal Resource Model (FRRM), (see Figure 4 and Appendix D3) and in dollar amounts is not made available to citizens of San Francisco.

Agree with finding.

The City's Capital Planning Committee (CPC) issues the Capital Plan that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects Citywide. To address the gap between its capital needs and the resources available, the CPC continues to explore various approaches, including revising funding benchmarks, leveraging the value of City-owned assets as debt-financing vehicles, preparing projects for voter consideration at the ballot, forming public-private partnerships, and exploring new revenue sources.

The Capital Planning Program is aware of the CRV methodology, and % of CRV was a consideration in setting target levels of investment in Facility Renewals for the City's 10-year Capital Plan for fiscal year (FY) 2016 – 2025. The City's 10-year Capital Plan represents the vast majority of the City's spending on facility care. While the Capital Planning Program does not necessarily agree with "industry guidelines" stated, the City will continue to evaluate % of CRV as a means of setting levels of investment in Facility Renewals, and the City may incorporate maintenance into that target following further evaluation.

Finding F:IA.2a Without transparent and complete information about the investment levels in the City's General Fund Departments' maintenance and repair budgets, the public does not have important information with which to assess the City's stewardship of public assets.

Disagree with finding, partially.

The City strives to be transparent in the use and stewardship of public assets and resources. For example, General Fund (GF) departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. Further, the Mayor's Office and the Controller's Office annually issue budget instructions, including those related to the reporting and tracking of budget requests for capital maintenance, renewal, replacement, and enhancement projects. CPC also issues the Capital Plan report that describes the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects Citywide.

Finding F:IA.2b The slice of the pie chart for General Fund departments labelled "Facilities Maintenance" in the Budget report is not the total maintenance budget for those departments.

Disagree with finding, partially.

The Capital Planning Program provides the public with a 10-year Capital Plan every 2 years, and a 2-year Capital Budget every year. The Capital Plan is a high-level guiding document, which contains planned amounts for Facilities Maintenance and Facilities Renewal for each department for the next 10 years. The

budget lists actual appropriations for Facilities Maintenance for each department, and for individual Facility Renewal projects around the City for the next two years. These two sources of information are available on the Capital Planning Program website (onesanfrancisco.org) and are discussed at length during Capital Planning Committee meetings, which are public sessions, throughout the year. The public may use these materials and related discussions to assess the City's stewardship of public assets.

In addition, departments use additional funding from their operating budgets to support Facilities Maintenance, and those amounts may be reported under separate categories with the current financial system. The City is in the process of implementing a new financial system which should enable the tracking of operating dollars being spent on Facilities Maintenance.

Finally, the definition of maintenance used in the report refers to "preventive maintenance, programmed major maintenance, predictive testing and inspection, routine repairs, service calls, and replacement of obsolete items." Repairs and replacements more typically fall under the Renewals category of spending than under the Facilities Maintenance category. Therefore looking at the slice of the pie chart for GF departments labeled "Facilities Maintenance" is a misleading way to analyze the level of effort by the City to care for its assets.

Finding F:IA.2c. The total maintenance budget for General Fund departments is not disclosed in the Budget report.

Disagree with finding, partially.

The Controller's Office reports the Facilities Maintenance budget for both the General Fund and All Funds Budget, along with subtotals by department, for both the Proposed and Adopted Budgets.

This finding does not acknowledge the detailed disclosures of the Capital Budget component of the Budget report. The Capital Budget lists actual appropriations for Facilities Maintenance for each department, and for individual Facility Renewal projects around the City for the next two years.

Finding F:IA.3. As a consequence of low investment levels in General Fund departments' asset maintenance and repair, the City has a large and growing deferred maintenance and repair backlog for General Fund departments. Without transparent and complete information about these deferred maintenance and repair backlogs, the public does not have important information with which to assess the City's stewardship of General Fund Departments' assets.

Disagree with finding, partially.

The City has steadily increased funding for general fund capital over the last two fiscal years and has funded an historic \$141.1 million for FY 2016-17, approximately \$11.6 million more than the \$128.3 million proposed in the Capital Plan. Similarly, in FY 2015-16, the City invested \$122.8 million towards general fund capital, \$5.9 million more than the \$116.9 million proposed in the Capital Plan. The City fully funded general fund capital in FY 2014-15 in investing \$114.1 million towards general fund capital.

Two sources of information may be used by the public to understand the City's deferred maintenance and repair backlog. General Fund departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. For example, the Mayor's Office and the Controller's Office

annually issue budget instructions, including those related to the reporting and tracking of budget requests for capital maintenance, renewal, replacement and enhancement projects. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.

The City's Facilities Renewal Resource Model (FRRM) contains subsystem-level information for General Fund-supported facilities, including whether a given subsystem or facility is in backlog. FRRM is updated by departments annually, and FRRM data is the basis for determining the City's GF backlog and facility renewal needs in the 10-year Capital Plan. The Executive Summary of the Capital Plan contains a discussion of the City's overall backlog, including the impact of proposed funding levels on the backlog for the next 10 years. In addition, the impact of proposed funding levels on the backlog is discussed at the Capital Planning Committee meetings (which are open to the public) leading up to the introduction of the Capital Plan (January of every odd-numbered year).

Finding F:II.A.1-a. Adequately funding maintenance and repair of General Fund departments' facilities and infrastructure has potential beneficial consequences, such as those noted in a National Research Council report (NRC 2012).

Agree with finding.

The City recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, including assessing the effectiveness of the City's facilities maintenance funding and budgeting methods. This audit will be issued in FY 2016-17. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.

In the upcoming November 2016 election, San Franciscans will consider a three quarter-cent sales tax increase. The Mayor's Office will work with the San Francisco Municipal Transportation Agency and the San Francisco County Transportation Authority to include improvements to our street network in the San Francisco Transportation Expenditure Plan, specifying that a portion of the additional sales tax revenues is directed towards improving the pavement condition of the street infrastructure.

Finding F:II.A.1-b. Underfunding maintenance and repair of General Fund departments' facilities and infrastructure creates potential adverse consequences, such as those noted in the same National Research Council report (NRC 2012).

Disagree with finding, partially.

Underfunding of General Fund departments' facilities and infrastructure expenditures and other competing expenditures has the potential to create adverse consequences. The City's policymakers consider the impacts of budget requests in connection with the City's annual budget process, while balancing budget and policy priorities, available revenues, and potential adverse consequences of budget decisions.

The City has steadily increased funding for general fund capital over the last two fiscal years and has funded an historic \$141.1 million for FY 2016-17, approximately \$11.6 million more than the \$128.3 million proposed in the Capital Plan. Similarly, in FY 2015-16, the City invested \$122.8 million towards general fund capital, \$5.9 million more than the \$116.9 million proposed in the Capital Plan. The City fully funded general fund capital in FY 2014-15 in investing \$114.1 million towards general fund capital.

Finding F:II.A.1-c. The City saves money over the long term by using pay-as-you-go financing for high priority maintenance and repairs.

Agree with finding.

In connection with the City's budget process and constrained by available revenues, pay-as-you-go funding for maintenance and repairs is considered along with competing costs that are not eligible for financing.

Finding F:II.A.1-d. Total reliance on annually budgeted pay-as-you-go funding can result in maintenance and repairs being deferred in lean budget years. It will be a challenge for policy makers to develop a range of stable "pay-as-you-go" annual funding mechanisms for maintenance and repairs.

Agree with finding.

In lean budget years, maintenance and repairs and other operating costs may be deferred. Stable "pay-as-you-go" annual funding is a challenge for all of the City's operating costs, including maintenance and repairs. This challenge will be aggravated in lean years.

Finding F:II.B.1-a. The City does not know what portion (if any) of its Workers' Compensation liabilities arise out of poorly maintained General Fund department capital assets.

Disagree with finding, wholly.

The construct of the California workers' compensation system is "no-fault." The fundamental principle of the entire system is that employers pay for injuries or illnesses that occur in the course of business, and employees give up the right to file civil lawsuits. While "cause of injury" (such as slip & fall, fall from height, exposure to toxins, etc.) is known, can be reported on by the Department of Human Resources Workers' Compensation Division, and is used to improve employee safety, fault is never assessed. Further, there is no objective way to determine that a workers' compensation claim resulted from deferred maintenance. As a result, an audit of the data-gathering statistics is unnecessary and burdensome.

Finding F:II.B.1-b. If the City's budget decision makers knew how much (if any) of the City's Workers Compensation liabilities arose out of poorly maintained General Fund department capital assets, they would have useful information in making budget tradeoff decisions.

Disagree with finding, wholly.

The construct of the California workers' compensation system is "no-fault." The fundamental principle of the entire system is that employers pay for injuries or illnesses that occur in the course of business, and employees give up the right to file civil lawsuits. While "cause of injury" (such as slip & fall, fall from height, exposure to toxins, etc.) is known, can be reported on by the Department of Human Resources Workers'

Compensation Division, and is used to improve employee safety, fault is never assessed. Further, there is no objective way to determine that a workers' compensation claim resulted from deferred maintenance. As a result, an audit of the data-gathering statistics is unnecessary and burdensome.

Finding F:ILB.2-a. Hazard Logs in City General Fund departments are not being compiled and analyzed in a manner which identifies and quantifies risks of injury resulting from deferred maintenance.

Disagree with finding, partially.

The City has added coding on the Hazard Logs for deferred maintenance and repairs.

Finding F:ILB.2-b. If the Hazard Logs in General Fund departments were compiled and analyzed in a manner which identified and quantified risks of injury resulting from deferred maintenance, that information could be provided to budget decision makers for use in making budget tradeoffs.

Agree with finding.

Finding F:ILC-1-a. Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work, stable funding sources for maintenance of the City's urban forest is recognized as a goal in the budget process.

Agree with finding.

In the November 2016 election, San Franciscans will consider the transfer of maintenance responsibility for all San Francisco's street trees to Public Works and the funding of tree maintenance through an annual budget set-aside.

Finding F:ILC-1-b. San Francisco's canopy cover at 13.7% lags far behind other major cities, and varies widely between neighborhoods.

Agree with finding.

Finding F:ILC-1-c. The Urban Forestry Council notes in its annual Urban Forest Reports that San Francisco's urban forest managers consistently identify their highest priority as the lack of adequate resources to effectively maintain the city's trees. Recreation and Parks Department and Department of Public Works face the same challenge: both are significantly underfunded to do their needed maintenance work.

Disagree with finding, partially.

Making informed and economical decisions regarding the use and stewardship of public assets and resources, including the City's trees, is important. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.

Finding F:ILC-1-d. As long as San Francisco's urban forestry program is a discretionary expenditure, its funding will remain unstable and continue to fluctuate.

Disagree with finding, partially.

The urban forestry program is a discretionary expenditure, and like other discretionary expenditures, funding fluctuates with available local revenues and competing discretionary expenditures with the City's annual budget process.

In the November 2016 election, San Franciscans will consider the transfer of maintenance responsibility for all San Francisco's street trees to Public Works and the funding of tree maintenance through an annual budget set-aside. The proposed amendment would require general fund contribution to a newly created fund, the Street Tree Maintenance Fund, of \$19 million beginning in fiscal year (FY) 2017-18. This fund would be used to pay for City services to maintain street trees as of July 1, 2017. The cost to the City in FY 2017-18 would be \$13.5 million as the City has already budgeted \$5.5 million for these services.

Finding F:II.C-2-a. Budget cuts for street tree maintenance led to DPW's plan to transfer maintenance responsibility for approximately 22,000 trees from the City to adjacent property owners.

Disagree with finding, partially.

The plan to transfer maintenance responsibility for approximately 22,000 trees from the City to adjacent property owners included availability of staffing and long-term financing for tree care. The Urban Forestry Report (2014) notes that several forestry programs increased funding and/or staffing levels. When the 100,000+ trees in the public right of way are not maintained, their health and stability is compromised. As is their potential social and environmental benefit. The purpose of the maintenance transfer program is to ensure continuity of care for as many trees as possible, and the costs must be evaluated relative to the cost of maintaining street trees. The urban forestry program is a discretionary expenditure, and like other discretionary expenditures, funding fluctuates with available local revenues and competing discretionary expenditures with the City's annual budget process.

Finding F:II.C2b. The maintenance transfer program is costly to the City, as DPW must first assess the health of each tree to be transferred; and costly to property owners who are expected to bear the maintenance costs and liability risks.

Disagree with finding, partially.

When the 100,000+ trees in the public right of way are not maintained, their health and stability is compromised, as is their potential social and environmental benefit. The purpose of the maintenance transfer program is to ensure continuity of care for as many trees as possible, and the costs must be evaluated relative to the cost of maintaining street trees.

Finding F:II.C-2-c. The maintenance transfer program compromises tree health and stability, risks public safety and also diminishes the social and environmental benefits that street trees provide.

Disagree with finding, partially.

When the 100,000+ trees in the public right of way are not maintained, their health and stability is compromised, as is their potential social and environmental benefit. The purpose of the maintenance

transfer program is to ensure continuity of care for as many trees as possible, and the costs must be evaluated relative to the cost of maintaining street trees.

Finding F:II.C-2-d. Some property owners pay to maintain "their" street trees while others do no maintenance because they are unaware that it is their responsibility or are unwilling to pay for it.

Agree with finding.

Finding F:II.C-2-e. Deferred maintenance leads to a street tree program that is reactive, and ultimately increases the costs of street tree care, since trees in poor condition require greater care and contribute to emergencies and claims for personal injury and property damage.

Disagree with finding, partially.

If maintenance is deferred beyond a reasonable period, the costs of street tree care has the potential to increase.

Finding F:II.C-2-f. For every \$1 spent on public street trees, San Francisco receives an estimated \$4.37 in benefits.

Agree with finding.

Finding F:II.C-2-g. One major reason new plantings do not keeping pace with tree removals is that no city maintenance program exists to care for them afterwards. There is reluctance among property owners to plant new trees because of ongoing maintenance responsibilities and potential costs associated with liabilities such as sidewalk repair.

Disagree with finding, partially.

One reason property owners may be reluctant to plant new trees is ongoing maintenance responsibilities. However, property owners will have many other considerations in deciding to plant trees such as shade, aesthetics, and individual preferences.

Agree with finding.

Finding F:II.C-2-h. The Urban Forest Plan (Phase One: Street Trees) recommends reducing long-term costs of the urban forest by having Public Works take control of all street trees under a comprehensive street tree plan, allowing for routine block pruning (instead of responding only to emergency calls on specific trees) which would drive down per tree maintenance costs and increase overall tree health.

Agree with finding.

The Planning Department's Urban Forest Plan (Phase 1: Street Trees) adopted by the Board of Supervisors (2015) made this recommendation but it has not yet been implemented. The Board of Supervisors approved a ballot measure to be put before voters (Fall 2016) that if approved would revert maintenance responsibility for all San Francisco's street trees to Public Works and provide funding through an annual budget set-aside to allow this.

Finding F:II.C-2-i. Routine maintenance of all street trees in the City under a comprehensive program of the Public Works Department, with stable funding, will increase overall tree health and reduce per tree maintenance costs.

Agree with finding.

Finding F:II.C-2-j. The Urban Forest Plan (Phase One: Street Trees) recommending the Department of Public Works take on the maintenance of all street trees will be a net benefit to all San Francisco residents.

Agree with finding.

Finding F:II.C-2-k. The incidence of injuries to residents and visitors and damage claims against the City are expected to decline with routine street tree maintenance by the Department of Public Works.

Disagree with finding, partially.

Maintenance and funding will not guarantee reduction in the incidence of injuries to residents and visitors and damage claims against the City with routine street tree maintenance by the Department of Public Works. Weather and other natural events factor in the incidence of injuries and damage claims.

Finding F:II.C-4-a. The Urban Forestry Council urges completion of Phase 2 of the Urban Forest Plan related to Parks and Open Spaces.

Agree with finding.

Finding F:II.C-5-a. The Recreation and Park Department has a strategic reforestation plan to plant two trees for every tree removed.

Disagree with finding, partially.

It is a stated goal or performance target, but not a "Strategic Reforestation Plan".

Finding F:II.C-6-a. The Recreation and Park Department has a plan to implement a programmatic tree maintenance program that will sustain a 15 year tree maintenance cycle and seeks secure funding.

Agree with finding.

Finding F:II.C-7-a. Using funds from the 2008 and 2012 Clean & Safe Neighborhood Parks Bonds, RPD conducted risk assessments in many parks to identify trees with failure potential, the size of the part of the tree that would fall, and the target that would be impacted should a failure occur. Hazardous tree abatement was completed in several parks.

Agree with finding.

Finding F:II.C-7-b. Hazardous trees in City Parks are a risk to public safety (Figures 5 and 9).

Agree with finding.

Finding F:II.C.2-1. The City is responsible for maintenance of three of the fourteen bridges in the City rated as "Structurally Deficient".

Disagree with finding, partially.

Within the City and County of San Francisco, there are four bridges with a Structurally Deficient rating. All four of these bridges (Williams Avenue, Mariposa Street, 22nd Street, 23rd Street) are owned by the Peninsula Corridor Joint Powers Board (PCJPB). As such, the PCJPB is responsible for the structural maintenance of the bridges.

Finding F:II.C.2-2. Bridges may require substantial repairs before reaching the "Structurally Deficient" stage; e.g., the Richland Avenue bridge pictured in Figure 7.

Agree with finding.

Finding F:III.A.1b. Replacement or revision of the current asset management programs used by General Fund departments provides an opportunity for development of new or revised performance metrics to collect and report: (1) the dollars departments expend on annual maintenance and repair and (2) the annual costs incurred in addressing their deferred maintenance and repair backlogs.

Disagree with finding, partially.

Complete and accurate data is important for making informed decisions about the use and stewardship of public assets and resources. The Mayor's Office and the Controller's Office provide instructions to departments on performance measures, and responsibility for managing departmental assets rests primarily with each department. Further, maintenance management functionality may be considered for a future phase of the City's new financial system deployment, which is slated to launch in July 2017. The City's new financial system's asset management module includes such fields as City Asset Status, Condition Assessment, and Safety Assessment.

Finding F:III.B.1. The City's ability to determine the Deferred Maintenance and Repairs backlog is hampered by the aggregating of deferred maintenance expenses with capital renewal and replacement costs.

Disagree with finding, partially.

The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.

Finding F:III.C.1-a. Condition Assessment Surveys with cost estimates are an important factor in identifying required maintenance.

Agree with finding.

Condition Assessment Surveys with cost estimates can be an important factor in identifying required maintenance.

Finding F:III.C.1-b. Some old condition assessments, a key part of the maintenance needs determination process, have not been updated for ten years or longer.

Agree with finding.

Finding F:III.C.1-c. Updated Condition Assessment Surveys for capital assets maintained by the Real Estate Division, the Department of Public Works, and the Recreation and Parks Department will identify required maintenance needs.

Agree with finding.

Real Estate Division's use of Computerized Maintenance Management System (CMMS) and FRRM are used to identify maintenance needs. Condition Assessment Survey provides a physical inventory for asset, accomplishment (elimination of previously identified needs), and valuation and allows the opportunity for consistent cost estimates and replacement schedules.

Finding F:III.C.2. A new comprehensive condition assessment survey of Recreation and Parks department facilities and infrastructure is an important step toward getting adequate maintenance funding appropriated on a regular basis.

Disagree with finding, partially.

Maintenance funding, along with other discretionary expenditure appropriations, are subject to available revenues and the City's annual budget process.

Finding F:III.C.3-a The Mayor's announced goal of getting city streets to a Paving Condition Index rating of good condition, and keeping them there, is a good first step.

Agree with finding.

Finding F:III.C.3-b. The Facilities Conditions Index may be used as a means of identifying the condition of buildings and other nonstreet capital assets to assist in projecting and making resource allocations, and to determine the annual reinvestment needed to prevent further accumulation of deferred maintenance and repair.

Disagree with finding, partially.

The Facilities Condition Index (FCI) is calculated based on FRRM data, and assuming that facility data is updated consistently across the City's facilities, it may be used to assess the relative condition of one facility versus another. While FCI may be used as a planning tool in this manner, using it to determine the annual reinvestment needed would need further study.

Finding F:III.D.1. Below market rental rates charged to General Fund department tenants do not cover the annual Maintenance and Repair and capital replacements costs and conceal the true costs of program delivery.

Disagree with finding, partially.

Rental rates for departments are set to recover for expected operating costs. CPC issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.

Finding F:IV.1. The Mayor's Office of Public Policy and Finance reviews and analyzes prioritized General Fund departmental budget proposals.

Agree with finding.

Finding F:IV.2-a. Compliance with Section 3.5(a) of the Budget Process Ordinance provides City departments and department heads with an opportunity to make their maintenance needs known vigorously as part of the Budget Process.

Agree with finding.

Finding F:IV.2-b. Opportunities exist for General Fund Department managers to advocate for increased maintenance and repair funding within the strictures of Capital Budget Request Form 6.

Agree with finding.

Departments submit their Capital Budget requests for each fiscal year in January. Between January and May (when the Capital Planning Program presents the proposed Capital Budget to the Capital Planning Committee), department representatives have several opportunities to advocate for their capital needs. The Capital Planning Program evaluates all Capital Budget requests in light of the most recently adopted 10-year Capital Plan, however, some flexibility is maintained in order to be able to address departments' most pressing needs.

Finding F:IV.2-c. Compliance with Section 3.14 of the Budget Ordinance provides City department heads with an opportunity to make their unfunded high-priority maintenance needs known.

Disagree with finding, partially.

The annual budget process begins in December of each year and undergoes several phases over the course of approximately nine months. At the end of the nine month budget process, the Board of Supervisors adopts and the Mayor approves a balanced two-year budget.

Following approximately nine months of budget deliberations, Section 3.14 of the Budget Process Ordinance requires the head of each agency to, within 30 days of the adoption of the annual budget by the Board of Supervisors, by letter addressed to the Mayor, Board of Supervisors, and Controller, agree that the funding provided is adequate for his or her department, board, commission, or agency unless otherwise specifically noted by the appointing officer and acknowledged in writing by the Board.

Finding F:IV.2-d. General Fund department heads have the opportunity to make supplemental appropriation requests when they find that their department has inadequate resources to support M&R operations through the end of the fiscal year.

Agree with finding.

Finding F:IV.3. The Mayor's Budget Letter does not include a list with a description of the General Fund departments' high priority maintenance and repair projects which did not get funded in the budget.

Disagree with finding, partially.

Departments submit their Capital Budget requests for each fiscal year in January. Between January and May (when the Capital Planning Program presents the proposed Capital Budget to the Capital Planning Committee), department representatives have several opportunities to advocate for their capital needs. The Capital Planning Program evaluates all Capital Budget requests in light of the most recently adopted 10-year Capital Plan, however, some flexibility is maintained in order to be able to address departments' most pressing needs.

Finding F:V.1-a. As a basis against which to compare future actual M&R expenses, the Capital Planning Committee needs to understand the projected lifecycle cost of operating and maintaining proposed facilities to be built with General Obligation bond proceeds.

Agree with finding.

Finding F:V.1-b. The "Critical Project Development" program under the Capital Planning Committee continues the City's commitment to funding predevelopment planning so that project costs and impacts are clearly understood before a decision is made to either fund or place a project before voters.

Agree with finding.

While "Critical Project Development" has been funded through the regular Capital Budget in the past, since the FY 2016 - 2025 Capital Plan, the City has set up a revolving Capital Planning Fund in order to fund these projects. The Capital Planning Fund pays for predevelopment planning, with the condition that these funds will be reimbursed by the eventual G.O. Bond that funds the overall project.

Finding F:V.2. The Mayor's Five Year Plans are starting to mention the long term costs associated with onetime investments.

Disagree with finding, wholly.

Long-term costs associated with one-time investments are included in Five Year Plans.

Finding F:V.3. Voters are asked to approve General Obligation bonds for a new facility but are not informed of the projected interest cost to borrow the funds and of lifecycle cost projections for maintaining the new facility.

Disagree with finding, wholly.

Departments are required to fulfill a series of criteria when seeking Capital Planning Committee approval for a G.O. Bond. These requirements include a memo to CPC members, a copy of the Resolution of Public Interest and Necessity, a copy of the Ordinance placing the Bond on the ballot, and a presentation including program background and need, program components, impact to property tax rate, accountability measures, legislative schedule, and other relevant information. A projection of lifecycle costs has been added to the list of requirements.

Finding F:V.4. Lifecycle cost projections for operations and maintenance and repair are not visible to citizens when considering General Obligation Bond propositions, because this information is not included in the Voter Information Pamphlets.

Agree with finding.

Finding F:VI.1. Cutting the growth rate for funding the Pay-as-you-go Program from ten percent to seven percent causes a projected six year delay from 2019 to 2025 before the City begins to address its deferred backlog. Cost escalation over that six year delay will significantly increase the future cost of reducing the backlog.

Disagree with finding, partially.

Under the current assumptions made in the FY 2016 - 2025 Capital Plan, cutting the growth rate for funding the Pay-as-you-go Program from 10% to 7% causes a projected 10 year delay from 2021 to 2031 before the City begins to address its backlog.

Finding F:VI.2-a. Funding the Pay-as-you-go Program at historical levels would cause a further delay to 2031 before the City begins to address its deferred backlog.

Disagree with finding, partially.

The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including identifying appropriate funding mechanisms, such as using pay-as-you-go General Fund dollars or debt financing. Consideration of pay-as-you-go General Fund dollars for renewal of assets is balanced with the City's other critical needs and mandates.

The City has steadily increased funding for general fund capital: an historic \$141.1 million for FY 2016-17, \$122.8 million in FY 2015-16, and \$114.1 million in FY 2014-15. Funding the Pay-as-you-go Program at historical levels would mean that the City would address its backlog beyond 2031 because renewal needs that are deferred adds to the backlog.

Finding F:VII.2. The City does not have accounting and financial systems and processes in place to accurately determine and report the condition of its assets or the extent of its deferred maintenance.

Disagree with finding, partially.

In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls, including the safeguarding of assets against loss from unauthorized use or disposition

and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

The City is now replacing its accounting and financial system, which includes an asset management module, slated to go-live in July 2017. The City's planned new financial system's asset management module includes such fields as City Asset Status, Condition Assessment, and Safety Assessment. Further, a maintenance management module is also being considered for a future phase, post go-live, and the findings noted herein could be considered as part of the functional specifications assessment. However, systems are in place in both the City's Capital Planning Program and key enterprise agencies to model and track the state of deferred maintenance needs and expenses for City assets.

Finding F:VII.4. Existing data show that maintaining assets extends asset life and is cheaper than prematurely replacing unmaintained assets.

Agree with finding.

Preventative maintenance can extend some assets' life and is usually cheaper than prematurely replacing unmaintained assets. For example, Public Works has conducted an analysis that shows that maintaining streets at a "good" pavement condition index (PCI) extends their life and is cheaper than replacing unmaintained streets. Some assets have a specific life cycle.

Recommendations:

Recommendation R:IA.1-a. To provide useful information for the public in assessing the City's stewardship of public assets, the City Administrator and the Director of the Capital Planning Program should use the FRRM (Facilities Renewal Resource Model) to calculate the target need for General Fund departments' facilities maintenance as a percentage of Current Replacement Value (CRV) and in dollar amounts, and disclose that information to the public; b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to accomplish this additional calculating and reporting and include a line item for those costs in their budget requests; c. The Mayor should include in the proposed budget for Fiscal year 2017-18 and thereafter the amount requested by the City Administrator and the Director of the Capital Planning Program to accomplish this additional calculating and reporting.

Recommendation has been implemented.

The Capital Planning Program already uses FRRM to calculate the target need for General Fund departments' facilities renewal needs over the next 10 years. This information is disclosed to the public in the financial tables of the City's 10-year Capital Plan. Target need as a % of CRV is not currently published in the Capital Plan, but it was discussed during a Capital Planning Committee meeting (public session). How exactly the City would use CRV and what the proper target levels would be, if any, require further study.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget for calculation and reporting will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:IA.2-c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the amounts requested by the Controller for the compilation and disclosure of the total maintenance budget for General Fund departments and periodic audits.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The amounts requested by the Controller for the compilation and disclosure of the total maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:IA.3c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the amounts requested by the Controller for the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments and periodic audits; and

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The

deferred maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:II.A.4-c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and the amount requested by the Controller for the benchmark study; and

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller's Office, the benchmark study budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:II.A.1-1. In order to achieve beneficial consequences and avoid the potential adverse consequences from underfunding maintenance and repair of General Fund departments' facilities and infrastructure, and to save money over the long term: a. The City Administrator and the Director of the Capital Planning Program should identify a range of stable funding sources for pay-as-you-go maintenance and repair of the City's facilities and infrastructure.

Recommendation has been implemented.

The General Fund serves as the stable funding source for the Pay-as-you-go Program. According to the FY 2016 - 2025 Capital Plan, the current City policy is to grow the General Fund commitment to capital by 7% each year. For FY 2015-16, that commitment was \$119.1 million, which was raised to \$130 million, including addbacks from the Board of Supervisors. Of this amount, \$34.3 million went toward Facilities Renewals and Maintenance - with the remainder of the funding going towards Americans with Disabilities Act (ADA) needs, right-of-way infrastructure renewal, street resurfacing etc. The Mayor-proposed budget for FY 2016-17 includes \$128.3 million for capital, of which \$38 million is for Facilities Renewals and Maintenance.

In addition, departments with approved G.O. Bond Programs use bond funding to address renewal and deferred maintenance needs at the facilities being renovated using these funds.

Recommendation R:II.B.1-c. To reduce the risk of injury to City employees, the Mayor should include in the proposed budget for fiscal year 2017-2018 this line item in the Controller's budget request for an audit of Workers Compensation Division data gathering policies and procedures.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller's Office, the budget for an audit of the Workers Compensation Division data gathering policies and procedures will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:II.B.2.a. The Controller should assist the General Services Agency Environmental Health and Safety in developing procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.

Requires further analysis.

Hazard logs have been modified to identify deferred maintenance and repairs to the Controller's Office periodically. The responding departments will work together in determining the involvement of the Controller's Office in implementing this recommendation. Existing analysis and reporting efforts on injury and hazard risks include worker's compensation studies and the California Injury and Illness Prevention Program.

Recommendation R:II.B.2.c. To reduce the risk of injury to City employees, the Mayor should include in the proposed budget for fiscal year 2017-2018 this line item in the Controller's budget request to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller's Office, the budget for periodic analysis of Hazard Logs will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:II.C.1-1. Maintain urban forest. Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: a. the City Administrator and the Director of the Capital Planning Program should identify stable funding sources for maintaining the urban forest; b. the Mayor should identify stable funding sources for maintaining the urban forest and include them in proposed budgets; c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.

Requires further analysis.

In the November 2016 election, San Franciscans will consider the transfer of maintenance responsibility for all San Francisco's street trees to Public Works and the funding of tree maintenance through an annual budget set-aside. Depending on the outcome of the election, further conversations may be scheduled with the Mayor's Office, City Administrator and Director of Capital Planning to discuss stable funding sources for maintaining the urban forest by December 2016.

Recommendation R:II.C.1.2. DPW street trees : Because it will increase overall street tree health and reduce per street tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees): a. The Department of Public Works should include line items in its budget requests for the routine maintenance of all street trees,

Requires further analysis.

The Urban Forest Plan, adopted by the Board of Supervisors in 2015, is a long-term vision and strategy to improve the health and sustainability of the City's urban forest of more than 110,000 trees. Every year, as part of the capital planning process, Public Works includes line items in its budget request for the routine maintenance of all street trees in accordance with the Plan.

Recommendation R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per tree maintenance costs: a. The Planning Department should include a line item in its budget requests for the cost of completing The Urban Forest Plan (Phase 2: Parks and Open Space)

Recommendation has been implemented.

The Planning Department is currently scoping Phase II of the Urban Forest Plan to address the needs of trees in parks and open spaces. The Planning Department has included a line item in its budget to allow this work and is currently meeting its tree planning goals through existing budget.

Recommendation R:II.C.1-5. Rec & Park 2 for 1; Because it will promote the strategic reforestation of the City, thereby improving quality of life for City residents and visitors: a. The Recreation and Parks Department should include a line item in its budget requests for fiscal year 2017-2018 and thereafter for sufficient funding to plant two trees for every tree removed;

Recommendation has been implemented.

The Recreation and Parks Department is commencing initiatives toward achieving a 15-year tree maintenance cycle through the annual General Fund Capital Budget.

Recommendation R:II.C.1.6. Rec & Park 15 year maintenance cycle; Because it will increase overall tree health and reduce overall per tree maintenance costs: b. the Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for the sustained 15 year tree maintenance cycle;

Recommendation has been implemented.

The Recreation and Parks Department is commencing initiatives toward achieving a 15-year tree maintenance cycle through the annual General Fund Capital Budget.

Recommendation R:II.C.1.7. Rec & Park Tree Risk Assessments. Because it will increase safety for all park users, a. The Recreation & Parks Department should seek a line item in its budget request to pay for completing tree risk assessments and hazardous tree abatement for trees in all remaining parks where that has not yet been accomplished.

Recommendation has been implemented.

The Recreation and Parks Department is funding a minimum of two new tree assessments per year through the annual General Fund Capital Budget.

Recommendation R:II.C.2-1-a. To prevent further deterioration and unsafe conditions, the Department of Public Works should seek prioritized line item budget funding in the fiscal year 2017-2018 for the maintenance and repair of the "Structurally Deficient" rated bridges for which it is responsible.

Requires further analysis.

Within the City and County of San Francisco, there are four bridges with a Structurally Deficient rating. All four of these bridges (Williams Avenue, Mariposa Street, 22nd Street, 23rd Street) are owned by the Peninsula Corridor Joint Powers Board (PCJPB). As such, the PCJPB is responsible for the structural maintenance of the bridges. Public Works is responsible for the maintenance of the roadway surface and above. Public Works will develop an estimate for the maintenance of the roadway surface and upgrade of the traffic railing for the bridges at Williams Avenue and Mariposa Street to be submitted in the fiscal year 2017-2018 budget. The PCJPB is presently replacing the bridges at 22nd Street and 23rd Street.

Recommendation R:II.C.2-1-b. To prevent further deterioration and unsafe conditions, the Mayor should approve these line items in the Department of Public Works budget request for the maintenance and repair of "Structurally Deficient" bridges and include them in the Mayor's proposed budget for fiscal year 2017-2018 and thereafter.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Department of Public Works and subject to the Capital Planning Committee process, the budget for maintenance and repair of "Structurally Deficient" bridges will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:II.C.2-2-a. We acknowledge the Department of Public Works plans to repair the existing deterioration and unsafe conditions on the Richland Avenue Bridge and encourage the early completion of this important project.

Recommendation has been implemented.

The Department of Public Works undergoes an internal review and prioritization of maintenance needs in connection with each budget process that is submitted to the Capital Planning Program. The traffic railing replacement on the Richland Bridge has been included in the department's request.

Recommendation R:II.C.2-2-b. To prevent further deterioration and unsafe conditions, the Department of Public Works should determine the cost of repairing the Richland Avenue Bridge and other deteriorated but not yet "Structurally Deficient" bridges for which it is responsible and include these costs as line items in its budget request for fiscal year 2017-2018.

Recommendation has been implemented.

Public Works will develop budgetary needs for the maintenance of all bridges under its jurisdiction and request funds in fiscal year 2017-2018.

Recommendation R:II.C.2-2-c. To prevent further deterioration and unsafe conditions, the Mayor should approve the items in the Department of Public Works budget request for the maintenance and repair of the Richland Avenue bridge and other deteriorated but not yet "Structurally deficient" bridges and include them in the Mayor's proposed budget in the fiscal year 2017-2018 and thereafter.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Department of Public Works, the maintenance and repair of the Richland Avenue Bridge and other bridges will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:III.A.1.c. To focus attention on the relationship between General Fund departments annual maintenance and repair expenditures and their deferred maintenance backlogs, the Mayor should approve these line item entries in the Controller's budget request to collect and report General Fund department costs expended on annual maintenance and repair and costs incurred in addressing their deferred maintenance and repair backlogs, and include them in the Mayor's proposed budget for fiscal year 2017-2018.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The annual maintenance, deferred maintenance, and repair budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

In the upcoming November 2016 election, San Franciscans will consider a three-quarter cent sales tax increase. The Mayor's Office will work with the San Francisco Municipal Transportation Agency and the San Francisco County Transportation Authority to include improvements to our street network in the San Francisco Transportation Expenditure Plan, specifying that a portion of the additional sales tax revenues is directed towards improving the pavement condition of the street network.

Recommendation R:III.B.1.a. For increased transparency and accountability, the City Administrator and the Director of the Capital Planning Program should report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan.

Recommendation has been implemented.

The City's Facilities Renewal Resource Model (FRRM) allows users (departments) to make a distinction between backlog and renewal costs. FRRM is updated by departments annually, and FRRM data is the basis for determining the City's GF backlog and facility renewal needs in the 10-year Capital Plan. The Capital Planning Program does report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan--this information can be found in the Executive Summary and also in the financial tables at the end of each chapter.

Recommendation R:III.B.1.b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to collect data and report “Deferred Maintenance and Repair Backlog” separately from “projected capital renewal and replacement costs” in the Ten Year Capital Plan, and include a line item for this cost in its budget request for fiscal year 2017-2018 and thereafter.

Recommendation will not be implemented.

The 10-year Capital Plan already makes this distinction.

Recommendation R:III.B.1.c. For increased transparency and accountability, the Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the City Administrator’s and the Director of the Capital Planning Project’s request for the cost to collect data and report “Deferred Maintenance and Repair Backlog” separately from “projected capital renewal and replacement costs” in the Ten Year Capital Plan.

Recommendation will not be implemented.

The 10-year Capital Plan already makes this distinction.

Recommendation R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: a. The Director of the Real Estate Division should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure;

Recommendation will be implemented in the future.

The Capital Planning Committee oversees the Facilities Resource and Renewal Model (FRRM) and develops the Capital Plan. City Departments are generally responsible for maintaining the facilities that they occupy unless the buildings are multi-tenant, in which case the maintenance is the responsibility of the Real Estate Division.

The approved budgets for the Real Estate Division and the Recreation and Parks Department for FY 2016-17 and 2017-18 include funding for a facility condition assessment. When conducted, condition assessments should be a coordinated effort overseen by a policy body like the Capital Planning Committee.

Recommendation R:III.C.2-a. As an important step toward getting adequate maintenance funding on a regular basis, the General Manager of the Recreation and Parks Department should request the allocation of funds from the “Open Space Fund” for the purpose of conducting a comprehensive condition assessment of departmental facilities and infrastructure.

Recommendation has been implemented.

The Recreation and Parks Department (RPD) allocates 50% of the Open Space Fund contingency reserve annually for deferred maintenance projects. These funds may also be spent on condition assessments as necessary.

Recommendation R:III.C.2-b. The Mayor should include the allocation of funds from the Recreation and Parks Department's "Open Space Fund" for the purpose of conducting a comprehensive condition assessment in the proposed fiscal year 2017-2018 budget.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by RPD, the comprehensive condition assessment budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:III.C.3-a. As he has done for City streets' Pavement Condition Index, the Mayor should announce his goal of having the Facility Condition Index for all General Fund Departments' non-street capital assets at the level of "good" or better.

Requires further analysis.

In 2010, the City convened the Street Resurfacing Financing Working Group to prepare a specific set of proposals or recommendations for the Mayor, the Board of Supervisors, and the Capital Planning Committee for financing the repaving and/or reconstruction of the City's public streets and rights of way. The average Pavement Condition Index is tracked by the regional Metropolitan Transportation Commission, which assesses the condition of Bay Area roads. San Francisco's Pavement Condition Index score has increased each year for the last four years, following the implementation of recommendations of the Streets Resurfacing Financing Working Group and the voter-approved \$248 million 2011 Road Repaving and Street Safety bond.

The Facilities Condition Index (FCI) is calculated based on FRRM data, and assuming that facility data is updated consistently across the City's facilities, it may be used to assess the relative condition of one facility versus another. While FCI may be used as a planning tool in this manner, using it to determine the annual reinvestment needed would need further study.

Recommendation R:III.C.3-d. To provide useful information for the public in assessing the City's stewardship of public assets, the Mayor should include in the Mayor's Proposed Budget for fiscal year 2017-2018 these line item entries for a study of facilities with FCI of fair or poor condition in the Controller's budget requests.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller Office or Capital Planning Program through CPC, the budget for a study of facilities with FCI of fair or poor condition will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:III.D.1. To make the true cost of program delivery visible, a. The City Administrator and the Director of the Real Estate Division should charge rental rates sufficient to cover the full cost of

maintenance, repair and capital replacements in the leased premises it manages (to make the true cost transparent).

Recommendation will not be implemented.

Rental rates for departments are set to recover for expected operating costs. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects Citywide.

Recommendation R:IV.1. In recognition of maintenance of facilities and infrastructure as an important component in stewardship of City assets, the Mayor and the Office of Public Policy and Finance should encourage adequate Maintenance and Repair funding as one of the budget priorities for General Fund departments.

Recommendation has been implemented.

The Mayor's Budget Instructions require that departments submit accurate and complete operating budget proposals, including budgets for facilities and infrastructure maintenance.

Recommendation R:IV.2. In recognition of maintenance of facilities and infrastructure as an important component of stewardship and in fulfillment of their stewardship obligations, the managers and staff of General Fund departments: a. should make their departmental maintenance needs known vigorously throughout the budget process and reallocation process; b. should advocate vigorously in their submissions on Capital Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the Capital Planning staff based on the prior year's appropriation may be insufficient, and if so, why additional funds to meet maintenance needs are required; c. in their Section 3.14 letters, should make their unfunded high priority maintenance needs known vigorously; and d. should make supplemental appropriation requests when they find that they have inadequate resources to support Maintenance and Repair operations through the end of the fiscal year.

Recommendation has been implemented.

Departments make their departmental maintenance needs known vigorously throughout the budget process (See F:IV.2-c.). For example, the 2015-2016 fiscal year represents a record year for the Recreation and Parks Department's General Fund capital budget. With the approval of Proposition C (2008) and the creation of a General Fund baseline, the department allocates no less than \$15 million annually to capital and maintenance needs.

Recommendation R:IV.3. To further transparency and accountability in City government, the Mayor's Budget Letter should include a section listing and describing the General Fund departments' high priority maintenance projects which did not get funded.

Requires further analysis.

The Mayor's Budget Letter describes local conditions, recent City accomplishments, and revenue and expenditure trends, among other important considerations of the budget proposal. Included with the budget proposal is General Fund departments' maintenance and repair budgets.

Recommendation R:V.1. In accordance with best practices for governments and in the interest of transparency and accountability, the City Administrator and the Director of the Capital Planning Program should make projection of lifecycle costs of operation and maintenance a criteria for getting its approval to add General Obligation Bond propositions to the queue.

Recommendation has been implemented.

Departments are required to fulfill a series of criteria when seeking Capital Planning Committee approval for a G.O. Bond. These requirements include a memo to CPC members, a copy of the Resolution of Public Interest and Necessity, a copy of the Ordinance placing the Bond on the ballot, and a presentation including program background and need, program components, impact to property tax rate, accountability measures, legislative schedule, and other relevant information.

Recommendation R:V.2. We recommend in the interest of transparency and accountability that the Mayor carry forward plans to include information on projected lifecycle operating costs and maintenance costs in Five Year Plans.

Requires further analysis.

Long-term costs associated with one-time investments are included in Five Year Plans. In addition, a projection of lifecycle costs has been added to the list of requirements for departments when seeking Capital Planning Committee approval for a G.O. Bond.

Recommendation R:VI.1-a. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), the Mayor should include in the proposed budget to the Board of Supervisors restoration of the annual ten percent growth rate to the Pay-as-you-go Program budget.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Capital Planning Program through CPC, the restoration of the annual ten percent growth rate to the Pay-as-you-go Program will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:VI.2-b. In furtherance of good stewardship, the Mayor should propose in the Fiscal Year 2017-2018 Budget and thereafter sufficient funds for General Fund department maintenance and repair to prevent the Deferred Maintenance backlog from growing larger.

Requires further analysis.

The City has steadily increased funding for general fund capital over the last two fiscal years and has funded an historic \$141.1 million for FY 2016-17, approximately \$11.6 million more than the \$128.3 million proposed in the Capital Plan. Similarly, in FY 2015-16, the City invested \$122.8 million towards general fund capital, \$5.9 million more than the \$116.9 million proposed in the Capital Plan. The City fully funded general fund capital in FY 2014-15 in investing \$114.1 million towards general fund capital.

Addressing the entire the Deferred Maintenance backlog is not as straightforward as budgeting a certain amount of funds. The backlog consists of a wide variety of needs spread across various departments, and it grows each year as new needs arise. Other factors, such as the resources required to deliver budgeted projects in a timely manner, also affect the City's ability to prevent the backlog from growing larger.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:VI.3-c. In the interests of transparency and accountability, the Mayor should include in the Mayor's proposed budget for fiscal year 2017-2018 and thereafter those line item entries in the Controller's Budget Request for tracking General Fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:VII.1-c. The Controller and the Director of Public Works should establish systems and procedures to identify types of facilities or specific buildings (i.e., capital assets) that are mission critical and mission supportive.

Requires further analysis.

This recommendation is not wholly within the jurisdiction of Public Works and the Controller's Office. For example, the systems and procedures contemplated may be performed by the Controller's City Services Auditor (CSA) Section in collaboration with San Francisco Public Works and other City Departments.

Recommendation R:VII.1-k. The Mayor should approve these line item entries in the Controller's budget requests to establish systems and procedures to accomplish the items in Recommendation 1-a through 1-j and include them in the Mayor's proposed Budget for fiscal year 2017-2018.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The

budget request described in Recommendation 1-a through 1-j will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.

Recommendation R:VII.4-a. Beginning in FY 2017-18, the City's Capital Planning Committee should include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance.

Recommendation will not be implemented.

The Capital Planning Committee does not issue an annual report. The City's 10-year Capital Plan, which is published every 2 years, contains information on the deferred maintenance backlog at that point in time.

Recommendation R:VII.4-b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to accomplish the preceding Recommendation to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance, and include a line item entry for those costs in its Budget Requests for 2017-2018 and thereafter.

Recommendation will not be implemented.

The Capital Planning Committee does not issue an annual report. The City's 10-year Capital Plan, which is published every 2 years, contains information on the deferred maintenance backlog at that point in time.

Recommendation R:VII.4-c. The Mayor should include in the Mayor's Proposed Budget for 2017-2018 and thereafter the line item entries in the Capital Planning Committee's Budget Requests to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance.

Requires further analysis.

The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget request of the Capital Planning Committee will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

August 26, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102

**Re: Controller's Office response to the 2015-16 Civil Grand Jury Report entitled
"Maintenance Budgeting and Accounting Challenges for General Fund
Departments"**

Dear Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05, this letter transmits the Office of the Controller's responses to the recommendations in the 2015-16 San Francisco Civil Grand Jury report, *Maintenance Budgeting and Accounting Challenges for General Fund Departments*, issued on June 27, 2016.

We commend the Civil Grand Jury for its focus on how the City can better meet the challenge of maintaining our City streets, parks, facilities, and other critical assets. While the City has invested additional resources in these maintenance needs in recent years, it has not been at a level sufficient to reverse a growing backlog of deferred maintenance investment needs. While we concur with the broader goal of the report – to encourage administrators and policy makers to reverse this long-standing trend – we do not concur in several cases with the report's suggested means to best achieve that goal.

If you have any questions about this response, please contact Deputy Controller Todd Rydstrom or me at 415-554-7500.

Respectfully submitted,

Ben Rosenfield
Controller

cc: Todd Rydstrom, Deputy Controller, City and County of San Francisco
Angela Calvillo, Clerk of the Board, City and County of San Francisco

2015-16 Civil Grand Jury
Maintenance Budgeting and Accounting Challenges for General Fund Depts.
CON :FINDINGS Response Template

CGJ Year	Report Title	#	Findings	Respondent assigned by CGJ	2016 Responses (Agree/Disagree) Use the drop down menu	2016 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F.I.A.1	The gap between the City's investment in General Fund Departments' "Facilities Maintenance" assets and industry guidelines measured as a percentage of Current Replacement Value (CRV): • Recommended 4%, • Minimum 2%, or • Total General Fund Departments' "target need" of approximately 1.7% calculated by Facilities Renewal Resource Model (FRRM), (see Figure 4 and Appendix D3) and in dollar amounts is not made available to citizens of San Francisco.	Controller	agree with finding	The Controller's Office agrees with this finding. The Controller's Office has not issued any reports to the public indicating the gap between the City's investment in General Fund departments' facilities maintenance assets and industry guidelines. However, the city's Capital Planning Committee (CPC) issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. To address the gap between its capital needs and the resources available, the CPC continues to explore various approaches, including, but not limited to, revising funding benchmarks, leveraging the value of City-owned assets as debt-financing vehicles, preparing projects for voter consideration at the ballot and exploring new revenue sources.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F.I.A.2-a.	Without transparent and complete information about the investment levels in the City's General Fund Departments' maintenance and repair budgets, the public does not have important information with which to assess the City's stewardship of public assets.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. General Fund departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. For example, the Mayor's Office and the Controller's Office annually issue budget instructions, including those related to the reporting and tracking of budget requests for capital maintenance, renewal, replacement and enhancement projects. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F.I.A.2-b.	The slice of the pie chart for General Fund departments labelled "Facilities Maintenance" in the Budget report is not the total maintenance budget for those departments.	Controller	disagree with it, partially (explanation in next column)	See Controller's response to related finding F.I.A.2-a. Departments may also use additional funding from their operating budget, for example, when corrective repairs exceed the amount assumed and appropriated in the facilities maintenance line item budget.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F.I.A.2c.	The total maintenance budget for General Fund departments is not disclosed in the Budget report.	Controller	disagree with it, partially (explanation in next column)	See Controller's response to related finding F.I.A.2-a. To the degree departments consistently post all budget and actuals spent in the facilities maintenance line item, it will be reflected. Further, the Controller's Office reports the Facilities Maintenance budget for both the General Fund and All Funds Budget, along with subtotals by department, for both the Proposed and Adopted Budgets.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:II.A.3.	As a consequence of low investment levels in General Fund departments' asset maintenance and repair, the City has a large and growing deferred maintenance and repair backlog for General Fund departments. Without transparent and complete information about these deferred maintenance and repair backlogs, the public does not have important information with which to assess the City's stewardship of General Fund Departments' assets.	Controller	disagree with it, partially (explanation in next column)	See Controller's response to related finding F:II.A.2-a.
	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:II.A.4.	San Francisco's comparison with benchmark comparable cities and counties in terms of (a) "Facilities Maintenance" investment in General Fund Departments' assets, measured as a percentage of Current Replacement Value (CRV) and dollars; (b) General Fund Departments' total maintenance and repair budgets, and (c) General Fund Departments' deferred maintenance and repair backlog would be useful for the public in assessing the City's stewardship of these General Fund Departments' assets.	Controller	agree with finding	The Controller's Office agrees with this finding. The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:II.A.1-c.	The City saves money over the long term by using pay-as-you-go financing for high priority maintenance and repairs.	Controller	agree with finding	The Controller's Office agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, including assessing the effectiveness of the City's facilities maintenance funding and budgeting methods. This audit will be issued in FY 2016-17. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:II.A.1-d.	Total reliance on annually budgeted pay-as-you-go funding can result in maintenance and repairs being deferred in lean budget years. It will be a challenge for policy makers to develop a range of stable "pay-as-you-go" annual funding mechanisms for maintenance and repairs.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:III.A.1a.	Lack of comprehensive and reliable data obscures the relationship between the amounts General Fund departments spend on annual maintenance and repair and the costs resulting from deferred maintenance backlogs.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:III.A.1b.	Replacement or revision of the current asset management programs used by General Fund departments provides an opportunity for development of new or revised performance metrics to collect and report: (1) the dollars departments expend on annual maintenance and repair and (2) the annual costs incurred in addressing their deferred maintenance and repair backlogs.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office acknowledges the importance of complete and accurate data in making informed decisions about the use and stewardship of public assets and resources. Although the Mayor's Office and the Controller's Office provide instructions to departments on performance measures, the primary responsibility for managing departmental assets is decentralized, resting with each department. Further, maintenance management functionality may be considered for a future phase of the City's new financial system deployment, which is slated to launch in July 2017. The City's new financial system's asset management module includes such fields as City Asset Status, Condition Assessment, and Safety Assessment, all of which are slated to be available citywide in July 2017.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:III.B.1.	The City's ability to determine the Deferred Maintenance and Repairs backlog is hampered by the aggregating of deferred maintenance expenses with capital renewal and replacement costs.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources based on complete and accurate information. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:III.C.3-c.	A Controller's Study of those physical assets with a Facilities Condition Index of 0.30 or greater will help determine whether a lack of comprehensive maintenance and repair planning resulted in underinvestment in preventive maintenance work that has depreciated the value and useful life of those physical assets.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources based on complete and accurate information, but has not completed a study of the conditions of the City's physical assets. The study suggested would likely be most effectively performed by the City's Capital Planning Program or others with specific jurisdiction and specialization in these areas.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:IV.2-a.	Compliance with Section 3.5(a) of the Budget Process Ordinance provides City departments and department heads with an opportunity to make their maintenance needs known vigorously as part of the Budget Process.	Controller	agree with finding	The Controller's Office agrees with this finding. Section 3.5 of the Budget Process Ordinance requires departments to submit a budget containing documentation on the department's overall mission, strategic plans, policy outcome measures, and specific departmental programs and activities as part of their long-term departmental budget planning process. The process provides an opportunity for each department to make a case for additional resources for a host of identified needs.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:IV.2-b.	Opportunities exist for General Fund Department managers to advocate for increased maintenance and repair funding within the strictures of Capital Budget Request Form 6.	Controller	agree with finding	The Controller's Office agrees with this finding. The Capital Budget Request Form does allow departments to submit for consideration their Capital Budget requests of greater than \$100,000 to the Capital Planning Program (CPP). However, inclusion in the Capital Plan does not guarantee funding for a project. The Capital Planning Committee reviews CPP staff recommendations as part of the budget development process.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:IV.2-c	Compliance with Section 3.14 of the Budget Ordinance provides City department heads with an opportunity to make their unfunded high-priority maintenance needs known.	Controller	agree with finding	The Controller's Office agrees with this finding. Section 3.14 of the Budget Process Ordinance requires the head of each agency to, within 30 days of the adoption of the annual budget by the Board of Supervisors, by letter addressed to the Mayor, Board of Supervisors, and Controller, agree that the funding provided is adequate for his or her department, board, commission, or agency unless otherwise specifically noted by the appointing officer and acknowledged in writing by the Board.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:VI.2-b.	The City wastes taxpayer money when it uses general fund bonds to pay for renewal of assets that deteriorated prematurely because of deferred maintenance and repairs.	Controller	disagree with it, wholly (explanation in next column)	The Controller's Office disagrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including identifying appropriate funding mechanisms, such as using pay-as-you-go General Fund dollars or debt financing. Using pay-as-you-go General Fund dollars for renewal of assets is not always advisable, realistic, or possible, given the City's other critical needs and mandates.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:VII.1-a.	Leading or best practices exist on how to account for and report deferred maintenance and repair so that reliable information is provided to City managers and the general public. However, these practices are not being implemented by many, if not most, City departments.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including key information on mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:VII.1-b.	Implementation of GASB Standard 34's "modified approach" can provide some improvement in accounting for capital assets, but the City has chosen not to implement that option.	Controller	disagree with it, partially (explanation in next column)	<p>The Controller's Office partially agrees with this finding. The City previously considered the implementation of GASB Standard 34's modified approach. GASB 34's modified approach requires an asset management system that must have an up-to-date inventory of eligible infrastructure assets, and requires the government to perform condition assessments of the eligible assets, summarize the results using a measurement scale, and estimate each year the annual amount to maintain and preserve the eligible infrastructure assets at the condition level established and disclosed by the government. Given the amount of resources the modified approach would require and the variations and ambiguities in maintenance reporting that could arise, the City decided to implement the standard approach, while still ensuring full compliance with government accounting procedures. In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls, including the safeguarding of assets against loss from unauthorized use or disposition, and reliability of financial records for preparing financial statements and maintaining accountability for assets. The Controller's Office believes that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.</p>
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F:VII.1-c.	Implementing GASB Standard 34's modified approach would be an improvement over the existing practices, but is not as robust as FASB 42.	Controller	disagree with it, partially (explanation in next column)	<p>The Controller's Office partially agrees with this finding. The City previously considered the implementation of GASB Standard 34's modified approach. GASB 34's modified approach requires an asset management system that must have an up-to-date inventory of eligible infrastructure assets, and requires the government to perform condition assessments of the eligible assets, summarize the results using a measurement scale, and estimate each year the annual amount to maintain and preserve the eligible infrastructure assets at the condition level established and disclosed by the government. Given the amount of resources the modified approach would require and the variations and ambiguities in maintenance reporting that could arise, the City decided to implement the standard approach, while still ensuring full compliance with government accounting procedures. In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls, including the safeguarding of assets against loss from unauthorized use or disposition, and reliability of financial records for preparing financial statements and maintaining accountability for assets. The Controller's Office believes that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.</p>

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	FVII.2.	The City does not have accounting and financial systems and processes in place to accurately determine and report the condition of its assets or the extent of its deferred maintenance.	Controller	disagree with it, partially (explanation in next column)	The Controller's Office partially agrees with this finding. In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls, including the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The Controller's Office believes that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions. The City is now replacing its accounting and financial system, which includes an asset management module, slated to go-live in July 2017. The City's planned new financial system's asset management module includes such fields as City Asset Status, Condition Assessment, and Safety Assessment. Further, a maintenance management module is also being considered for a future phase, post go-live, and the findings noted herein could be considered as part of the functional specifications assessment. However, systems are in place in both the City's Capital Planning Program and key enterprise agencies to model and track the state of deferred maintenance needs and expenses for City assets.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	FVII.3.	The City's capital assets shown in its financial statements may be overstated because its use of straight line depreciation assumes a longer asset life span than is likely given the reduced life impact of deferred maintenance.	Controller	disagree with it, wholly (explanation in next column)	The Controller's Office disagrees with this finding. The City ensures the completeness and accuracy of its audited financial statement through the comprehensive structure of internal accounting controls to provide a reasonable assurance that the financial statements are free of material misstatements. Departments have the ability to reflect impaired asset value in the event it is materially different. The Controller continues to believe in the accuracy and completeness of the City's financial statements, as assured by the City's external financial auditors.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	FVII.4.	Existing data show that maintaining assets extends asset life and is cheaper than prematurely replacing unmaintained assets.	Controller	agree with finding	The Controller's Office agrees with this finding. The Controller's Office recognizes the importance of making informed and economical decisions regarding the use and stewardship of public assets and resources. The City's Capital Planning Committee (CPC) issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The CPC gathers departmental data and prioritizes maintenance and renewal projects, as well as identifies the City's deferred and emerging needs. To address the gap between its capital needs and the resources available, the CPC continues to explore various approaches, including revising funding benchmarks, leveraging the value of City-owned assets as debt-financing vehicles, preparing projects for voter consideration at the ballot, forming public-private partnerships, and exploring new revenue sources.

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 Maintenance Budgeting and Accounting Challenges for General Fund Depts
 CON : RECOMMENDATIONS Response Template

CGJ Year	Report Title	#	Recommendations	Respondent assigned by CGI	2016 Responses (implementation) Use the drop down menu	2016 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R.I.A.2-a.	This recommendation satisfies Findings F.I.A.2a, and c: a. In order for the public to assess the City's stewardship of General Fund Departments' assets, the Controller should: (1) disclose the total maintenance budget for General Fund departments; and (2) periodically conduct an audit of investment levels in General Fund departments' asset maintenance and repair.	Controller	The recommendation has been implemented (summary of how it was implemented in next column)	The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. General Fund departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. The Mayor's Office and the Controller's Office annually issue budget instructions, including those related to the reporting and tracking of budget requests for capital maintenance, renewal, replacement and enhancement projects. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including specific mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, which will be issued in FY 2016-17. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R.I.A.2-b.	The Controller should determine the additional annual time and manpower cost to accomplish the compilation and disclosure of the total maintenance budget for General Fund departments, and periodic audits and include line item entries for those costs in its budget requests for fiscal year 2017-2018 and thereafter;	Controller	The recommendation has been implemented (summary of how it was implemented in next column)	See Controller's response to related recommendation R.I.A.2-a.

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 Maintenance Budgeting and Accounting Challenges for General Fund Depts
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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3-a.	In order for the public to assess the City's stewardship of General Fund Departments' assets, the Controller should: (1) disclose the total deferred maintenance and repair backlog for General Fund departments; and (2) periodically conduct an audit of General Fund departments' deferred maintenance and repair backlog.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column).	The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. General Fund departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. The Mayor's Office and the Controller's Office provide budget instructions to departments, including those related to reporting and tracking of budget requests for capital maintenance, renewal, replacement and enhancement projects. The primary responsibility for managing departmental assets is decentralized, resting with each department. Departments maintain different systems for tracking maintenance and repair information (e.g., MAXIMO, Infor, etc.). The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including specific information on maintenance and repair projects, along with funding, prioritization, and reporting mechanisms. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, which will be issued in FY 2016-17. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3-b.	The Controller should determine the additional annual time and manpower cost to accomplish the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments, and periodic audits and include line item entries for those costs in its budget requests for fiscal year 2017-2018 and thereafter;	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendation R:I.A.3-a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:J.A.4-a.	To provide useful information for the public in assessing the City's stewardship of General Fund Departments' assets, the Controller should conduct a benchmark study of investment levels in General Fund departments' "Facilities Maintenance" measured as a percentage of Current Replacement Value, total maintenance and repair budgets and deferred maintenance and repair backlogs;	Controller/CSA	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher-risk areas of concern citywide. The primary responsibility for managing departmental assets is decentralized, resting with each department. Departments maintain different systems for tracking maintenance and repair information (e.g., MAXIMO, Infor, etc.). The Controller's Office continues to refine and develop approaches to providing quality data and information, including benchmarking information, to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management. Coordination with other relevant city departments and stakeholders will be conducted, as necessary, in making this determination, with completion expected in January 2017.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:J.A.4-b.	The Controller should determine the additional time and manpower cost to conduct this benchmark study and include a line item for those costs in its budget request for fiscal year 2017-2018;	Controller/CSA	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendation R:J.A.4-a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-a.	The Controller should: • conduct an audit of the Workers' Compensation Division of the Department of Human Resources data gathering policies and procedures, • report to budget decisionmakers its findings of identified and quantified risks of injury created by deferred maintenance and repairs, and recommend appropriate modifications. So as budget funding tradeoff decisions are made, the Mayor and Board of Supervisors will know what portion of the City's Workers Compensation liabilities (if any) arise from poorly maintained General Fund department capital assets.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher-risk areas of concern citywide. In addition, a determination on the availability and reliability of appropriate and sufficient data (e.g., workers compensation level, type, claim causes, etc.) is needed to assess feasibility. Assessment with other relevant city departments and stakeholders, specifically the Department of Human Resources Workers' Compensation Division and the California Workers' Compensation System, will be conducted, as necessary, in making this determination, with assessment completion expected in January 2017.

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Maintenance Budgeting and Accounting Challenges for General Fund Depts
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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-b.	The Controller should determine the additional time and manpower cost to the City Services Auditor staff to accomplish this audit and report and include a line item for this cost in its budget request for fiscal year 2017-2018.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendation R:II.B.1-a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2-a.	The Controller should assist the General Services Agency Environmental Health and Safety in developing procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The Controller's Office defers to the other responding departments in determining the Controller's involvement in implementing this recommendation. Existing analysis and reporting efforts on injury and hazard risks include worker's compensation studies and the California Injury and Illness Prevention Program. Further, the Controller's Data Academy is open for all departments to attend to ensure data analytics skills are available to all departments.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2-b.	To provide budget decisionmakers with pertinent information for making tradeoff decisions, the Controller should determine the additional time and manpower cost to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs and include a line item for this cost in its budget request for fiscal year 2017-2018.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendation R:II.B.2-a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.a.	To focus attention on the relationship between General Fund departments' annual Maintenance and repair expenditures and these departments' deferred maintenance and repair backlogs, the Controller should utilize the replacement or revision of the current asset management programs used by General Fund departments as an opportunity for development of new or revised performance metrics to collect and report to City officials and the public: (1) the costs departments expend on annual maintenance and repair; and (2) the annual costs incurred in addressing their deferred maintenance and repair backlogs.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher-risk areas of concern citywide. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including detailed information on maintenance and repair projects, along with specific funding, prioritization, and reporting mechanisms. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, which will be issued in FY 2016-17. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management. The City is now replacing its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment.

2015-16 Civil Grand Jury
 Maintenance Budgeting and Accounting Challenges for General Fund Depts
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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.b.	The Controller should determine the additional time and manpower cost to develop these new or revised performance metrics in asset management programs and include line item entries in its budget request for fiscal year 2017-2018.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendation R:III.A.1-a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-b.	The Controller should conduct a study of the General Fund Departments listed on the December 2015 FRRM (Facilities Renewal Resource Model) report "Backlog and 10Yr Need by Facility (or such updated reports as is appropriate) with a Facilities Condition Index of 0.30 or greater ("fair" or "poor") to determine: (1) Which of those physical assets (if any) are in "fair condition"; (2) Which of those physical assets (if any) are in "poor condition"; (3) Which of those physical assets (if any) are starting to approach or exceed their life expectancies; (4) Which of those physical assets (if any) should be considered high priority for maintenance and repair funding; (5) Which of those physical assets (if any) require additional maintenance and repair funding to prevent further accumulation of deferred maintenance and repair; (6) Whether lack of comprehensive maintenance and repair planning resulted in underinvestment in preventive maintenance and repair work that has depreciated the value and useful life of these physical assets; and present the report containing the Controller's findings on the above items to the Mayor and Board of Supervisors for use in the budget process.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. The primary responsibility for managing departmental assets is decentralized, resting with each department. Departments maintain different systems for tracking maintenance and repair information for their physical assets (e.g., MAXIMO, Infor, etc.). The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management. The City is now replacing its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment. As the City implements its new financial system, the Controller's Office will work with other departments in using these modules. On an ongoing basis, the City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-c.	The Controller should determine the additional time and manpower cost to accomplish the additional reporting recommended in the preceding Recommendation 3(b) and include a line item entry for those costs in his budget requests for fiscal year 2017-2018.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendation R:III.C.3-b.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3.	In the furtherance of transparency and accountability and best practices in government, a. the Controller's Statement on General Obligation Bond propositions in the Department of Elections Voter Information Pamphlet should include a LifeCycle Cost estimate, containing the projected lifecycle Maintenance and Repair cost for the proposed Capital Project.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher-risk areas of concern citywide. Coordination with other relevant city departments and stakeholders will be conducted, as necessary, in making this determination, with completion expected in January 2017.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3.	b. the Controller should instruct General Fund departments to report annually to GOBAC: 1) the inflationadjusted LifeCycle Maintenance and Repair Cost estimate for each General Obligation Bond funded project; 2) the amount budgeted for Operating Cost and Maintenance Cost of that asset; 3) the reasons for any budgeted shortfall; and 4) the immediate and longterm consequences of any budgeted shortfall.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The Controller's Office does not have the authority or jurisdiction to require General Fund departments to report annually to the Citizens' General Obligation Bond Oversight Committee (CGOBOC), so cannot implement this recommendation. We will forward the recommendation to CGOBOC, who has the authority to request such reporting from departments.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-a.	In furtherance of transparency, accountability and stewardship, the Controller should track General Fund departments' maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds is needed.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	General Fund departments already report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including specific mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-b.	The Controller should determine the additional time and manpower cost to accomplish the preceding Recommendation to track General Fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed, and include line item entries for those costs in its Budget Requests for the 2017-2018 Budget and thereafter.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendation R:VI.3-a.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-a.	The Controller should require all city departments to implement existing best practices as provided in FASB 42 and other best practices sources to account for and report deferred maintenance.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The City previously considered the implementation of GASB Standard 34's modified approach, which has the same elements as FASB 42, to which this recommendation pertains. GASB 34's modified approach requires an asset management system that must have an up-to-date inventory of eligible infrastructure assets, and requires the government to perform condition assessments of the eligible assets, summarize the results using a measurement scale, and estimate each year the annual amount to maintain and preserve the eligible infrastructure assets at the condition level established and disclosed by the government. Given the amount of resources the modified approach would require and the variations and ambiguities in maintenance reporting that could arise, the City decided to implement the standard approach, while still ensuring full compliance with government accounting procedures. In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls, including the safeguarding of assets against loss from unauthorized use or disposition, and reliability of financial records for preparing financial statements and maintaining accountability for assets. The Controller's Office believes that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-b.	The Controller should establish systems and procedures to establish clear maintenance and repair investment objectives and set priorities among outcomes to be achieved.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	In addition to the response provided above in R:VII.1-a., City departments already have the stewardship responsibility of their assets and facilities, which are accounted for in the Controller's citywide accounting system. Using this accounting system data, annually the Controller's Office reports the depreciation costs of all assets, based on the estimated useful lives of those assets using historical costs. For forward-looking and planning purposes, under the City Administrator's direction, City departments annually assess facility conditions, determine cost projects for renewal and proposed enhancement projects, and analyze available funding resources as part of their ten-year capital plan preparations, using the Facilities Renewal Resource Model.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-c.	The Controller and the Director of Public Works should establish systems and procedures to identify types of facilities or specific buildings (i.e., capital assets) that are missioncritical and mission supportive.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-d.	The Controller should establish systems and procedures to conduct condition assessments as a basis for establishing appropriate levels of funding required to reduce, if not eliminate, any deferred maintenance and repair backlog.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b. The Capital Plan also contains the estimated facilities, streets and other right-of-way asset backlogs, showing both funded and deferred levels.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-e.	The Controller should establish systems and procedures to establish performance goals, baselines for outcomes, and performance measures.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b. The development of an inventory of maintenance-related performance goals, baselines for outcomes, and performance measures will be considered as part of future City Services Auditor maintenance audits.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-f.	The Controller should establish systems and procedures to identify the primary Methods to be used for delivering maintenance and repair activities.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b. Further, the development of an inventory of methods used for delivering maintenance and repair activities will be considered as part of future City Services Auditor maintenance audits.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-g.	The Controller should establish systems and procedures to employ models for predicting the outcome of investments, analyzing tradeoffs, and optimizing among competing investments.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b. This recommendation is already in part covered by the Capital Planning process and may benefit from further consideration by Capital Planning staff, who coordinate the use of the Facilities Renewal Resource Model, under the direction of the City Administrator's Office.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-h.	The Controller should establish systems and procedures to align real property Portfolios with mission needs and dispose of unneeded assets.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b. Further, the Controller's Accounting Policies & Procedures already addresses the accounting treatment and procedures for asset disposal, and the City has procedures in place for identifying and disposing of surplus property.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-i.	The Controller should establish systems and procedures to identify the types of risks posed by lack of timely investment.	Controller	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.1-b. Further, the identification and inventorying of the types of risks posed by the lack of timely investment will be considered as part of future City Services Auditor maintenance audits.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-j.	The Controller should determine the additional time and manpower cost to establish systems and procedures to accomplish the preceding items in Recommendation 1-a through 1-j and include a line item for those costs in its budget requests for fiscal year 2017-2018.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's responses to related recommendations R:VII.1-a through R:VII.1-l.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-a.	The Controller should include a discussion in its annual financial statements to describe what constitutes deferred maintenance and repair and how it is being measured.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	As noted in the City's 2015 Comprehensive Annual Financial Report (CAFR), the Controller prepared the CAFR in conformance with the principles and standards for accounting and financial reporting set forth by the Government Accounting Standards Board and provides a detailed accounting of annual and accumulated depreciation of City assets. The objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of material misstatements. The CAFR includes critical information and highlights regarding departmental assets, capital programs, and maintenance and repair projects. The Controller continues to believe in the accuracy and completeness of the City's financial statements, as assured by the City's external financial auditors.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-b.	The Controller should include a discussion in its annual financial statements to include amounts of deferred maintenance and repair for each major category of Property, Plant, and Equipment.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendation R:VII.2-a. Further, the Controller's Office routinely refers any inquiries to the Capital Planning process and documents, with their associated renewal investment backlog estimates and plans.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-c.	The Controller should include a discussion in its annual financial statements to include a general reference to specific component entity reports for additional information.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendation R:VII.2-a. Further, the Controller's Office routinely refers any inquiries to the Capital Planning process and documents, with their associated renewal investment backlog estimates and plans.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.3.	The Controller should immediately reassess the reported value of capitalized assets in its financial statements given the impact of the high level of deferred maintenance on reducing the useable life of these assets.	Controller	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	See Controller's response to related recommendations R:VII.1-a and R:VII.2-a. Further, the Controller's Office routinely refers any inquiries to the Capital Planning process and documents, with their associated renewal investment backlog estimates and plans.
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San Francisco Elections Commission
1 Dr. Carlton B. Goodlett Place
City Hall, Room 48
San Francisco, CA 94102-4635

Received via email
9/13/2016
File Nos. 160617 and 160618

E-Mail: jillrowe1@sfgov.org

September 13, 2016

The Honorable John K. Stewart
Presiding Judge
San Francisco Superior Court
400 McAllister Street
San Francisco, CA 94102-4514

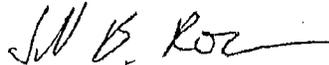
Re: Elections Commission Response to Civil Grand Jury Request

Dear Judge Stewart:

The San Francisco Elections Commission has been asked to send you its response to Findings F.V.3 and F.V.4 of the June 2016 Civil Grand Jury report: Maintenance Budgeting and Accounting Challenges for General Fund Departments. The Elections Commission agrees with those two findings. Attached is the Excel spreadsheet on which the Commission was asked to send its response.

Please let me know if the Court requires any additional action from the Elections Commission.

Very truly yours,



Jill B. Rowe
President, Elections Commission

Encl.

cc (by email w. encl.):
Deputy City Attorney Joshua White
Elections Commissioners
Erica Major, Assistant Clerk, Board of Supervisors

1080146.1

CGJ Year	Report Title	Number	#	Findings	Dept	Respondent assigned by CGJ	2016 Responses (Agree/Disagree)Use the drop down menu	2016 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	64	F.V.3.	Voters are asked to approve General Obligation bonds for a new facility but are not informed of the projected interest cost to borrow the funds and of lifecycle cost projections for maintaining the new facility.	REG	Elections Commission	agree with finding	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	65	F.V.4.	Lifecycle cost projections for operations and maintenance and repair are not visible to citizens when considering General Obligation Bond propositions, because this information is not included in the Voter Information Pamphlets.	REG	Department of Elections	agree with finding	The Department of Elections is able to publish additional information in the Voter Information Pamphlet
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	65	F.V.4.	Lifecycle cost projections for operations and maintenance and repair are not visible to citizens when considering General Obligation Bond propositions, because this information is not included in the Voter Information Pamphlets.	REG	Elections Commission	agree with finding	

Received via Email
9/14/2016
File Nos. 160613 and 160614



Edwin M. Lee, Mayor
Phillip A. Ginsburg, General Manager

To: The Honorable John K. Stewart
From: Phillip A. Ginsburg, General Manager
Date: September 6, 2016
Re: 2015-16 Civil Grand Jury report, *Maintenance Budgeting and Accounting Challenges for General Fund Departments, Maintenance Economics Versus Maintenance Politics: Pay Now or Pay Later.*

Honorable John K. Stewart:

In reviewing our department's response to Recommendation R-II.C.1-4: Urban Forest Plan Phase 2 (Page 20), it came to my attention that a description of implementation was omitted. While the response is correct, I wanted to provide a brief summary of implementation:

e. The Parks Commission should devise a creative dedicated funding plan to implement the Urban Forest Plan (Phase 2: Parks and Open Space).

Recommendation has been implemented.

Due to the June 2016 passage of Prop B, *The San Francisco Park, Recreation, and Open Space Fund Charter Amendment*, we now have a dedicated funding plan to implement the Urban Forest Plan (Phase 2: Parks and Open Space). This satisfies the recommendation for the Park Commission to devise a creative dedicated funding plan to implement the Urban Forest Plan, Phase 2.

Thank you,



Phillip A. Ginsburg
General Manager



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Received via email
10/04/2016
File No. 160613/160614

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

October 3, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102

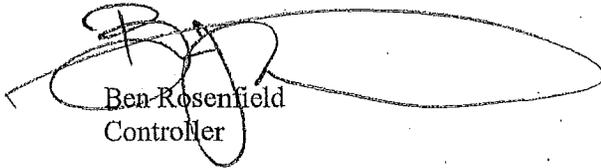
**Re: Citizens' General Obligation Bond Oversight Committee's (CGOBOC)
response to the 2015-16 Civil Grand Jury Report entitled "Maintenance Budgeting
and Accounting Challenges for General Fund Departments"**

Dear Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05, the Office of the Controller is transmitting this letter on behalf of the Citizens' General Obligation Bond Oversight Committee (CGOBOC) in response to the recommendations in the 2015-16 San Francisco Civil Grand Jury report, *Maintenance Budgeting and Accounting Challenges for General Fund Departments*, issued on June 27, 2016.

If you have any questions about this response, please contact me at 415-554-7500.

Respectfully submitted,


Ben Rosenfield
Controller

cc: Brian Larkin, Chairperson, CGOBOC
Todd Rydstrom, Deputy Controller, City and County of San Francisco
Angela Calvillo, Clerk of the Board, City and County of San Francisco

2015-16 Civil Grand Jury
 Maintenance Budgeting and Accounting Challenges for General Fund Depts.
 CGOBOC: RESPONSE TO FINDINGS

CGJ Year	Report Title	#	Findings	Dept	Respondent assigned by CGJ	2016 Responses (Agree/Disagree)Use the drop down menu	2016 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F-IV.5.	The Citizen's General Obligation Bond Advisory Committee properly inquires as to the lifecycle maintenance and repair costs for assets built with General Obligation Bond proceeds, because that is pertinent information relating to those assets.	CON	Citizen's General Obligation Bond Advisory Committee	agree with finding	The Citizens' General Obligation Bond Oversight Committee (CGOBOC) inquires about the lifecycle maintenance and repair costs of assets built with general obligation bond proceeds as part of its general oversight and reporting responsibilities.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	F-VI.2-b.	The City wastes taxpayer money when it uses general fund bonds to pay for renewal of assets that deteriorated prematurely because of deferred maintenance and repairs.	CON	Citizen's General Obligation Bond Advisory Committee	disagree with it, wholly (explanation in next column)	CGOBOC disagrees with this finding. Per Section 5.31 of the San Francisco Administrative Code, CGOBOC's purpose is to inform the public concerning the expenditure of general obligation bond proceeds and to actively review and report on the bond expenditures to ensure that bond revenues are expended only in accordance with the ballot measure. CGOBOC has no specific authority to determine the appropriateness of funding mechanisms related to the maintenance and repair of city assets.

2015-16 Civil Grand Jury
 Maintenance Budgeting and Accounting Challenges for General Fund Depts.
 CGOBOC: RESPONSE TO RECOMMENDATIONS

CGJ Year	Report Title	#	Recommendations	Respondent assigned by CGJ	2016 Responses (implementation) Use the drop down menu	2016 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3.	b. the Controller should instruct General Fund departments to report annually to GOBAC: 1) the inflation adjusted LifeCycle Maintenance and Repair Cost estimate for each General Obligation Bond funded project; 2) the amount budgeted for Operating Cost and Maintenance Cost of that asset; 3) the reasons for any budgeted shortfall; and 4) the immediate and long-term consequences of any budgeted shortfall.	Citizen's General Obligation Bond Advisory Committee	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	CGOBOC believes that a study of maintenance investments required to preserve the City's assets should be performed and considered by policy makers. CGOBOC recognizes the importance of transparency and accountability in the government's use and stewardship of public assets and resources. Per Section 5.31 of the San Francisco Administrative Code, CGOBOC's purpose is to inform the public concerning the expenditure of general obligation bond proceeds and to actively review and report on the bond expenditures to ensure that bond revenues are expended only in accordance with the ballot measure. CGOBOC already inquires with city departments on the budgets, schedules, and plans related to general obligation bond-funded projects as part of its oversight responsibilities.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.4.	In furtherance of transparency, accountability and the public's right to know, GOBAC should prepare an annual report summarizing each General Fund department's lifecycle Maintenance and Repair cost estimates report and a consolidated report for all General Fund departments.	Citizen's General Obligation Bond Advisory Committee	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	CGOBOC believes that a study of maintenance investments required to preserve the City's assets should be performed and considered by policy makers. CGOBOC recognizes the importance of transparency and accountability in the government's use and stewardship of public assets and resources. Per Section 5.31 of the San Francisco Administrative Code, CGOBOC's purpose is to inform the public concerning the expenditure of general obligation bond proceeds and to actively review and report on the bond expenditures to ensure that bond revenues are expended only in accordance with the ballot measure. CGOBOC's authority pertains to overseeing only those departments involved in general obligation bond programs, not all General Fund departments. Also, CGOBOC already issues an annual report on general obligation bond-funded projects' scope, schedule, and budget, including future maintenance costs related to general obligation bond programs.

From: Lew, Lisa (BOS)
Sent: Friday, October 14, 2016 12:20 PM
To: Board of Supervisors, (BOS)
Cc: BOS-Legislative Aides; klowry@sfcgj.org; kking@sfcgj.org; jcunningham@sfcgj.org; ascott@sfcgj.org; Howard, Kate (MYR); Kirkpatrick, Kelly (MYR); Elliott, Nicole (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Steeves, Asja (CON); Givner, Jon (CAT); Chaplin, Toney (POL); Fountain, Christine (POL); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Major, Erica (BOS)
Subject: Official Board Response (File No. 160610) Civil Grand Jury Report - San Francisco's Crime Lab - Promoting Confidence and Building Credibility
Attachments: BOS Final Transmittal-SF's Crime Lab 101416.pdf

Greetings:

Attached is the Board of Supervisors official response to the Presiding Judge of the Superior Court for the 2015-2016 Civil Grand Jury Report, entitled "San Francisco's Crime Lab - Promoting Confidence and Building Credibility."

Sent on behalf of Erica Major, Committee Clerk, Government Audit and Oversight Committee.

Regards,

Lisa Lew
Board of Supervisors
San Francisco City Hall, Room 244
San Francisco, CA 94102
P 415-554-7718 | F 415-554-5163
lisa.lew@sfgov.org | www.sfbos.org

 Click [here](#) to complete a Board of Supervisors Customer Service Satisfaction form

The [Legislative Research Center](#) provides 24-hour access to Board of Supervisors legislation, and archived matters since August 1998.

Disclosures: Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

October 14, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

The following is a status report on the 2015-2016 Civil Grand Jury Report (Report), "San Francisco's Crime Lab - Promoting Confidence and Building Credibility."

The Board of Supervisors Government Audit and Oversight Committee conducted a public hearing on September 1, 2016, to discuss the findings and recommendations of the Civil Grand Jury and the departments' responses to the Report.

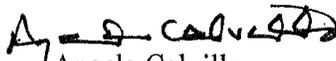
The following City departments submitted a response to the Civil Grand Jury (copies enclosed):

- Mayor's Office submitted a consolidated response for the Mayor's Office of Public Policy and Finance, Police Department, and the Office of the City Administrator, received on August 1, 2016
- Office of the Controller, received on August 5, 2016

The Report was heard in Committee, and Resolution No. 382-16 was prepared for the Board of Supervisors' approval that formally accepted or rejected the findings and recommendations. The Board of Supervisors provided the required response on September 6, 2016 (copy enclosed).

If you have any questions, please contact Erica Major at (415) 554-4441.

Sincerely,


Angela Calvillo
Clerk of the Board

- c: Members, Board of Supervisors
 - Honorable John K. Stewart, Presiding Judge
 - Kathie Lowry, 2016-2017 San Francisco Civil Grand Jury
 - Kitsaun King, 2016-2017 San Francisco Civil Grand Jury
 - Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
 - Alison Scott, 2015-2016 San Francisco Civil Grand Jury
 - Kate Howard, Mayor's Office
 - Kelly Kirkpatrick, Mayor's Office
 - Nicole Elliott, Mayor's Office
 - Ben Rosenfield, Office of the Controller
 - Todd Rydstrom, Office of the Controller
 - Asja Steeves, Office of the Controller
 - Jon Givner, City Attorney's Office
 - Toney D. Chaplin, Police Department
 - Christine Fountain, Police Department
 - Severin Campbell, Budget and Legislative Analyst
 - Debra Newman, Budget and Legislative Analyst
 - Jadie Wasilco, Budget and Legislative Analyst



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Certified Copy

Resolution

160610

[Board Response - Civil Grand Jury - San Francisco's Crime Lab - Promoting Confidence and Building Credibility]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "San Francisco's Crime Lab - Promoting Confidence and Building Credibility;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Government Audit and Oversight Committee)

9/6/2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

9/14/2016 Mayor - APPROVED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

October 12, 2016

Date

Angela Calvillo

Angela Calvillo
Clerk of the Board

1 [Board Response - Civil Grand Jury - San Francisco's Crime Lab - Promoting Confidence and
2 Building Credibility]

3 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
4 **and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled**
5 **“San Francisco’s Crime Lab - Promoting Confidence and Building Credibility;” and**
6 **urging the Mayor to cause the implementation of accepted findings and**
7 **recommendations through his/her department heads and through the development of**
8 **the annual budget.**

9
10 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of
11 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
12 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

13 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or
14 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
15 county agency or a department headed by an elected officer, the agency or department head
16 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
17 response of the Board of Supervisors shall address only budgetary or personnel matters over
18 which it has some decision making authority; and

19 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of
20 Supervisors must conduct a public hearing by a committee to consider a final report of the
21 findings and recommendations submitted, and notify the current foreperson and immediate
22 past foreperson of the civil grand jury when such hearing is scheduled; and

23 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
24 the Controller must report to the Board of Supervisors on the implementation of

25

1 recommendations that pertain to fiscal matters that were considered at a public hearing held
2 by a Board of Supervisors Committee; and

3 WHEREAS, The 2015-2016 Civil Grand Jury Report, entitled "San Francisco's Crime
4 Lab - Promoting Confidence and Building Credibility" (Report) is on file with the Clerk of the
5 Board of Supervisors in File No. 160610, which is hereby declared to be a part of this
6 Resolution as if set forth fully herein; and

7 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
8 to Recommendation Nos. R.A.2 and R.B.1 contained in the subject Report; and

9 WHEREAS, Recommendation No. R.A.2 states: "The Mayor should direct, the Board of
10 Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget,
11 facilities, assets, personnel, and management of the Crime Lab from the SFPD [San
12 Francisco Police Department] to the General Services Agency, Department of Administrative
13 Services;" and

14 WHEREAS, Recommendation No. R.B.1 states: "The Crime Lab and the Police
15 Department's Office of Technology should devote all necessary resources to install and
16 implement a user friendly laboratory information management system (LIMS) that will track
17 cases, increase laboratory efficiency, facilitate outcomes evaluation, and allow real time
18 sharing of information;" and

19 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
20 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
21 Court on Recommendation Nos. R.A.2 and R.B.1 contained in the Report; now, therefore, be
22 it

23 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
24 No. R.A.2 requires further analysis because the Board of Supervisors requires the San
25 Francisco Police Department and the General Services Agency to formulate a proposal,

1 timeline and feasibility of how the transfer of budget, facilities, assets, personnel and
2 management would be handled. The Board requests the proposal be presented to the
3 Government Audit and Oversight Committee by October 6, 2016; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
5 No. R.B.1 has not yet been fully implemented but will be implemented in the future as
6 reported by the Mayor, Police Department and the City Administrator in their responses to the
7 Civil Grand Jury for reasons as follows: The Laboratory Information Management System
8 (LIMS) contract was finalized and the system purchased in the spring of 2016. It is currently
9 being customized and implemented through interactions between the vendor and the Crime
10 Lab. The LIMS system will be fully operational in the spring of 2017 and will allow improved
11 operations of and effective communications for the Forensics Services Division; and, be it

12 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
13 implementation of the accepted findings and recommendations through his/her department
14 heads and through the development of the annual budget.



City and County of San Francisco

Tails

Resolution

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 160610

Date Passed: September 06, 2016

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "San Francisco's Crime Lab - Promoting Confidence and Building Credibility," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

September 01, 2016 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

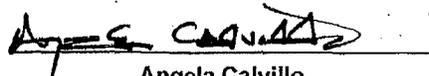
September 01, 2016 Government Audit and Oversight Committee - RECOMMENDED AS AMENDED AS A COMMITTEE REPORT

September 06, 2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

File No. 160610

I hereby certify that the foregoing Resolution was ADOPTED on 9/6/2016 by the Board of Supervisors of the City and County of San Francisco.


Angela Calvillo
Clerk of the Board


Mayor

9/14/2016
Date Approved

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

Received Via Email
8/1/2016
File Nos. 160609
160610

July 31, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2015-16 Civil Grand Jury report, *San Francisco's Crime Lab: Promoting Confidence and Building Credibility*. We would like to thank the members of the Civil Grand Jury for their interest in the City's Criminalistics Laboratory (Crime Lab) and their efforts to improve operations of the Crime Lab.

The Crime Lab has been a continuing focus of improvement for the Police Department and the City. Over the last five years, the Crime Lab has completed ongoing upgrades to its Forensic DNA Management System (FMS) and will complete implementation of an updated laboratory information management system (LIMS) in spring 2017; improved its Quality Assurance practices and management; maintained accreditation; and adopted and implemented best practices in the forensic sciences disciplines.

The American Society of Crime Laboratory Directors / Laboratory Accreditation Board (ASCLD/LAB) accredited the Crime Lab on August 17, 2015 and determined the Crime Lab met all of the ASCLD/LAB program requirements. ASCLD/LAB updated the accreditation on March 28, 2016 for a three year period ending August 16, 2019.

Furthermore, the voters of San Francisco approved the Earthquake Safety and Emergency Response Bond in 2014 to relocate the Crime Lab to a new three-story, 107,000 square foot facility located at 1995 Evans Avenue. The SFPD Forensic Science Division is currently housed in two facilities: Administration, Crime Scene Investigations, and Identification units are housed at the Hall of Justice at 850 Bryant and the Crime Lab is at Building 606 in the Hunters Point Shipyard. When complete in summer 2020, the new consolidated Forensic Science Division facilities will provide uninterrupted Crime Lab services to residents, space for new employees, maintain national accreditation, modernize facilities to accommodate evolving technologies, practices, and science, and enhance the processing of caseloads and sharing of important data results.

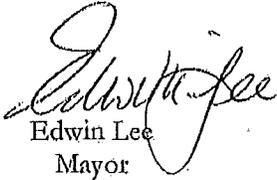
1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

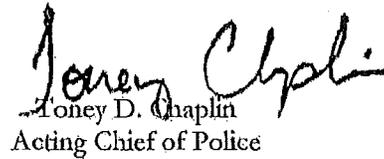
Consolidated Response to the Civil Grand Jury – San Francisco's Crime Lab: Promoting Confidence and Building Credibility Findings
July 31, 2016

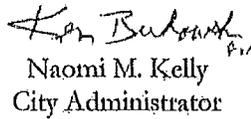
A detailed response from the Mayor's Office, the Police Department, and the Office of the City Administrator to the Civil Grand Jury's findings and recommendations follows.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,


Edwin Lee
Mayor


Toney D. Chaplin
Acting Chief of Police


Naomi M. Kelly
City Administrator

Findings:

Finding F.A.1: The position of the police captain Director has been a high turnover position, and the learning curve for the Crime Lab steep. Putting a police captain in charge of day to day management has in the past resulted the sworn Director having difficulty in understanding the challenges of the Crime Lab and dealing with them appropriately.

Agree with finding.

The top leadership position for the lab independently needs to have a strong background in Forensics and experience managing scientific resources to provide objective evidence in support of un-biased investigations. This manager needs to advise the Chief on the capabilities, equipment, staffing, training, and growth needs for the Police Department (SFPD) from a business perspective. The scientific knowledge base of the Chief of Police (COP) and creation of a long term plan reflective of evolving, cutting edge scientific practices would be enhanced with a civilian staff.

Finding F.A.2: Under police management discipline has often been handled using a police model. Investigations of scientific errors have been conducted secretly under the cover of police Internal Affairs and give the impression that the Crime Lab is covering up.

Disagree wholly with this finding.

Two scientifically accepted best practice models are used to investigate and remedy these matters: remediation of scientific work errors and investigation of alleged criminal or civil misconduct.

The Crime Lab utilizes the full remediation process outlined by American Society of Crime Laboratory Directors (ASCLD) to address errors in scientific work and represents best practices for the industry. Corrective training and measures are taken to ensure integrity of results. All retraining is documented and performance standards met. Scientific experts oversee this process. When warranted, a separate investigation under the Risk Management Division is conducted into alleged criminal acts or administrative misconduct. Discipline can be the result of this separate investigation. Should an employee avail themselves of their rights during the course of the Internal Affairs investigations, the scientific corrective measures continue with additional steps in place to ensure full review of all work is done.

The Chief of Police is fully briefed on the progress of both processes and has the ultimate authority to reassign personnel to ensure the integrity of these independent investigations.

Finding F.A.3: Once the disciplinary process goes to Internal Affairs we observed an immediate halt to dialogue between staff and management aimed at resolving technical issues in a scientific manner.

Disagree wholly with this finding.

The process for scientific correction remains under the authority of Crime Lab management. They must proceed with mandated corrective measures and ensure the quality of the process. Failure to do so could delay potential discovery of similar instances and compromise the lab’s work product. Technical issues must be identified and addressed immediately. In some cases, where staff members fell under a secondary discipline process and availed themselves of procedural rights, the Crime Lab instituted alternate means of

verifying scientific integrity. Specifically, an audit of all cases was undertaken to identify the scope of errors and implement complete corrective steps.

Finding F.A.4: The positioning of San Francisco's Crime Lab within the police department is inconsistent with the National Academy of Science's 2009 recommendation that the Crime Lab scientist be distanced from law enforcement.

Disagree partially with finding.

The National Academy of Sciences report recommends distancing crime labs from law enforcement to reduce bias in analysis. The current organizational structure of the Crime Lab provides checks and balances to reduce bias, effectively separating scientists from law enforcement. The SFPD has taken aggressive training steps to ensure that all Crime Lab personnel are trained in the risks of potential bias as well as the reward for fair and impartial, objective policing. For example, the SFPD, in conjunction with the U.S. Department of Justice and the City's Department of Human Resources, has taken the lead on deploying Implicit Bias training to its sworn and civilian staff to ensure staff are aware of the risk of unconscious biases to effective policing.

Finding F.B.1: The computer management system of the Crime Lab is outdated and lacks many analytic functions. It impedes tracking of cases by all users, evaluating turnaround times, and identifying at which points case progression through the Crime Lab is bottlenecked. It does not increase the efficiency of the Lab.

Disagree partially with finding.

The laboratory information management system (LIMS) is both within the customization process and on schedule for pending improvements to address the tracking of cases and case progression. The system will be on line and operational in Spring of 2017.

Finding F.B.2: State AB 1517, the Sexual Assault Victim's DNA Bill of Rights, took effect in January 2016. This mandate puts additional pressure on the Crime Lab to complete and track DNA analysis from sexual assault victims in an expedient time frame and to notify, if requested by the victim, that the analysis has been done.

Agree with finding.

The legislation was formalized as an amendment to California Penal Code Section 680, which mandates that crime labs process evidence and meet uploading deadlines. It further mandates communication of results with survivors if requested. Through a combination of additional staff, Grant Funded supplement, and management of out sourcing, the Crime Lab is meeting the turnaround times for results, with limited exceptions for extenuating circumstances. The current average turnaround for processing of sexual assault evidence kit (SAEK) time is 92 days.

SFPD is respectful of the traumatic effects of these incidents on survivors. Through the Special Victims Unit protocols, SFPD has established regular communication streamlined through one point of contact, that being assigned case investigators. This ensures that information is delivered with sensitivity and personally so that the context and impact on the investigation is made clear to survivors. Investigators work with

members of the District Attorney’s Victims Assistance Program to ensure that the delivery of this information is handled with sensitivity in a supportive environment. To automate this process for expediency poses a great risk of re-traumatizing survivors.

Finding F.C.1: Outsourcing is a useful tool to reduce case backlog and lower turnaround times during the current period of staffing shortages.

Agree with finding.

Outsourcing is used effectively to ensure the Crime Lab meets legally mandated timeframes. However, it is not a long term solution for efficient management of evidence. Developing a staffing plan under the guidance of a Forensic Services Director that addresses current needs and anticipated growth is critical to efficient outsourcing.

Finding F.C.2: Outsourcing incurs additional cost for the DA and the City because the expenses of trial testimony given by expert witnesses from outside the area must be paid.

Disagree partially with finding.

The driver for the decision to outsource rests with the scientific experts tasked with completing all the work requested of the Crime Lab. Trial testimony costs are covered within the scope of the outsourcing contract.

Finding F.C.3: Better utilization and evaluation of Crime Lab personnel can be accomplished by re-opening the Drug Analysis Laboratory.

Agree with finding.

While drug analysis workload is greatly reduced in volume as a result of decriminalization, it has not been completely eliminated. The scientific community is in agreement that the benefits to the Crime Lab of maintaining this function (in house) is critical to developing skills and ensuring evidentiary integrity. Re-opening the Drug Analysis Laboratory will be a step for consideration by the newly selected Forensics Services Director in the overall plan for development of disciplines, staffing, and equipment necessary.

Finding F.D.2: Accreditation alone is not enough. A mistake may happen years before an accreditation review is due. Or, as it did during the accreditation review in 2010, a problem may not be addressed because it is not on a standard checklist.

Agree with finding.

The current ASCLD/LAB, International Organization for Standardization (ISO) standards (ISO-17025) for accreditation added a requirement that the Crime Lab conduct more in-depth and meaningful internal audits. Additionally, the new ISO-17025 mandates that the accrediting body (ASCLD/LAB) enforce annual assessment updates of the Crime Lab. Layered upon this is the more restrictive Federal Bureau of Investigations (FBI) Quality Assurance Standards (QAS) audit requirements for DNA. The Crime Lab meets each of these auditing standards and has developed additional internal measures such as randomized reanalysis, quality checks and case review. ASCLD/LAB updated the Crime Lab accreditation on March 28, 2016 for a three year period ending August 16, 2019.

Finding F.D.3: The Crime Lab lacked a person other than the Manager specifically assigned to QA for over two years.

Disagree partially with finding.

The Crime Lab actively tried to fill the position after the previous Quality Assurance Manager (QAM) vacated. During the hiring process the Crime Lab Manager relied upon other staff with Quality Assurance experience (including someone who was a previous Quality Assurance Manager in a different laboratory) and other Crime Lab Managers in the Bay Area forensic community to maintain continuity towards ISO accreditation. A full-time QAM was selected in March of 2015 and serves in that role today.

Finding F.E.1: Training modules for policy and procedural change in the Crime Lab seem well designed and thorough.

Agree with finding.

Finding F.E.2: Individual competency assessment prior to starting casework is not well defined, and the bar of “passing” is set too low.

Disagree wholly with finding.

Federal Bureau of Investigation (FBI) Quality Assurance Standards and ASCLD/LAB mandates establish the process utilized by the Crime Lab for individual competency testing. Pursuant to those mandates, the Crime Lab is required to set competency levels using ISO standards. These internationally recognized standards are adhered to industry-wide. The process was reviewed during the most recent ASCLD/LAB certification process. ASCLD/LAB updated the Crime Lab accreditation on March 28, 2016 for a three year period ending August 16, 2019.

Finding F.E.3: Faulty analysis of DNA mixtures by other crime labs has had serious consequences.

Agree with finding.

Finding F.F.1: Approximately 2000 cases have been reviewed by the Crime Lab in two internal audits. Errors have been found and are being addressed.

Agree with finding.

The Crime Lab undertook both a full Federal Bureau of Investigation’s Combined DNA Index System (CODIS) audit and a separate audit of 2000 cases. The District Attorney was briefed throughout the audit. All errors discovered during the two audits were corrected by May of 2016.

Finding F.F.2: Internal audits are not sufficient to restore stakeholders’ trust in the Crime Lab.

Agree with finding.

The Crime Lab is fully accredited to the most recent standards. It has fully adopted and complies with ISO-17025 standards. The Crime Lab conducts multiple audits; utilizes random quality assurance assessments and case review; and is in the process of developing a long-term staffing and hiring plan to ensure that we are able to meet the increasing demand for services.

Finding F.G.1: Communication by stakeholders with Crime Lab supervisors has improved on a personal basis, but formal real-time electronic communication has not yet been established. This has contributed to frustration by the users when they try to obtain results.

Disagree partially with finding.

Formal, real-time communication has been established and will be improved going forward. In May of 2016, the CODIS Hit Outcome Project (CHOP) was launched to stakeholders in investigations and the District Attorney’s Office. The CHOP allows stakeholders to track the progress of requested work in real time. With the full implementation of the Laboratory Information Management System (LIMS), stakeholders can expect even greater improvement to SFPD’s ability to communicate between stakeholders. These electronic communication systems complement the established and continuing personal communication carried out in stakeholder meetings.

Finding F.G.2: Stakeholders currently lack adequate input into the goals of the Crime Lab.

Disagree wholly with finding.

The Crime Lab is committed to outreach to stakeholders to ensure operational decisions are made that meet the balance of their needs. Examples of this outreach include personal meetings with investigations and prosecutorial staff, working groups formed for the development and implementation of new communications technology, and the use of surveys for identified stakeholders. Both positive and negative feedback are received throughout the process of testing, results, and legal process and integrated into the development of the goals for the Forensics Division. Moreover, the Crime Lab collaborates with national, state and local forensics associations to explore best practices in this area. For example in 2015, the Crime Lab issued surveys to identified stakeholders and regularly solicited feedback (both positive and negative) from stakeholders and their representatives. Formal meetings are held quarterly.

Finding F.G.3: Some Crime Lab users have unrealistic expectations of some aspects of DNA forensics. Touch DNA is an example.

Agree with finding.

In response to some of the feedback received in stakeholder meetings, the Crime Lab has developed lesson plans, which give end users a more realistic understanding of the potentialities and limitations of DNA forensics. Presentations have been made to investigators and prosecutors. Additionally, the Crime Lab has established a working group to develop content for SFPD’s web site as a means to reach a wider base.

Finding F.H.1: The Crime Lab has a mostly empty, outdated website that prevents public recognition of its official presence and accomplishments.

Agree with finding.

SFPD centralized its web presence and is in the process of a major overhaul and redesign of its website. The Crime Lab formed a web content working group in July 2016, which is developing and providing content to the IT Division for posting.

Finding F.I.1: Universities, other forensic institutions, and individuals are rich sources of local talent and advice that could be utilized by the Crime Lab.

Agree with finding.

Forensics is a unique application of science for the directed purposes of establishing investigative leads, determining innocence, establishing association with a particular crime or crime scene and confirming or refuting statements. The disciplines involved are broad. Crime Lab personnel have benefitted from association with the larger local forensics community and regularly meet with representatives of outside forensics institutions with the shared goal of improving the industry through evaluating, developing and implementing best practices. Association with local universities through regulated grant-funded projects is one means by which the Crime Lab could leverage local educational talent for improved operations.

Recommendations:

Recommendation R.A.1: The Crime Lab should be separated from the SFPD and function as an independent entity in the General Services Agency.

Requires further analysis.

The City has one Criminalistics Laboratory that primarily services the law enforcement agencies in San Francisco. The Crime Lab is responsible for impartially analyzing evidence items associated with criminal investigations for local law enforcement agencies in San Francisco.

The Crime Lab works with the law enforcement community to set its own priorities with respect to cases, expenditures, and other important issues. The Crime Lab is distanced from pressures caused by the differing missions of law enforcement agencies through a civilian Deputy Director V who reports to the Deputy Chief of Administration and implements Crime Lab policies and procedures. Upon selection of the Forensic Services Director and development of staffing and operational plan, staff will evaluate the feasibility of transferring the Crime Lab to another City entity.

Recommendation R.A.2: The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.

Requires further analysis.

The City has one criminalistics laboratory that primarily services the law enforcement agencies in San Francisco. The Crime Lab is responsible for impartially analyzing evidence items associated with criminal investigations for local law enforcement agencies in San Francisco. The Crime Lab works with the law enforcement community to set its own priorities with respect to cases, expenditures, and other important issues.

Recommendation R.A.3: Because establishing an independent Crime Lab will no doubt be a lengthy process, we recommend an interim step for the Crime Lab to achieve greater separation from the SFPD: The sworn police captain should be removed as the head of the Crime Lab and replaced by the current civilian scientist lab manager.

Requires further analysis.

Consistent leadership at the Crime Lab has never been more critical than at this time of developing and implementing a science led structure. SFPD has been working with the Mayor’s Office to identify, recruit, and proceed with the selection of a civilian scientist to lead the Forensic Services Division. A supportive infrastructure will be necessary when the Forensics Services Director assumes that role. The current Crime Lab Manager has a broad scope of duties and relies on the sworn Captain to ensure the operation of the lab and Crime Scene Investigation (CSI) continues to integrate smoothly. Both the Captain and the Crime Lab Manager are necessary to ensure that the Forensic Services Division continues to move forward during this process of evolution.

Recommendation R.A.4: As long as the Crime Lab remains part of the SFPD, we recommend that the civilian head of the Crime Lab report directly to the Chief without the intermediate layer of a captain as singular oversight assigned to the Crime Lab.

Recommendation will not be implemented.

The mission and daily operations of the Forensic Services Division are broad and complex. They require the full support of the Technology, Fiscal, Training, and Staff Services Divisions all of which are housed under the Deputy Chief of Administration, a direct report to the Chief of Police. The newly selected Forensic Services Director will report directly to the Deputy Chief of Administration. Until such time as that sound structure is in place, the current Crime Lab Manager and Captain of Forensic Services will utilize a team approach and report directly to the Deputy Chief of Administration. The model going forward will evolve as SFPD identifies and adds the appropriate supportive staff for the newly selected Forensic Services Director. The Chief of Police meets monthly with command staff and civilian directors, including the Forensic Services Director.

Recommendation R.B.1: The Crime Lab and the Police Department's Office of Technology should devote all necessary resources to install and implement a user friendly laboratory information management system (LIMS) that will track cases, increase laboratory efficiency, facilitate outcomes evaluation, and allow real time sharing of information.

Recommendation has been implemented.

The Laboratory Information Management System (LIMS) contract was finalized and the system purchased in the Spring of 2016. It is currently being customized and implemented through interactions between the vendor and the Crime Lab. The LIMS system will be fully operational in Spring 2017 and will allow improved operations of and effective communications for the Forensics Services Division.

Recommendation R.B.2: When the LIMS is installed and customized for the Lab, the DA's office, the defense community, and Police Inspectors should have input as to the features that will help them obtain the information they need in their own work.

Recommendation will be implemented in the future.

It is the intention of the Crime Lab to extend password protected limited access to features such as discovery and published laboratory reports to the District Attorney's Office and the defense community but the extent of access must be securely customized. We expect these features to be available by the end of 2016.

Recommendation R.B.3: The Crime Lab should conform to the mandate of AB 1517, the Sexual Assault Victim's DNA Bill of Rights, by analyzing evidence within 120 days and notifying the victim, if requested, that the evidence has been processed. It should publish the statistics of its compliance quarterly.

Requires further analysis.

AB 1517 was passed and incorporated as an update to the California Penal Code Section 680(b)(7)(B)(i), "The Sexual Assault Victims DNA Bill of Rights". The Crime Lab conforms to the mandates regarding

timelines for analyzing and uploading results in the Federal Bureau of Investigation’s Combined DNA Index System (CODIS). The current turnaround time for sexual assault evidence kits is 92 days.

The Crime Lab further adheres to the recent resolution passed by the Police Commission. Victim notification is carried out by assigned case investigators out of sensitivity to the risk of re-traumatizing survivors by delivering information in a non-personal setting. This is carried out under mandated timelines as outlined in the Special Victims Unit Order #16-01. The SFPD reports on these statistics of compliance bi-annually through the Police Commission in a public, televised meeting.

Recommendation R.C.1: The Crime Lab should continue to use flexible outsourcing when in-house staffing is insufficient to keep up with the work load.

Recommendation has been implemented.

The Crime Lab is currently outsourcing and the Fiscal budget has additional funds identified for this purpose.

Recommendation R.C.2: The Crime Lab should continue with its efforts to staff the Lab fully so that the expense incurred by using outsourced expert witnesses can be reduced.

Requires further analysis.

Under the new Forensic Services Director, a multi-year hiring plan will be developed to address the staffing needs of the Crime Lab. Currently there are 6 new Forensic Analysts in various stages of the hiring process. Job offers have been extended to 3 of the 6 with an anticipated start date in August of 2016. The remaining 3 are in the background process. Additional positions in the Fingerprint Examination Unit are in process with input from the Crime Lab Manager and the Identification Section Manager.

Recommendation R.C.3: The Drug Analysis Lab should be re-established in the Crime Lab.

Requires further analysis.

The equipment and infrastructure necessary to re-open the Drug Analysis Unit is in place. In order to ensure this takes place in a systematic manner that supports the overall operations of the Forensic Services Division, the Chief of Police has directed that the newly selected Forensic Services Director develop the staffing and operational plan for the unit upon assuming control of the Division. It is expected that the selection of the new Director will be completed by January of 2017.

Recommendation R.D.2: A robust quality assurance program is need to address day- to- day problems and go beyond the basic check list of accreditation.

Recommendation has been implemented.

A quality assurance program is a requirement for national accreditation, which the SFPD Crime Lab has held for more than a decade. A full-time Quality Assurance Manager (QAM) oversees this program. With the adoption and implementation of the ISO 17025 standards in 2014, the quality assurance program has continued to evolve and expand to support a system of continuous improvement. This program includes a

stringent documentation and monitoring system with well-defined action plans for preventative and corrective improvements and time-delineated action responses and follow-up measures.

Recommendation R.D.3: We recommend initial outside consultation to provide the new Quality Assurance Manager access to mentoring, training in the process of root cause analysis and general oversight. The QAM should be required to visit other Bay Area Crime Labs with well-established QA programs to learn from them.

Recommendation has been implemented.

The current QAM underwent training in accreditation requirements and technical assessment of quality systems under the ISO 17025 standards in 2013. This training included the requirements on how to implement and manage the technical, administrative and quality management system of a forensic laboratory. Topics included a focus on root cause analysis, document control and corrective action. The class roster included other crime lab directors, analysts and QAMs from the Bay Area. Regular contact with other agencies is, and has always been, a practice of the SFPD Crime Lab QAM. The current QAM has access to procedural manuals from other accredited laboratories and has incorporated elements from other laboratories into our quality assurance program. In addition, the current QAM is a member of forensic Quality Assurance groups and attends regional Quality Assurance study meetings to assist in a continuity of information exchange between other Crime labs and provide daily opportunities for collaboration and feedback from Forensic QAMs across the country.

Recommendation R.E.1: After a change in protocol, the technical review of a completed case should be done only by a supervisor Criminalist III.

Recommendation has been implemented.

After a change in protocol, the Crime Lab uses Supervisor, Criminalist III personnel to conduct the technical review of completed cases. A progress report will be submitted to the Grand Jury in December 2016.

Recommendation R.E.2: Given the potentially disastrous impact of flawed mixture interpretation, intensive training in mixture analysis should be a high priority.

Recommendation has been implemented.

Improvements in the training of mixture analysis have been a major focus in the Crime Lab, and in the global forensic community, for the past five years following the publication of revised Interpretation Guidelines by the Scientific Working Group on DNA Analysis Methods. The current training includes intensive modules on mixture interpretation of 2-person, 3-person and 4-person mixtures. One software program has already been purchased to increase accuracy and standardization of analysis documentation of simple mixtures, and a second supplemental software program is currently being purchased to assist in the analysis of complex mixture. In addition to in-house validation projects and procedures, SFPD fully supports on-going training to keep analysts abreast of current advancements in the field of forensic DNA analysis.

Recommendation R.F.1: As cases from 2008-2013 come up for trial, the Crime Lab should review each case again and make an amended report if indicated.

Recommendation has been implemented.

In Spring 2013 the Crime Lab met with members of the San Francisco District Attorney’s Trial Integrity Unit to discuss the topic of reviewing cases and issuing supplemental reports following the publication of revised Interpretation Guidelines by the Scientific Working Group on DNA Analysis Methods. The DA’s office in turn informed the Crime Lab they extended this offer to the defense community. The Crime Lab maintained the offer to review and issue any appropriate amended reports after the FBI published an erratum to their statistical frequencies used in casework country-wide. With these previous agreements to review and issue new reports in place, the Crime Lab routinely reviews cases prior to trial and issues new reports as appropriate. In addition, during the 2015 – 2016 fiscal year, as a result of the Crime Lab’s internal review, the District Attorney’s office and the Crime Lab have had continued open communication on the topic of issuing new reports for old cases and to date all requests have been fulfilled.

Recommendation R.F.2: An external review by forensic experts trusted by all stakeholders of the Crime Lab should be made to assure that the internal audits as well as the policies and procedures of the Crime Lab are correct.

Recommendation has been implemented.

In Spring 2015 the Crime Lab met with representatives of the SF District Attorney’s office, SF Public Defender’s office, a private defense attorney and a representative from a center for the Fair Administration of Justice. During that meeting an external review was discussed and individuals were identified as trustworthy to all stakeholders. Contact was initiated by SFPD to those individuals, and the Police Chief invited all stakeholders to submit suggested areas to incorporate into the scope of this proposed external review, with the goal of forming a meaningful and constructive review that would benefit all stakeholders in the criminal justice system of San Francisco. In early 2016, SFPD issued an RFP bidding process to pursue an external review by forensic experts. To date, there have been no bidders for this project. This type of review is welcomed by the Crime Lab.

Recommendation R.F.3: The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost.

Requires further analysis.

In Spring 2015 the Crime Lab met with representatives of the District Attorney’s office, Public Defender’s office, a private defense attorney, and a representative from a center for the Fair Administration of Justice. During that meeting an external review was discussed and individuals were identified trustworthy to all stakeholders. Contact was initiated by SFPD to those individuals, and the Police Chief invited the District Attorney, the Public Defender and a private defense attorney to submit suggested areas of “concern” from their offices to incorporate into the scope of this proposed external review with the goal of forming a meaningful and constructive review that would benefit all stakeholders in the criminal justice system of San Francisco. If a request for proposals is issued again, trustworthiness will be a key criterion for selection.

Recommendation R.G.1: A new LIMS is needed. When it is installed it should allow confidential, restricted real-time access to allow the District Attorney, the Police Inspectors, and the Defense to follow the progress of their own cases.

Requires further analysis.

The Laboratory Information Management System (LIMS) has been purchased and is in the process of being customized with full-implementation expected in Spring of 2017. It is the intention of the Crime Lab to extend password protected limited access to features such as discovery and published laboratory reports that allow for real-time access customized on a “right to know” basis to the District Attorney’s office, defense community, and other stakeholders.

Recommendation R.G.2: The Crime Lab should solicit input from its users regarding its goals, including acceptable turnaround time and a “not to exceed number” of backlogged case.

Recommendation has been implemented.

In 2015 the Crime Lab issued surveys to identified stakeholders which included their expectations for realistic and ideal turn-around times, basic understanding of reports, and desires for more training from the Crime Lab. In addition, the Crime Lab regularly solicits feedback from attorneys following testimony (prosecution and defense), and following training sessions and meetings with Crime Lab staff. Crime Lab personnel share and discuss this feedback with the local, state and national forensics community to ensure that best practices and models evolve to support the needs of stakeholders.

Recommendation R.G.3: The Crime Lab needs to educate police inspectors and attorneys on the limitations and hazards of some aspects of DNA forensics, such as Touch DNA.

Recommendation has been implemented.

DNA forensics education has been implemented through infrequent training for all parties at the Crime Lab and DA’s office. The Crime Lab has a fully prepared training session regarding these issues and the goal and desire of the Crime Lab is to have more frequent regularly scheduled training sessions. The Crime Lab Manager will submit a proposed training schedule in November of 2016 outlining presentations to be conducted throughout 2017. A progress report will be submitted to the Grand Jury by December 2016.

Recommendation R.H.1: The Crime Lab should produce a website that will spell out its mission, outline its organizational structure, publicize accomplishments, and educate the public.

Recommendation will be implemented in the future.

SFPD’s website is undergoing a major redesign, which includes an overhaul of the entire site. For its part, the Crime Lab Manager created a working group in July 2017 to develop content and material for the IT Department to use on the redesigned website. The Crime Lab Manager will meet with the Chief Information Officer (CIO) to identify the scope of this project and staff assigned to create and maintain the content of the web site. The crime lab manager will submit a Unit Order outlining the process for members of the Crime Lab to submit content proposals and the vetting of the content. The updated website will be functional by the January 2017.

Recommendation R.I.1: Local experts should be used to form a scientific advisory board to serve as a technological resource, both supporting the staff and strengthening the Crime Lab’s technological foundation.

Requires further analysis.

While the region is certainly rich in scientific knowledge, the Crime Lab will seek guidance from ASCLD, International Association of Chiefs of Police, the FBI and the City Attorney’s Office regarding the potential risks to affiliating with private sector individuals in an advisory capacity. The crime lab will survey its identified stakeholders for suggestions on credible individuals and companies that might make up the foundation of such a board. A progress report on these discussions will be submitted in January 2017.



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

August 1, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102

**Re: Controller's Office response to the 2015-16 Civil Grand Jury Report entitled
"San Francisco's Crime Lab: Promoting Confidence and Building Credibility"**

Dear Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05, the following is in response to the Civil Grand Jury report issued on June 1, 2016.

Recommendation # R.A.2 : The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.

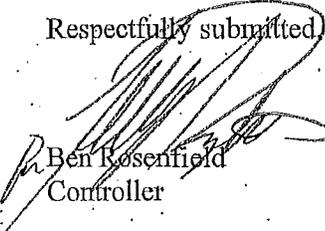
Controller's Response:

The recommendation will not be implemented.

As written by the Civil Grand Jury, the recommendation depends on the Mayor and the Board to implement a policy decision in order for the Controller to facilitate the transfer of budget relating to facilities, assets, personnel and management of the Crime Lab to GSA. In accordance with the Mayor's response, the Controller is unable to implement this recommendation at this time. However, following action taken by the Mayor and the Board, the Controller's Office will timely ensure the budgetary and accounting transactions necessary to implement this policy decision.

If you have any questions about this response, please contact Deputy Controller Todd Rydstrom or me at 415-554-7500.

Respectfully submitted,


Ben Rosenfield
Controller

cc: Todd Rydstrom, Deputy Controller, City and County of San Francisco
Angela Calvillo, Clerk of the Board, City and County of San Francisco

From: Lew, Lisa (BOS)
Sent: Friday, October 14, 2016 12:21 PM
To: Board of Supervisors, (BOS)
Cc: BOS-Legislative Aides; klowry@sfcgj.org; kking@sfcgj.org; jcunningham@sfcgj.org; ascott@sfcgj.org; Howard, Kate (MYR); Kirkpatrick, Kelly (MYR); Elliott, Nicole (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Steeves, Asja (CON); Givner, Jon (CAT); Hui, Tom (DBI); Strawn, William (DBI); Jayin, Carolyn (DBI); Harris, Sonya (DBI); Gamino, Miguel (TIS); German, David (TIS); Hayes-White, Joanne (FIR); Alves, Kelly (FIR); Scanlon, Olivia (FIR); Conefrey, Maureen (FIR); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Major, Erica (BOS)
Subject: Official Board Response (File No. 160817) Civil Grand Jury Report - San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department
Attachments: BOS Final Transmittal-SF Building and Fire Safety Inspection 101416.pdf

Greetings:

Attached is the Board of Supervisors official response to the Presiding Judge of the Superior Court for the 2015-2016 Civil Grand Jury Report, entitled "San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department."

Sent on behalf of Erica Major, Committee Clerk, Government Audit and Oversight Committee.

Regards,

Lisa Lew
Board of Supervisors
San Francisco City Hall, Room 244
San Francisco, CA 94102
P 415-554-7718 | F 415-554-5163
lisa.lew@sfgov.org | www.sfbos.org

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Disclosures: Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.

6

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

October 14, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge John K. Stewart:

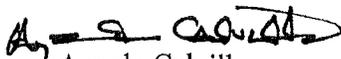
The following is a status report on the 2015-2016 Civil Grand Jury Report, "San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department."

The Board of Supervisors was not required to respond to any of the findings or recommendations; however, pursuant to San Francisco Administrative Code Section 2.10, the Board of Supervisors must still conduct a public hearing to consider the findings and recommendations. The Board of Supervisors Government Audit and Oversight Committee heard the subject report on October 7, 2016.

The following City Departments submitted responses to the Civil Grand Jury (copies enclosed):

- Fire Commission, received on September 16, 2016
- Fire Department, received on September 19, 2016
- Department of Building Inspection submitted a consolidated response with the Building Inspection Commission and the Fire Department (see above for separate receipt from Fire Department), received on September 19, 2016
- Department of Technology, received on September 23, 2016

Sincerely,


Angela Calvillo
Clerk of the Board

- c: Members, Board of Supervisors
Honorable John K. Stewart, Presiding Judge
Kathie Lowry, 2016-2017 San Francisco Civil Grand Jury
Kitsaun King, 2016-2017 San Francisco Civil Grand Jury
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
Alison Scott, 2015-2016 San Francisco Civil Grand Jury
Kate Howard, Mayor's Office
Kelly Kirkpatrick, Mayor's Office
Nicole Elliott, Mayor's Office
Ben Rosenfield, Office of the Controller
Todd Rydstrom, Office of the Controller
Asja Steeves, Office of the Controller
Jon Givner, City Attorney's Office
Tom Hui, Department of Building Inspection
William Strawn, Department of Building Inspection
Carolyn Jayin, Department of Building Inspection
Sonya Harris, Building Inspection Commission
Miguel Gamino, Jr., Department of Technology
David German, Department of Technology
Chief Joanne Hayes-White, Fire Department
Kelly Alves, Fire Department
Olivia Scanlon, Fire Department
Maureen Conefrey, Fire Commission
Severin Campbell, Budget and Legislative Analyst
Debra Newman, Budget and Legislative Analyst
Jadie Wasilco, Budget and Legislative Analyst

FIRE COMMISSION
City and County of San Francisco
Edwin M. Lee, Mayor

RECEIVED VIA EMAIL
9/16/2016
FILE NO. 160877

Francee Covington, *President*
Ken Cleaveland, *Vice President*
Stephen A. Nakajo, *Commissioner*
Michael Hardeman, *Commissioner*



698 Second Street
San Francisco, CA 94107
Telephone 415.558.3451
Fax 415.558.3413
Maureen Conefrey, *Secretary*

September 16, 2016

Erica Major
Assistant Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102

Attn: Government Audit and Oversight Committee

Re: Civil Grand Jury Report
2015-16 Civil Grand Jury - Fire Safety Inspections in San Francisco:
A Tale of Two Departments: Department of Building Inspection and
San Francisco Fire Department

Dear Ms. Major:

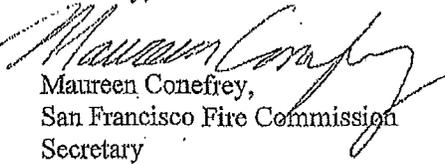
Pursuant to your email dated July 27, 2016, attached is the San Francisco Fire Commission's response to the 2015-16 Civil Grand Jury's Report, "Fire Safety Inspections in San Francisco: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department".

It is our understanding that this matter will be heard at the Government Audit and Oversight Committee on October 5, 2016, in City Hall, Chamber Room 250 at 9:30 a.m. Fire Commission President, Francee Covington will attend the hearing.

It is also our understanding that once this matter has been heard at that meeting, you will forward the response to Presiding Judge of the Superior Court, Hon. John K. Stewart.

Thank you for your attention to this matter.

Sincerely,



Maureen Conefrey,
San Francisco Fire Commission
Secretary

cc: Fire Commissioners
Chief Joanne Hayes-White
Jay Cunningham, Foreperson 2016-2016 Civil Grand Jury

2015-16 Civil Grand Jury
 Fire Safety Inspections in San Francisco
 A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department
 June 2016

CGJ Year	Report Title	Findings	Responding Dept.	2016 Responses (Agree/Disagree) Use the drop down menu	2016 Response Text
2015-2016	Fire Safety Inspections in San Francisco	F.III.1. DBI and SFFD inspect multi-unit residential buildings for many of the same fire safety hazards but do not coordinate any of their inspections or code enforcement efforts including not sharing information.	Fire Commission	Partially agree with finding (explanation in next column)	<p>SFFD is always open and willing to foster and improve interdepartmental engagement and collaboration. In the particular case of DBI and SFFD, one must take into consideration the very different business models of DBI and SFFD. DBI has staffing dedicated to R2 inspections, whereas the SFFD Fire Suppression Truck and Engine Companies are first and foremost tasked with first responder duties. SFFD inspection of R2 occupancies is both an imperative and a responsibility that must be timed in a manner so as to not compromise health and safety emergencies. In spite of differing business models per above, there are key ways to enhance and drive greater collaboration:</p> <ol style="list-style-type: none"> 1. Establish a perpetual working committee (that meets with a regular cadence) and seeks to evaluate the Housing Code and the Fire Code "in parallel", identify where there is a lack of overlap, and develop a referral process to support these areas in a proactive and transparent manner. 2. Implement a 21st century closed loop digital solution that enables DBI and SFFD to seamlessly share data across departments and provide online access to interdepartmental referral tracking and reporting.

2015-16 Civil Grand Jury
 Fire Safety Inspections in San Francisco
 A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department
 June 2016

CGJ Year	Report Title	Recommendations	Responding Dept	2016 Responses (Implementation) Use the drop down menu	
2015-2016	Fire Safety Inspections in San Francisco	R.111.1 The Building Inspection Commission and Fire Commission should require a task force be formed to study DBI and SFFD inspection and code enforcement processes and make recommendations on how they can coordinate their efforts.	Fire Commission	The recommendation has not been, but will be implemented in the future (timeframe for implementation noted in next column)	The Fire Commission will work with the DBI Commission to implement a task force. The goal is to have a task force in place by February 2017.

JOANNE HAYES-WHITE
CHIEF OF DEPARTMENT



EDWIN M. LEE
MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

September 19, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

RE: Civil Grand Jury Report – Fire Safety Inspections in San Francisco - A Tale of
Two Departments: Department of Building Inspection & San Francisco Fire
Department

The Honorable Judge Stewart:

Thank you for the opportunity to provide a response to the Civil Grand Jury's findings and recommendations to the 2016 Civil Grand Jury report, entitled *Fire Safety Inspections in San Francisco*.

The San Francisco Fire Department (SFFD) is continuously seeking ways to improve upon existing processes and exploring ways of adopting new best practices to serve the citizens of San Francisco and ensure their fire safety.

It is important to note a missed opportunity in the collection of information for this report. According to Ms. Alison Scott, Foreperson, Pro Tem, the Civil Grand Jury "ran out of time" and therefore was unable to interview the Fire Marshal and the Chief of Department for this report. This would have allowed the Civil Grand Jury greater opportunity to be briefed on historical practices with regard to fire safety inspections, as well as projects underway that will continue to improve and optimize our current practices. As Chief of Department, I have always been afforded the opportunity to provide context and overall perspective to all previous Civil Grand Jury reports.

There are many new and evolved fire safety inspection processes and program improvements that have been defined, developed and are being implemented. In fact, these same programs align with many of the recommendations set forth by the Civil Grand Jury in their 2016 Report as you will see in the Department's matrix responding to the Findings and Recommendations of the Civil Grand Jury.

When evaluating the recommendations of the Civil Grand Jury, it is important to understand that the Department of Building Inspection (DBI) and the Fire Department's business model are very distinct from the SFFD Fire Suppression's Truck and Engine Companies. DBI has staffing dedicated to R2 inspections, whereas the SFFD

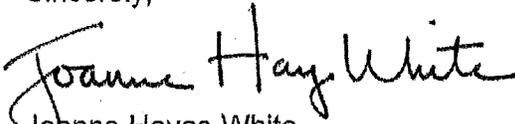
Fire Suppression Truck and Engine Companies are first and foremost tasked with first responder duties.

In addition to the enclosed matrix and corresponding detailed commentary on process improvements, the Department believes that some of the broader findings outlined in the Grand Jury report must also be addressed so as to successfully respond to challenges being faced by the City and County of San Francisco. In particular, the Grand Jury's assessment that growth and overcrowding are having unintended consequences and an impact on fire safety.

The other foundational finding of the Civil Grand Jury that extends beyond the Fire and Building Department is the current use of IT Systems. The SFFD recognizes the need for stronger communication tools and a framework to illustrate how collaboration between SFFD and DBI can enable an increased level of transparency and an overall improved IT system. SFFD is working diligently with DBI and the Department of Technology to achieve this goal.

Thank you for the opportunity to respond to the Civil Grand Jury report. Should you have any questions, please feel free to contact me at 415-558-3401.

Sincerely,

A handwritten signature in cursive script that reads "Joanne Hayes-White". The signature is written in black ink and is positioned above the printed name and title.

Joanne Hayes-White
Chief of Department

Enclosures

cc: Clerk of the Board, Attn: Government Audit and Oversight Committee

2015-16 Civil Grand Jury
 Fire Safety Inspections in San Francisco, June 2016
 SFFD Response

CGJ Year	Report Title	Findings	Responding Dept.	2016 Responses (Agree/Disagree) Use the drop down menu	2016 Response Text
2015-2016	Fire Safety Inspections in San Francisco	F.II.1. Because station house Companies do not inspect all the R-2s in San Francisco every twelve months as mandated by Code, San Franciscans may be exposed to unnecessary risks.	SFFD Deputy Chief of Operations	disagree with it, partially (explanation in next column)	The Department works with Station House Companies to minimize the risk related to inspections of R-2s.
2015-2016	Fire Safety Inspections in San Francisco	F.II.2. Station house Companies cannot always get into R-2s to inspect them because Company Captains rarely schedule R-2 inspections in advance.	Deputy Chief of Operations	disagree with it, partially (explanation in next column)	Generally the only reason R-2's have not been completed is because crews cannot gain access to the building. On some occasions the contact information is also obsolete.
2015-2016	Fire Safety Inspections in San Francisco	F.II.3. Contact information is not included on the Inspection Worksheets that Company Captains take with them to document their R-2 inspections in advance.	SFFD MIS	agree with finding	This information is now available on the R-2 inspection form.
2015-2016	Fire Safety Inspections in San Francisco	F.II.4. R-2 inspections are not conducted on the weekends.	Deputy Chief of Operations	agree with finding	We are looking into possibly changing that practice. Normally on weekends, the Department holds larger scale drills and inspect hydrants. Also, there are many special events that occur in the City on the weekends that we are responsible for covering.
2015-2016	Fire Safety Inspections in San Francisco	F.II.5. Companies with the ten largest R-2 lists have most of the largest backlogs because R-2 inspections are disproportionately distributed among the Companies and not sufficiently redistributed to nearby Companies with less R-2s to inspect.	Deputy Chief of Operations	disagree with it, partially (explanation in next column)	The Battalion Chiefs monitor Station House Companies' workload, particularly Companies with large R-2 lists. At the time of this writing companies should be able to complete all R-2's assigned if access to the buildings is possible and the contact information is up to date.
2015-2016	Fire Safety Inspections in San Francisco	F.II.6. Company Captains prioritize which R-2s they will inspect based on location of the R-2 rather than on the deadline for each inspection. As a result, some R-2s are not inspected by their deadline.	Deputy Chief of Operations	disagree with it, wholly (explanation in next column)	Company Officers are directed to complete all R-2's assigned by deadline. As described above, access to all buildings may not be possible by the deadline. The Inspection compliance rate was 94% in 2015.

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2015-2016	Fire Safety Inspections in San Francisco	F.II.7. Some Battalion Chiefs' follow-up on Company inspection backlogs is insufficient because it does not hold the Company accountable for the backlog.	Deputy Chief of Operations	agree with finding	Battalion Chiefs follow up with Station House Companies regarding inspection backlogs on a regular basis.
2015-2016	Fire Safety Inspections in San Francisco	F.II.8. Because firefighters' primary motivation for inspecting R-2s is to develop building awareness, they may not sufficiently give equal importance to code compliance when conducting R-2 inspections.	Deputy Chief of Operations	disagree with it, partially (explanation in next column)	Firefighters' consider both factors with equal importance.
2015-2016	Fire Safety Inspections in San Francisco	F.II.9. Many Company Captains seem to know little about Fire Prevention or Code Enforcement. Since firefighters interact with the public, this is a missed opportunity to educate the public about the inspection and enforcement process.	SFFD Deputy Chief of Operations	disagree with it, partially (explanation in next column)	All Company Officers are trained in Fire Prevention and Code Enforcement, as well as identification of code violations. In addition, the Bureau of Fire Prevention is developing a module to further enhance Company Officers' understanding of Fire Code and Fire Prevention.
2015-2016	Fire Safety Inspections in San Francisco	F.II.10. A significant number of fire alarm, blocked exits and sprinkler complaints took more than two months to be resolved.	The Fire Marshall	disagree with it, partially (explanation in next column)	The standard for complaint resolution is 30 to 90 days. 72% of all fire alarm complaints were resolved within two months; 83% of all blocked exit complaints were resolved within two months; 52% of all sprinkler complaints were resolved within two months. The Department is exploring opportunities to improve the rate at which complaints are resolved, including conducting weekend inspections. In addition, the Department will develop performance benchmarks for timely resolution of complaints. Currently, the Department evaluates each open case and unique circumstances that may cause a delay in resolution.
2015-2016	Fire Safety Inspections in San Francisco	F.II.11. Most fire alarm, blocked exits and sprinkler violations took longer to correct than the timeframes district inspectors stated for correction.	The Fire Marshall	disagree with it, partially (explanation in next column)	The BFP is developing process improvements to reduce the timeframes for inspection corrections. While one can postulate about what these are, in the estimation of BFP, the amended processes set forth earlier in this document will address this matter moving forward.

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2015-2016	Fire Safety Inspections in San Francisco	F.11.12. District inspectors' workload was too heavy for them to investigate all R-2 complaints in a timely manner.	The Fire Marshall	disagree with it, wholly (explanation in next column)	It has been a long standing BFP policy to prioritize fire complaints. It is the duty of the Inspector to notify his/her officer if the workload is "too heavy" to address fire complaints in a timely manner. Additionally, it is the duty of the supervising officer to monitor the progress of the Inspectors in their section. If it is determined that the volume is too high to address the fire complaints in an appropriate timeframe, the supervising officer is responsible for bringing this to the attention of the Captain of Administration. The Captain would then load balance and/or seek additional resources to respond to fire complaints.
2015-2016	Fire Safety Inspections in San Francisco	F.11.13. District inspectors prioritized reviewing construction projects and phone calls over inspecting R-2 complaints. As a result, some R-2 complaints and violations were not corrected in a timely manner.	The Fire Marshall	disagree with it, wholly (explanation in next column)	It has been a long standing BFP policy to prioritize fire complaints. The Department follows existing protocol to ensure that complaints are addressed in a timely manner. Additionally, it is the duty of the supervising officer to monitor the progress of the Inspectors in their section. If it is determined that the volume is too high to address the fire complaints in an appropriate timeframe, the supervising officer is responsible for bringing this to the attention of the Captain of Administration. The Captain would then load balance and/or seek additional resources to respond to fire complaints. The SFFD, Bureau of Fire Prevention has established a dedicated Fire Complaints section which will consolidate all incoming complaints (vs. the former model whereby the complaints were taken in, managed and addressed on a district by district basis). This will eliminate the need to balance fire complaint inspections with construction and referral inspections.
2015-2016	Fire Safety Inspections in San Francisco	F.11.14. Because some district inspectors did not document inspections and code enforcement in sufficient detail, follow up on violations was hampered.	The Fire Marshall	agree with finding	This will be addressed through the Bureau's Inbound Training Program: Fire Complaint Process, Inter-departmental referral Process and Fire Complaint Tracking and Life Cycle Management.

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2015-2016	Fire Safety Inspections in San Francisco	F.II.15. Some Company Captains do not document inspections in enough detail for district inspectors to easily identify the violation and conduct code enforcement.	SFFD Deputy Chief of Operations	agree with finding	Company Officers will be instructed to provide more comprehensive responses via Module, which is being developed.
2015-2016	Fire Safety Inspections in San Francisco	F.II.16. After the Inspection Worksheet was made longer in July 2015, some Company Captains document too many items that are not violations.	SFFD Deputy Chief of Operations	agree with finding	The Fire Marshal is developing a training module for all Chief and Company Officers, so they are clear on what is expected of them when performing inspections.
2015-2016	Fire Safety Inspections in San Francisco	F.II.17. Some Company Captains do not print the Inspection Worksheet and bring it to the R-2 inspection. Without having the Inspection Worksheet they may miss something or be inclined to document less. For example, the Inspection Worksheet states that "Company Officer shall obtain and update the responsible party information."	SFFD Deputy Chief of Operations	agree with finding	BFP is developing a training module to address improvements in the Inspection process. The training module is expected to be completed January, 2017.
2015-2016	Fire Safety Inspections in San Francisco	F.II.18. BFP does not have effective code enforcement tools, such as, an administrative hearing.	The Fire Marshal	disagree with it, wholly (explanation in next column)	The San Francisco Fire Code has provisions for Notices of Violation, Administrative Citations, and Administrative Hearings. This report outlines a framework which details the fire complaint process, lifecycle management, which all Inspectors shall follow. Please refer to I. Code Enforcement Process; Complaint Process Flowchart.

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2015-2016	Fire Safety Inspections in San Francisco	F.II.19. Accelerated Code Enforcement is rarely used.	The Fire Marshall	agree with finding	ACE has been integrated into the new closed loop fire complaint process.
2015-2016	Fire Safety Inspections in San Francisco	F.II.20. The SFFD website does not include enough information about the annual inspection and code enforcement processes for property owners and the public to understand them. Being better informed about the process may result in better compliance by property owners and increase the publics' confidence in SFFD enforcement efforts.	SFFD Management Information Systems	agree with finding	Information about the annual inspection and code enforcement processes will be posted in the SFFD website by March 2017.
2015-2016	Fire Safety Inspections in San Francisco	F.11.21. Inspection records are only available in person at the Bureau of Fire Prevention after making an appointment.	Chief of SFFD	agree with finding	The Department is currently working on IT enhancements to allow the public access fire records online, in conjunction with Department of Building Inspection and City Planning.
2015-2016	Fire Safety Inspections in San Francisco	F.11.22. Although instructions for reviewing inspection records is available on the SFFD website, the phone number for making appointment is not included with the instructions.	SFFD Management Information Systems	agree with finding	The SFFD website includes a link to all relevant SFFD numbers. We will also add the correct number to call to this page.
2015-2016	Fire Safety Inspections in San Francisco	F.11.23. Safety concerns may be reported online or by calling the BFP. Although instructions for reporting a safety concern are available on the SFFD website, the BFP phone number is not included on the same page as the instructions.	SFFD Management Information Systems	agree with finding	The SFFD website includes a link to all relevant SFFD numbers. We will also add the correct number to call to this page.

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CGJ Year	Report Title	Recommendations	Responding Dept.	2016 Responses (implementation) Use the drop down menu	2016 Response Text
2015-2016	Fire Safety Inspections in San Francisco	R.II.1. The Deputy Chief of Operations should require Battalion Chiefs to closely monitor Company R-2 inspection lists to ensure that every R-2 in San Francisco is inspected by its deadline.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The Department will require Battalion Chiefs to monitor R-2 lists more closely. This change will be implemented in January 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.II.2. The Deputy Chief of Operations should require that Company Captains make inspection appointments in advance, whenever they have the property owner's phone number, to ensure that Companies get into all R-2s. The appointments should have a three hour window.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The Department disagrees with the 3 hour appointment, however agrees on calling owners to set up an arrangement to meet a responsible party. This change will be implemented in January 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.II.3. SFFD MIS should ensure property owner contact information is included on the Inspection Worksheets.	SFFD Management Information Systems	The recommendation has been implemented (summary of how it was implemented in	This information is now available on the R-2 inspection form.
2015-2016	Fire Safety Inspections in San Francisco	R.II.4. The Deputy Chief of Operations should require Companies to inspect R-2s on the weekend if that Company is going to have a backlog during a particular month.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	This will be implemented in January 2017 as a pilot program, for which the Department has sufficient existing budgetary authority in the FY 2016-17 and FY 2017-18 budget.

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2015-2016	Fire Safety Inspections in San Francisco	R.II.5. The Deputy Chief of Operations should redistribute R-2 inspection from Companies that have a backlog to nearby Companies that have fewer R-2 inspections so that the number of R-2 inspections is more evenly distributed among neighboring station houses and are conducted more timely.	SFFD Deputy Chief of Operations	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The Department disagrees on this recommendation. Companies should stay in their first-in district as much as possible, otherwise it is a risk to residents in their first alarm area. The FY 2016-17 and FY 2017-18 budget provides for six additional Fire Prevention positions—four inspectors, one investigator, one captain, and one fire protection engineer—to improve fire safety outreach and education. Working closely with the Department of Building Inspection and other City and community partners, these positions proactively address fire safety concerns and complaints, as well as distribution concerns related to workloads. This is to be implemented in January 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.II.6. The Deputy Chief of Operations should instruct Company Captains to give priority to R-2 inspections which have exceeded or are approaching their deadlines.	SFFD Deputy Chief of Operations	The recommendation has been implemented (summary of how it was implemented in next column)	This has been the practice and will continue.
2015-2016	Fire Safety Inspections in San Francisco	R.II.7. Battalion Chiefs should review progress on their Companies' R-2 lists at least once a month, and if they find a Company has not inspected all the R-2s on their list, hold that Company accountable by requiring that they inspect all the late R-2s by the end of the next month.	SFFD Deputy Chief of Operations	The recommendation has been implemented (summary of how it was implemented in next column)	Battalion Chiefs currently review progress on Station House Companies' R-2 lists monthly. Should a Company not inspect all the R-2s on their list, the Battalion Chief requires that the Company inspect all the late R-2s by the end of the following month, as has been the Department's practice.
2015-2016	Fire Safety Inspections in San Francisco	R.II.8. The Deputy Chief of Operations should ensure that inspection training for firefighters includes stressing the two reasons for conducting R-2 inspections—to ensure code compliance and gain building awareness—are equally important.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	A training module is being developed by the Fire Marshal and will be implemented in January 2017.

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2015-2016	Fire Safety Inspections in San Francisco	R.II.9. The Deputy Chief of Operations should ensure that all firefighters receive training on the R-2 inspections process that includes a detailed module on the Bureau of Fire Prevention code enforcement process which starts with when a BFP inspector receives a complaint from a Company Captain to an NOV being issued and any additional steps. The training should occur after BFP implements the new code enforcement process. Knowing more about BFP will help firefighters better understand their role in ensuring code compliance.	SFFD Deputy Chief of Operations	The recommendation has been implemented (summary of how it was implemented in next column)	Officers have been trained on how to conduct R-2's. Their knowledge will be enhanced by new a training module being developed by the Fire Marshal. Firefighters will also be required to take the new R2 training module. This will be implemented in January 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.II.10. The Fire Marshall should require that complaint response time and code enforcement timeframes be more closely monitored so that resolution time is shortened.	The Fire Marshall	The recommendation has been implemented (summary of how it was implemented in next column)	The Framework has been developed (Fire Complaint Process and Fire Complaints Section). The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints. Please refer to: I. Code Enforcement Process; Complaint Process Flowchart; II Code Enforcement - Staffing Model
2015-2016	Fire Safety Inspections in San Francisco	R.II.11. The Fire Marshall should require that code enforcement for NOV's be more closely monitored so that NOV's are corrected more quickly.	The Fire Marshall	The recommendation has been implemented (summary of how it was implemented in next column)	Fire Complaints Section has been created, please refer to I. Code Enforcement Process. Complaint process is being consolidated under a separate Fire Complaint Section. The team's, (one Lieutenant and six Inspectors), primary responsibility is to respond to/process fire complaints. The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints.

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2015-2016	Fire Safety Inspections in San Francisco	R.II.12. The Fire Marshall should require that BFP inspectors (that work on R-2 complaints) have reasonable workloads so they can ensure timely correction of all complaints and violations.	The Fire Marshall	The recommendation has been implemented (summary of how it was implemented in next column)	Fire Complaints Section has been created, please refer to I. Code Enforcement Process. Complaint process is being consolidated under a separate Fire Complaint Section. The team staffed with one Lieutenant and six Inspectors is primarily responsible to respond to/process fire complaints. The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints.
2015-2016	Fire Safety Inspections in San Francisco	R.II.13. The Fire Marshall should ensure that BFP inspectors (that work on R-2 complaints) not prioritize other work over R-2 complaints if that means that they cannot investigate all their R-2 complaints in a timely manner.	The Fire Marshall	The recommendation has been implemented (summary of how it was implemented in next column)	Fire Complaints Section has been created, please refer to I. Code Enforcement Process. Complaint process is being consolidated under a separate Fire Complaint Section. The team, (one Lieutenant and six Inspectors), primary responsibility is to respond to/process fire complaints. The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints.
2015-2016	Fire Safety Inspections in San Francisco	R.II.14. The Fire Marshall should standardize inspection and code enforcement documentation done by BFP R-2 inspectors.	The Fire Marshall	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	A strategy and framework has been developed. Please refer to IV A. (Intra Departmental) and "Fire Complaint Tracking and Lifecycle Management". Anticipated completion time of 60 to 90 days.
2015-2016	Fire Safety Inspections in San Francisco	R.II.15. The Deputy Chief of Operations should standardize inspection documentation done by Company Captains so that BFP inspectors can easily identify and follow-up on complaints.	SFFD Deputy Chief of Operations	The recommendation has been implemented (summary of how it was implemented in next column)	This has been the practice, however the current documentation and procedures will be enhanced by the Fire Marshal's training module.
2015-2016	Fire Safety Inspections in San Francisco	R.II.16. The Deputy Chief of Operations should ensure that Company Captains are trained to identify violations and document only items that are violations.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	Company Captains' knowledge will be enhanced by a new training module being developed by the Fire Marshal. This will be implemented in January 2017.

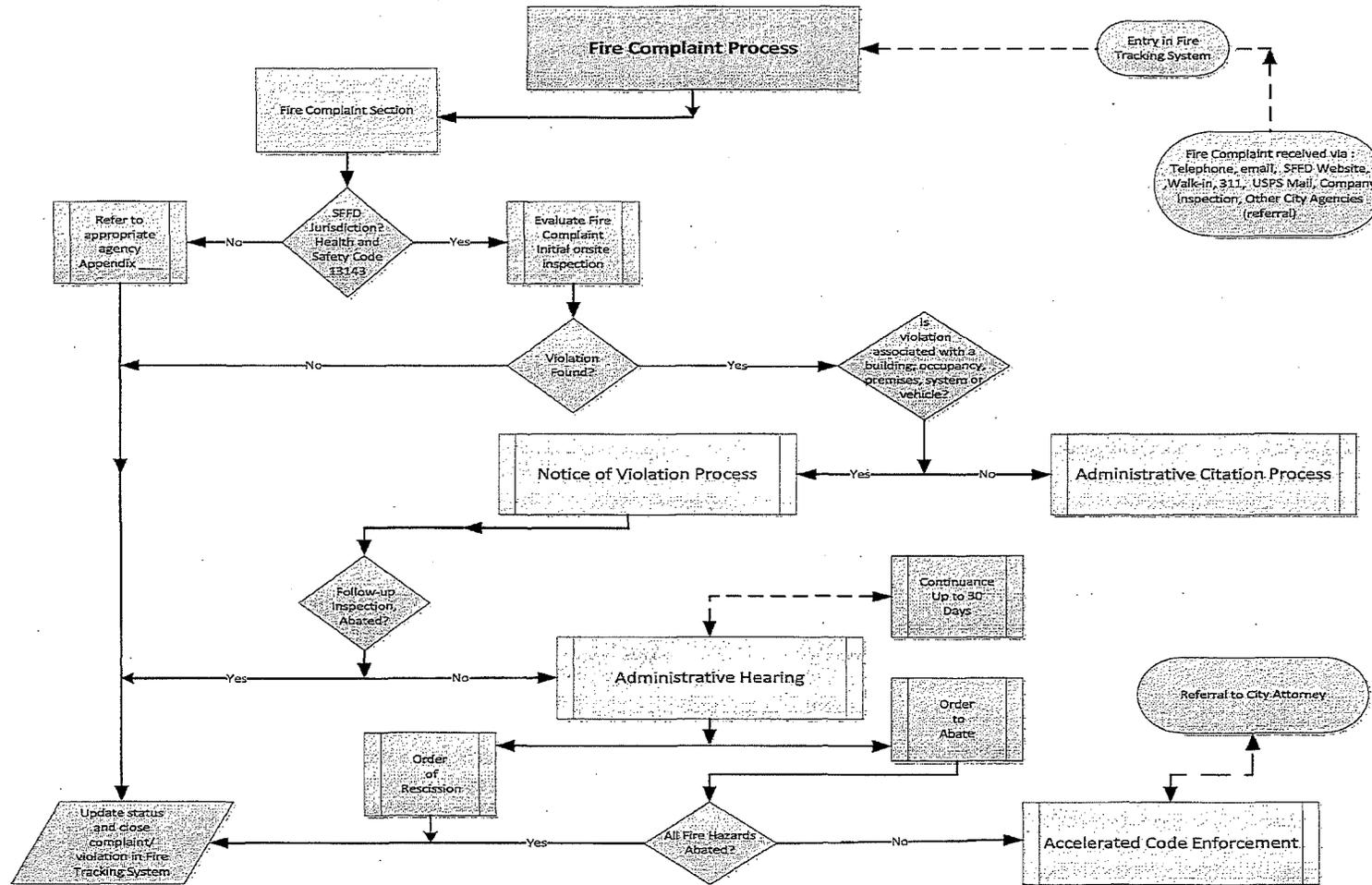
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2015-2016	Fire Safety Inspections in San Francisco	R.II.17. Battalion Chiefs should encourage their Company Captains to bring the Inspection Worksheet to the inspection site and use it to document R-2 inspections.	SFFD Deputy Chief of Operations.	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	Battalion Chiefs' knowledge will be enhanced by a new training module being developed by the Fire Marshall. This will be implemented in January 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.II.18. The Fire Marshall should finalize the details of the new code enforcement process that is required by recently passed legislation so that it can be implemented within the next 60 days.	The Fire Marshall	The recommendation has been implemented (summary of how it was implemented in next column)	The Fire Marshal has developed a detailed framework for the new code enforcement process. The framework outlines the end to end process of enforcement and includes deadlines for each associated step/phase of a fire complaint.
2015-2016	Fire Safety Inspections in San Francisco	R.II.19. The new BFP Captain that oversees R-2 Company complaints should refer appropriate cases to the CA every year.	The Fire Marshall	The recommendation has been implemented (summary of how it was implemented in next column)	Two documents demonstrate case referrals to CA every year: 1) I Code Enforcement Process; and 2) Complaint Process Flowchart. The Fire Complaints Section is managed by a Captain who serves as the Accelerated Code Enforcement officer. The Accelerated Code Enforcement (ACE) officer serves as liaison between the SFFD and the City Attorney's Office for issues regarding code enforcement and will refer cases to the City Attorney's Office as prescribed in I Code Enforcement Process.

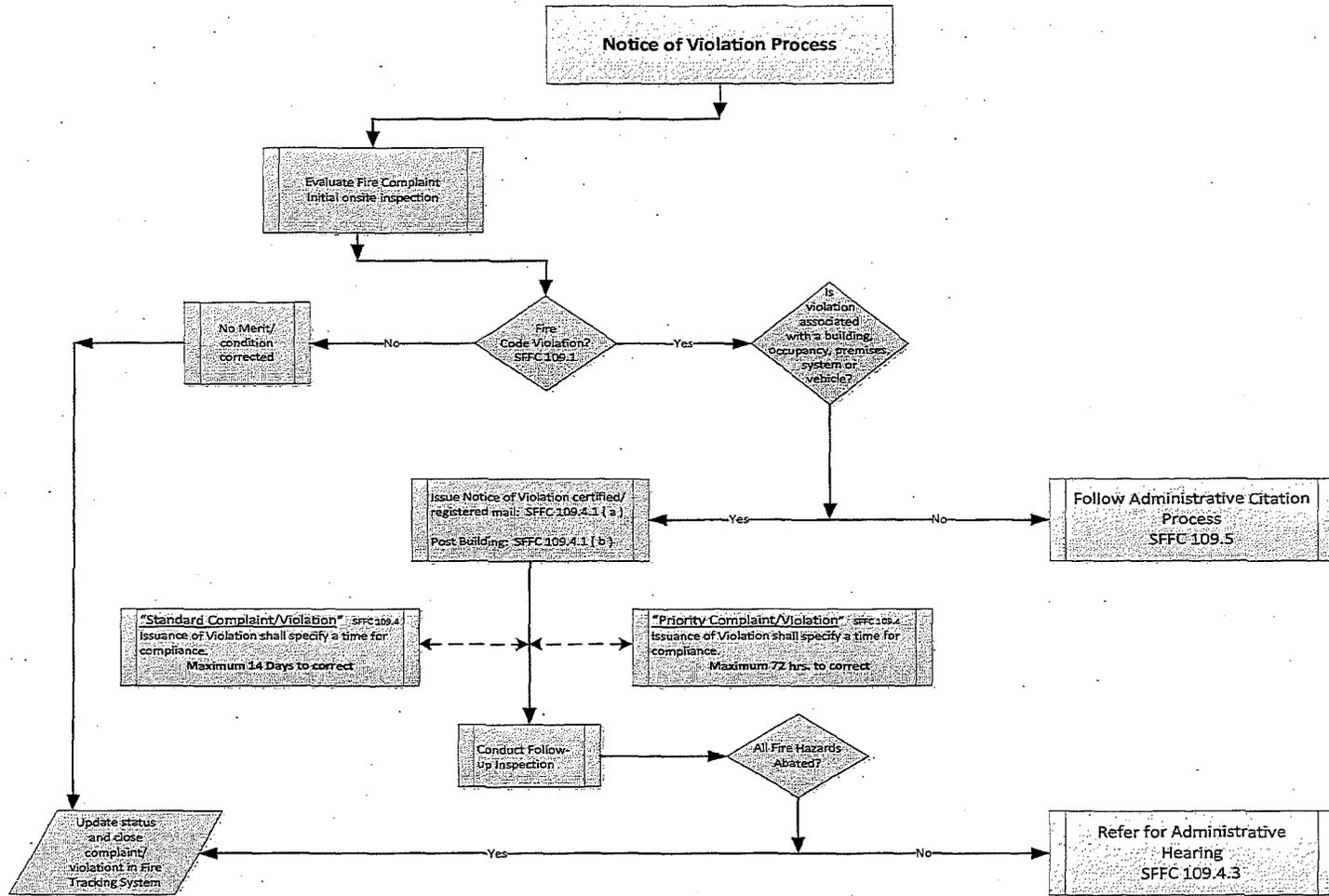
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2015-2016	Fire Safety Inspections in San Francisco	R.11.20. SFFD MIS should revise the SFFD website to include: (1) details of the R-2 inspection process, such as: (a) the kinds of buildings inspected; (b) who inspects the buildings; (c) how often R-2s are inspected; (d) the list of items inspected; and , (e) how the inspection will be conducted; and, (2) details of the code enforcement process, including: (a) what happens when a violation is discovered; (b) what happens if a violation goes uncorrected beyond the NOV deadline; and (c) any and all fees, fines, or penalties that may be imposed for uncorrected violations. This information should be either on the inspections page or Division of Fire Prevention and Investigation homepage.	SFFD Management Information Systems	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	Information about the annual inspection and code enforcement processes will be added to the SFFD website once the new R2 procedure has been adopted. These website improvements are anticipated to be available by March 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.11.21. The Chief of the Fire Department should instruct SFFD MIS to make inspection records available online for greater transparency.	Chief of SFFD	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The Department is working with new technology to provide fire records for easy online access for the public. The first phase of this project should be completed in January 2017.
2015-2016	Fire Safety Inspections in San Francisco	R.11.22. SFFD MIS should put the BFP phone number for record inspection requests on the same SFFD webpage as the instructions for making an appointment.	SFFD Management Information Systems	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	We will also add the correct number to this page by January 2017
2015-2016	Fire Safety Inspections in San Francisco	R.11.23. SFFD MIS should put the BFP phone number for reporting a safety concern on the same SFFD webpage as the instructions for reporting a safety concern.	SFFD Management Information Systems	The recommendation has been implemented (summary of how it was implemented in next column)	We will also add the correct number to this page by January 2017.

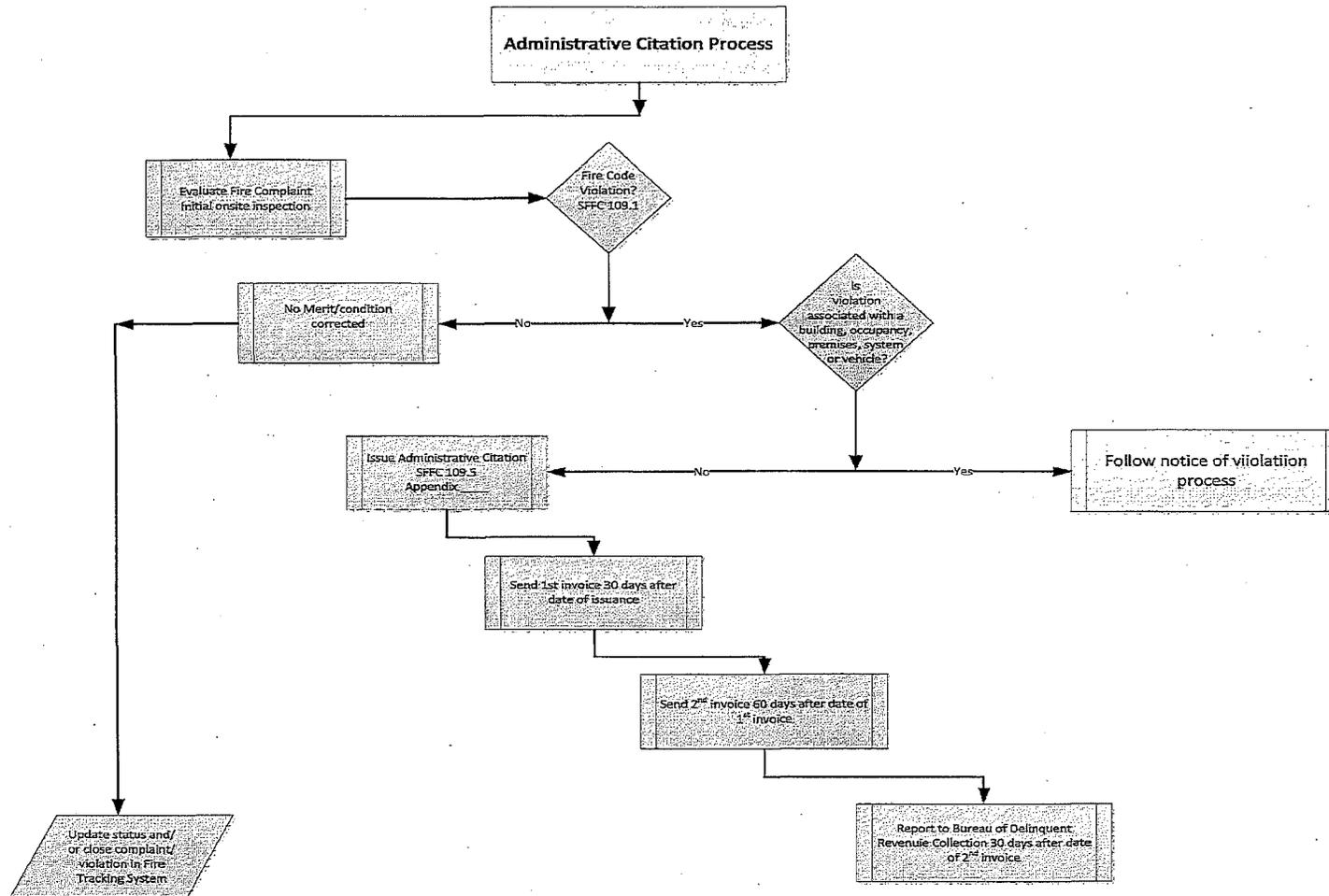
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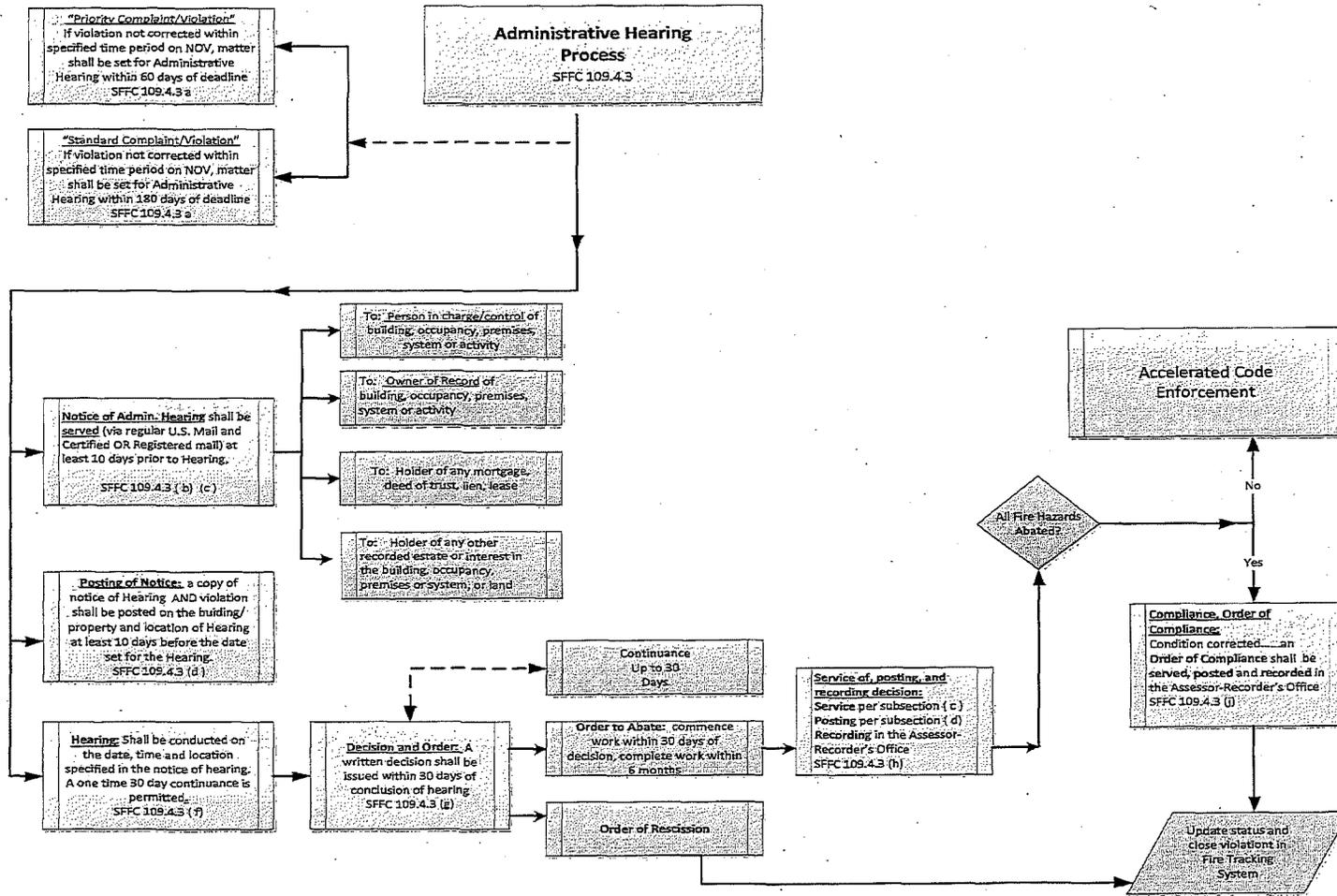
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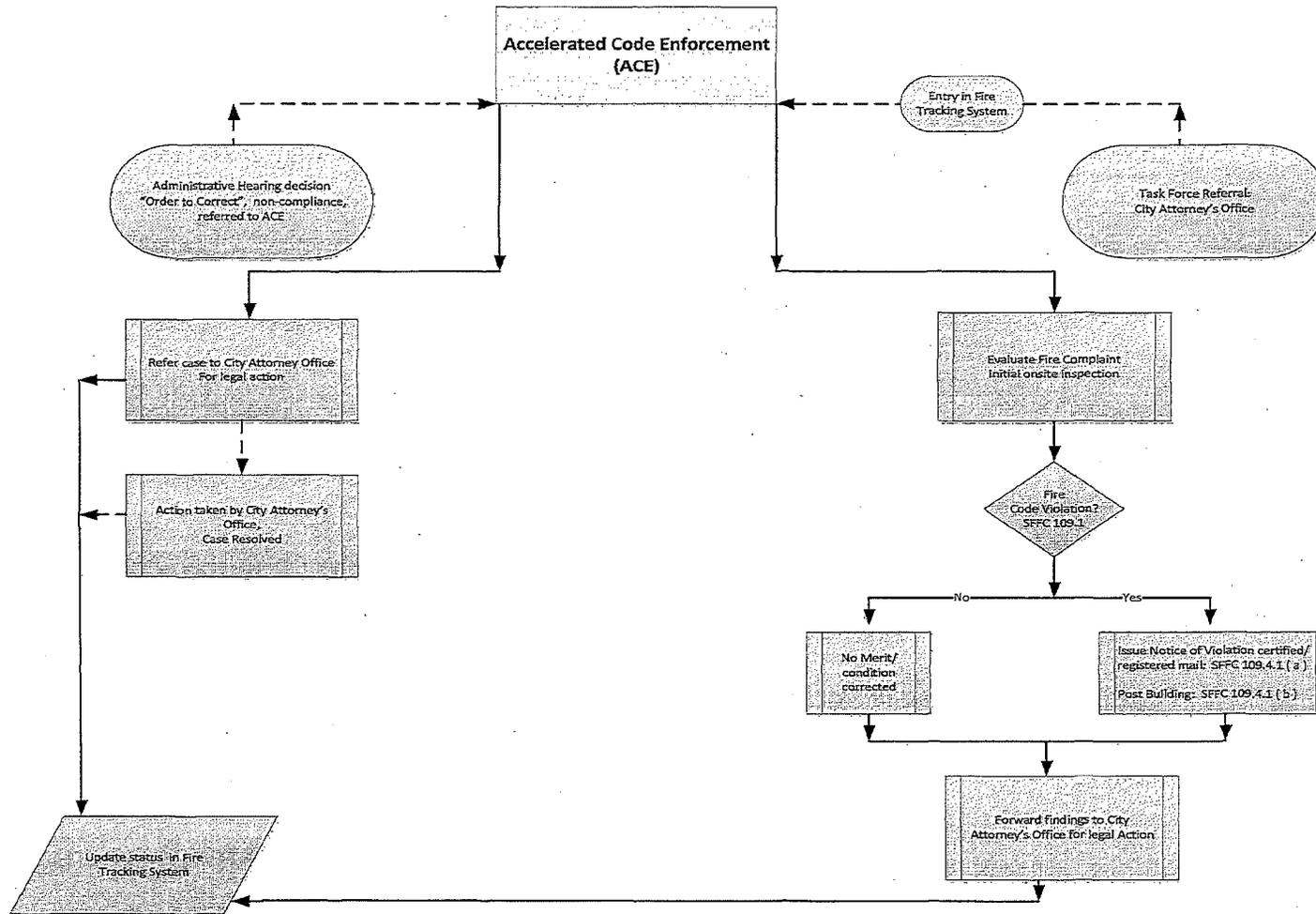
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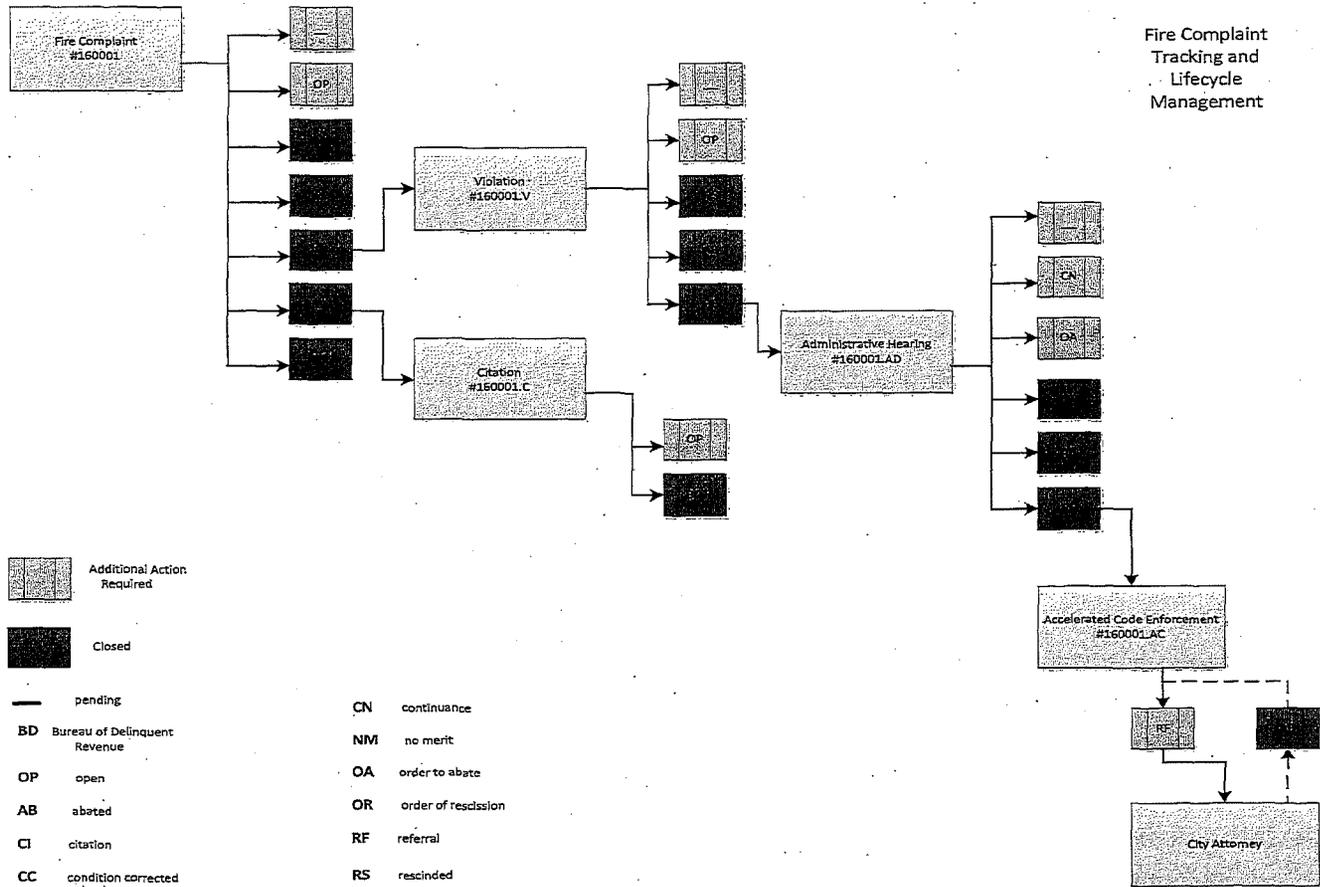
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Additional Action Required

Closed

pending

BD Bureau of Delinquent Revenue

OP open

AB abated

CI citation

CC condition corrected

CN continuance

NM no merit

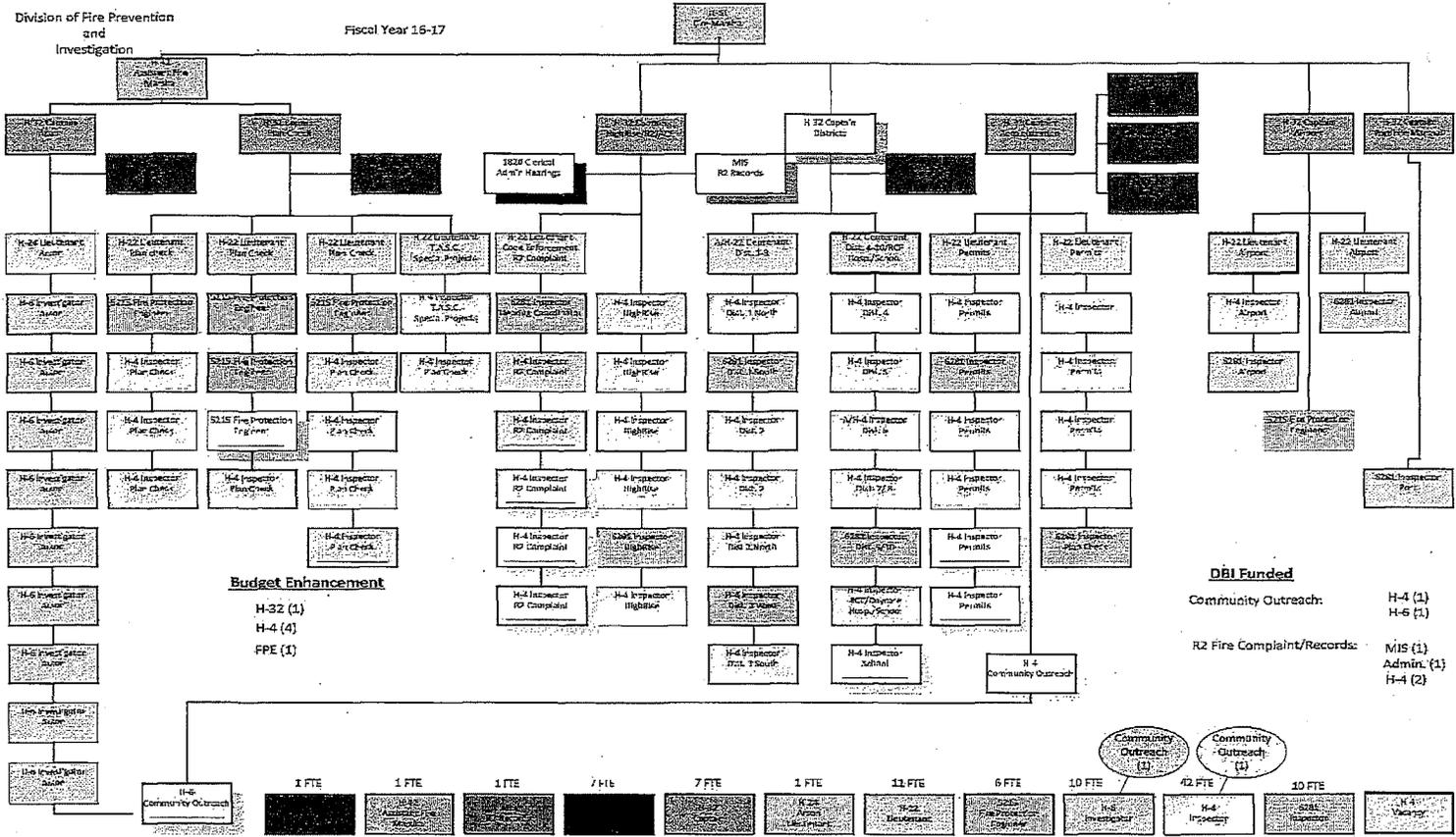
OA order to abate

OR order of rescission

RF referral

RS rescinded

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City and County of San Francisco
Department of Building Inspection
San Francisco Fire Department



Edwin M. Lee, Mayor
Tom C. Hui, S.E., C.B.O., Director
Joanne Hayes-White, Fire Chief

September 19, 2016

Received via email
9/19/2016
File Nos. 160817

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05, this letter transmits the San Francisco's Fire Department and Department of Building Inspection's joint responses to the findings and recommendations in the 2015-16 San Francisco Civil Grand Jury report, Fire Safety Inspections in San Francisco, A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department issued on July 21, 2016. We would like to thank the members of the Civil Grand Jury for their interest in ensuring the fire safety of San Francisco residents in multi-residential buildings throughout the City.

Ensuring fire safety in residential buildings has long been, and remains, an important mandate of the San Francisco Fire Department and the Department of Building Inspection's Housing Inspection Services. Over the last several years, we have been working diligently to increase coordination and information sharing between Departments, as well as conducting public outreach to educate tenants on fire safety. For the new Fiscal Year 2016-2017, DBI and the San Francisco Fire Department will continue to take an active role in addressing fire safety by partnering to provide increased tenant awareness and education on fire prevention in older, mixed-use buildings through DBI's existing Code Enforcement Outreach Program. Through our joint participation in the Emergency Fire Safety Working Group, three new ordinances related to fire safety will go into effect later this month. These new ordinances are the result of hard work and coordination by both Departments.

Our Departments are committed to ensuring fire safety in residential buildings throughout the City and will continue to work together to protect the fire and life safety of residents in these buildings.

A detailed response from the San Francisco Fire Department and the Department of Building Inspection to the findings and recommendations are being provided in separate covers.

Thank you for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

Tom Hui, S.E., C.B.O.
Director, Department of Building Inspection

Joanne Hayes-White
Fire Chief, San Francisco Fire Department

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Office (415) 558-6088 – FAX (415) 558-6401
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Office (415)-558-3403 – FAX (415)558-3407
Website: www.sf-fire.org

City and County of San Francisco
Department of Building Inspection



Edwin M. Lee, Mayor
Tom C. Hui, S.E., C.B.O., Director

September 19, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05, the San Francisco Building Inspection Commission and the Department of Building Inspection jointly transmit our responses to the findings and recommendations in the 2015-16 San Francisco Civil Grand Jury report, Fire Safety Inspections in SF, A Tale of Two Departments: DBI & SFFD issued on July 21, 2016. We would like to thank the members of the Civil Grand Jury for their interest in ensuring the fire safety of San Francisco residents in multi-residential buildings throughout the City.

Ensuring fire safety in residential buildings has long been, and remains, an important mandate of the Department of Building Inspection's Housing Inspection Services. Over the last year, we have been working diligently in collaboration with the Fire Department to increase coordination and information sharing between departments, as well as conducting public outreach to educate tenants on fire safety. For the new fiscal year 2016-2017, DBI and the Fire Department will continue to take an active role in addressing fire safety by partnering to provide increased tenant awareness and education on fire prevention in older, mixed-use buildings through DBI's existing Code Enforcement Outreach Program. Through our joint participation in the Emergency Fire Safety Working Group, three new ordinances related to fire safety will go into effect later this month. These new ordinances are the result of hard work and coordination by both departments.

The Housing Inspection Services Division of DBI is tasked with the daily implementation and enforcement of the San Francisco Housing Code, and pertinent related City Codes, which establish and maintain minimum maintenance standards for existing residential buildings. DBI Housing Inspection Services works to safeguard life, health, property, and public welfare by conducting periodic health and safety inspections and responding to tenant complaints. In fiscal year 2014-2015 alone, over 11,500 inspections were conducted, with more than 950 inspections conducted each month, or 45 inspections daily, of the more than 18,000 properties in the City, utilizing current code enforcement tools and inspection protocols and best practices. DBI Housing Inspection Services has cited over 36,000 habitability violations over the last three years, with an 88% rate of abatement.

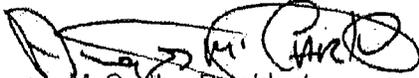
As a result of our pro-active and collaborative role with neighborhood-based organizations and the use of our hearing, assessment and lien processes, DBI performs more follow-up enforcement than any comparable department in the United States. We utilize an extensive and intensive hands-on code enforcement process and approach, which results in the public obtaining up-to-date information on their building by visiting our Permit and Complaint Tracking System, available 24/7 online.

OFFICE OF THE DIRECTOR
1660 Mission Street – San Francisco CA 94103
Office (415) 558-6131 – FAX (415) 558-6225
Email: Tom.Hui@sfgov.org

DBI is committed to ensuring fire safety in residential buildings throughout the City. We'll continue to work to protect the fire and life safety of residents in these buildings by maintaining housing habitability and conducting the requisite inspections to ensure that property owners comply with the required codes.

Thank you, again, for the opportunity to respond to this Civil Grand Jury report. If you have any questions about this response, please contact us at (415) 558-6131.

Sincerely,

A handwritten signature in black ink, appearing to read "Angus McCarthy". The signature is stylized and somewhat cursive.

Angus McCarthy, President
Building Inspection Commission

A handwritten signature in black ink, appearing to read "Tom Hui". The signature is very stylized and cursive.

Tom Hui, S.E., C.B.O., Director
Department of Building Inspection

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
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2016 Civil Grand Jury Report: San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Finding	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.1: Housing Inspection Services (HIS) does not know which R-2s have not been inspected within the last five years because the Complaint Tracking System (CTS) cannot generate a list of R-2s with an accurate last routine inspection date for each.	DBI Management Information Services	Disagree with it, wholly	DBI HIS knows which R-2s need to be inspected, and has been using current data tools to identify R-2 occupancies eligible for routine inspections. DBI HIS has a methodology and process in place to do this.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.2: The spreadsheet used by HIS to track key inspection statistics has not been updated to include all rounds of Focused Code Enforcement completed to date.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS tracks each round of Focused Code Enforcement inspections, which are updated regularly as part of HIS ongoing business practices.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.3: Because "Routine Inspections" that are reported to the Building Inspection Commission on a monthly basis include the number of initial routine inspections and re-inspections that have been conducted, this performance measure is misleading; the total number of initial routine inspections that have been conducted is the correct statistic for determining how many R-2s have had the Code mandated routine inspection at least every five years.	Building Inspection Commission	Disagree with it, partially	This data is already being provided during the regular HIS update reports at monthly BIC meetings.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.4: HIS cannot get an accurate list of R-2s in the City without the help of DBI Management Information Systems (DBI MIS) because HIS does not have access to the DBI database that stores this information.	DBI Management Information Services and Information and Technology Department	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.5: DBI MIS doesn't always generate the initial list of R-2s, including the property address and property owner's contact information, for HIS.	DBI Management Information Services and DBI Chief Housing Inspector	Disagree with it, wholly	DBI MIS can and does generate R-2 lists to HIS personnel.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.6: The final list of R-2s for routine inspections is created manually because inspectors and/or support staff must look up the date of the last routine inspection for each R-2. When inspectors do this, it takes them away from conducting inspections.	DBI Chief Housing Inspector, DBI Management Information Services and DBI Director	Disagree with it, wholly	DBI MIS can and does generate R-2 lists for HIS inspectors. Support staff already assists with the pertinent data gathering.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.7: Although the routine inspection backlog that existed in the Mission, Chinatown and Tenderloin Districts has been reduced through Focused Code Enforcement, a routine inspection backlog still exists in these areas.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS has already eliminated backlog in Focused Code Enforcement areas.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.8: Inspectors do not choose the same "Source" and "Abatement Type" when documenting routine inspections. Unless all the possible ways to document a routine inspection are known and CTS report parameters are chosen to capture all the possible alternatives, some routine inspections will not be captured by a report purposed to list all routine inspections.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS has already implemented solutions to address appropriate reporting parameters as part of the division's ongoing business practices.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.9: Since CTS does not have "Complaint Generated Routine" as an option for documenting the "Source" for CG routine inspections, CTS cannot separately track and report on complaint generated routine inspections (CG routine inspections).	DBI Management Information Services	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.1.10: Inspectors do not choose the same "Source" when documenting CG routine inspections. When inspectors choose "Complaint" as the Source, the CG routine inspection will be counted as a routine inspection in CTS, and HIS will not have an accurate last routine inspection date for those R-2s.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS has already implemented this approach as part of the division's ongoing business practices.

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2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-111: District inspectors do not always conduct a CG routine inspection while they are investigating a complaint at an R-2 even when the R-2 has not had a routine inspection for five years because they are "too busy". HIS accepts inspectors being "too busy" as an excuse for not conducting a complaint-generated routine inspection.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS has already implemented this policy as part of the division's ongoing business practices associated with routine and complaint inspections.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-112: HIS Standard Operating Procedure (SOP) does not explicitly require inspectors to conduct a CG routine inspection while they are investigating a complaint at an R-2 when the R-2 has not had a routine inspection within the last five years.	DBI Chief Housing Inspector	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-113: District inspectors do not always know when an R-2 at which they are investigating a complaint is due for a complaint generated routine inspection because there is no clear requirement to research the last routine inspection date before investigating a complaint.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS inspectors do research properties before they go out and conduct an inspection. Inspectors are required to conduct routine inspections on every complaint inspection.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-114: Inspectors cannot always get into an R-2 to perform a scheduled routine inspection because of "no shows". Since CTS cannot track "no shows", inspectors sometimes lose track of the fact that a routine inspection still needs to be conducted on the R-2s that have a "no show".	Building Inspection Commission	Disagree with it, wholly	DBI HIS keeps track of this information using CTS and through the Focused Code Enforcement process. The property owner is billed for assessment of cost for time it takes to secure access.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-115: HIS has started to manually track "no shows" on an Excel spreadsheet that tracks results of their Focused Code Enforcement. However, this spreadsheet has not been completed for all routine inspections conducted under Focused Code Enforcement.	DBI Chief Housing Inspector	Disagree with it, wholly	No shows are already captured within the current tracking system, and noted on the Complaint Data Sheet.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-116: There was a significant number of inspection "no shows" in the Chinatown (17%) and Mission (15%) Districts and in the Mission Street Corridor (16%). Oftentimes "no shows" are not followed upon because staff is "too busy" to research the property owner's correct address or phone number.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS does take additional steps to schedule subsequent inspections with property owners. The Department utilizes available property information it has access to. The current routine inspection letter encourages property owners to provide their contact details, and we utilize such information when received in processing routine inspections.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-117: Inspection packets that are sent to property owners sometimes go to an incorrect address because data provided by the Tax Assessor's Office does not have up-to-date contact information for the property owner.	DBI Chief Housing Inspector	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-118: Inspection packets are sent to property owners only in English.	DBI Chief Housing Inspector	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-119: The inspection packet cover letter is confusing and buries vital information in the text.	DBI Chief Housing Inspector	Disagree with it, wholly	The current inspection request package is a comprehensive product of direct customer feedback, and contains required language per Chapter 3 of the San Francisco Housing Code, and per advice from the City Attorney. DBI will continue to update this package based upon code requirements and customer needs.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-120: The Property Owner Maintenance Checklist included in the inspection packet is not explained as being the list of items that will be inspected.	DBI Chief Housing Inspector	Disagree with it, wholly	The Property Owner Maintenance Checklist is not the list of the areas to be inspected. As the title indicates, this is informational material for all types of residential occupancies. The Checklist is in the current form because DBI customers have requested the Department consolidate all the information into one checklist. The areas subject to a site inspection are delineated within the content of the request letter, pursuant to the requirements of Chapter 3 of the San Francisco Housing Code and advice from the City Attorney.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F-121: Instructions on what the property owner needs to do with the appendage and carbon monoxide/smoke alarm affidavits included in the inspection are not included on the affidavits or elsewhere in the inspection packet.	DBI Chief Housing Inspector	Disagree with it, wholly	The Informational Packet has detailed self-contained information for each of the subjects, including owner responsibilities for appendage and carbon monoxide-smoke alarm affidavits.

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2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F122: Including notices, ordinances and information flyers in the inspection packet without explaining their purpose is confusing.	DBI Chief Housing Inspector	Disagree with it, partially	The informational Packet changes, as necessitated by new legislation. DBI will add a clarifying sentence to the cover letter to coincide with other legislative changes.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F123: Inspection documentation is done twice (first in the field and again into CTS when the inspector returns to the office) because there is no online access to CTS.	DBI Director	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F124: Photos cannot be uploaded into CTS because CTS does not have this functionality. Instead, they are stored on the network "Z" drive which is not connected to CTS.	DBI Director	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F125: Affidavits are not available online.	DBI Management Information Services	Disagree with it, wholly	Blank affidavits are available online through the website, and in the Maintenance Packet provided to the public.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F126: Inspectors are not able to print NOV's in the field. Therefore, they must return to the property a second time to post the NOV on the R-2. This is a waste of time and resources.	DBI Director	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F127: CTS is not integrated with computer systems within DBI or other City departments.	DBI Director	Disagree with it, partially	CTS is already integrated with computer systems within DBI. However, DBI's system is not integrated with other City departments.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F128: CTS cannot track and report on important attributes such as types of violations and high fire risk building characteristics.	DBI Director	Disagree with it, partially	CTS can track and report on some important attributes, such as types of violations.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F129: HIS does not measure how long NOV's take to be abated. Without tracking how long it takes for NOV's to be abated, HIS cannot determine whether its code enforcement process is effective for correcting all violations in a timely manner.	DBI Chief Housing Inspector	Disagree with it, partially	All open code enforcement cases are tracked to determine the timeliness of follow-up and potential referral to the City Attorney.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F130: For 2013-2015, approximately twenty percent of NOV's took more than one year to correct.	DBI Chief Housing Inspector	Disagree with it, partially	In the same timeframe, nearly 50% of violations were abated within 60 days and 70% of violations within six months. Type of violations vary from every property and may be complex to address, requiring additional time. Over 10,000 violations a year are abated through DBI HIS' proactive innovative code enforcement process. The Deputy Director for Inspection Services, and the Chief Housing Inspector actively monitors all open NOV's, and takes proactive steps to work with owners and/or with the City Attorney to bring open cases to closure through the stipulated code enforcement process.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F131: HIS does not have a standard against which inspectors' grant of additional time can be measured.	DBI Chief Housing Inspector	Disagree with it, wholly	This standard is set by Section 201A.3.3 of the San Francisco Building Code. The assigned Inspector has to document whether substantial progress has commenced on a case -by-case basis in keeping with the goals of DBI's Strategic Plan.

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CGJ Year	Report Title	Finding	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.132: When inspectors grant additional time for property owners to correct an abatement, there is no written documentation. (other than an NOV) provided to the property owner that states when the next reinspection will occur or explains that violations must be abated by then. By not communicating this in writing, property owners make think that they can negotiate with the inspectors more easily. Also, some property owners may not understand what they are being told due to language differences or other reasons.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI already documents the abatement process after the initial reinspection, and transmits written warnings to the property owner for failure to comply with a Notice of Violation. If the property owner fails to comply with a Notice of Violation at the time of the initial reinspection, all subsequent abatement actions including reinspections, are highlighted on the DBI Complaint Data Sheet which is available online, and the case may be sent to a Director's Hearing and to the City Attorney for litigation, as stipulated in the existing code enforcement process.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.133: Although bi-monthly staff meetings are scheduled, they are regularly cancelled because inspectors are "too busy". Without a management culture that supports having scheduled times to discuss inspectors work, it will be difficult for HIS to optimize its code enforcement process for success.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS already schedules multiple staff meetings to discuss performance measures and code enforcement cases, which include division wide, and team meetings. These are already scheduled on a regular basis and are highly productive. The Division will continue to hold staff meetings as indicated above. In addition division staff meetings will be scheduled so that they do not conflict with other DBI calendar items to the extent possible.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.134: Based on our investigation, we concluded that HIS does not have an adequate definition for success.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS mandates and performance measures are set by the San Francisco Housing and Building Codes, and by DBI's Strategic Plan. DBI HIS already performs what is recommended, and utilizes effective tools such as its "Standard Report" to evaluate case abatement results and the potential need to redeploy or expedite resources as violation patterns and necessity dictate.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.135: Some inspectors take too long to refer open NOV's to a DH. But HIS does not measure how long it takes an open NOV to reach a Director's Hearing.	DBI Chief Housing Inspector	Disagree with it, wholly	DBI HIS already tracks the time frames accrued before an open code enforcement case is referred to a Director's Hearing within CTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.136: Inspectors take too long to refer open NOV's to a DH because the standard for referring unabated violations to a Director's Hearing is vague and leaves too much room for interpretation.	DBI Chief Housing Inspector	Disagree with it, wholly	This standard is set by Section 201A.3.3 of the SF Building Code. The assigned Inspector has to document whether substantial progress has commenced on a case -by-case basis in keeping with the goals of DBI's Strategic Plan.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.137: Not all inspectors proactively brief their seniors after three reinspections with no progress.	DBI Chief Housing Inspector	Disagree with it, wholly	Inspectors are supervised for quality control on open cases through DBI HIS' standard reporting process.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.138: Inspectors take too long to refer open NOV's to a DH because preparing a case for referral to a Director's Hearing is more labor intensive than it should be.	DBI Director	Disagree with it, wholly	The SF Building Code dictates the requirements and steps taken in this referral process for an administrative hearing. This is labor intensive because inspector needs to assess and update the case, schedule for hearing and have supervisory review.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.139: HIS lacks more effective code enforcement tools.	DBI Chief Housing Inspector and Building Inspection Commission	Disagree with it, wholly	DBI HIS has some of the most effective enforcement tools in the United States. HIS performs more follow-up enforcement than any comparable department in the United States. In addition to a collaborative partnership with tenant groups through the Code Enforcement Outreach Program, HIS requires non-compliant property owners to attend a Director's Hearing where Orders can be recorded on land records and assessments of costs can be collected and attached to the lien process, which the Board of Supervisors issues annually.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.140: HIS does not have enough inspectors to inspect every R-2 in San Francisco at least once every five years.	DBI Director	Disagree with it, partially	Since 2012, the department has undertaken an aggressive hiring plan to increase department staffing levels that were reduced during the downturn. Housing Inspector staffing has increased from 13 to 21. The department continues to review staffing needs and develop recruitment plans to meet operational needs including hiring temporary staff and developing a Housing Inspector list.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.141: Information on HIS routine inspections is buried in the DBI website.	DBI Management Information Services	Disagree with it, partially	DBI has already created a Routine Inspection informative page along with providing a direct link from HIS splash page. This page is not provided as a direct item on the homepage as other items are prioritized in its place. DBI has updated HIS website information and is continually updating content online when changes are needed.

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CGJ Year	Report Title	Finding	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.142: Information on routine inspections on the DBI website does not provide enough information to sufficiently understand the process.	DBI Management Information Services	Disagree with it, partially	The routine inspection's page on the DBI website currently provides an overview of the process, what is expected during the routine inspection and a copy of the maintenance packet for their reference.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.143: It is not easy to find information on R-2 violations on the DBI website because many of the links to get to inspection records are labeled with terms that may not be understandable to the public. For example calling violations "complaints" and needing to look under "HS" for "Div."	DBI Management Information Services	Disagree with it, partially	The link to Filing a Complaint is found throughout the website and on almost every division page to allow the public easy access to complaint information provided through CTS, which is available online, 24/7.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.144: Since the actual NOV is not available on the DBI website and rarely do the "comments" provide much detail about violations, the detail available to the public and tenants is not sufficient enough to understand the full extent or nature of a violation.	DBI Director	Agree	
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	F.145: DBI and SFFD inspect multi-unit residential buildings for many of the same fire safety hazards but do not coordinate any of their inspections or code enforcement efforts including not sharing information.	Building Inspection Commission and Fire Commission	Disagree with it, wholly	DBI coordinates with SFFD on fire safety hazards violations when needed. DBI & SFFD have made strides in coordinating code enforcement and outreach on fire safety made possible by the Code Enforcement Process Standardization ordinance and Fire Safety Task Force resolution. Also, both departments participate in the City Attorney's code enforcement task force and conducts joint inspections with other departments, as needed.

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GGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.1. DBI MIS should determine why CTS cannot generate a report with correct last routine inspection dates for each R-2 and correct the problem.	DBI Management Information Services	Will not be implemented - Not warranted.	DBI MIS is focused on replacement of Permit Tracking System (PPTS). DBI HIS already has methodology and process to identify and act upon R-2 data until the new PPTS is in place.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.2. The Chief Housing Inspector should insist that the spreadsheet that tracks key statistics for routine inspections conducted as part of Focused Code Enforcement be updated to include all rounds of Focused Code Enforcement that have been completed to date.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS already uses spreadsheets that currently tracks each round of Focused Code Enforcement inspections and are updated regularly as part of HIS ongoing business practices.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.3. The BIC should require that HIS report as part of the HIS performance measures, the number of "Initial Routine Inspections" that are conducted to the BIC.	Building Inspection Commission	Recommendation Implemented	This data is already being provided during the regular HIS update reports at monthly BIC meetings. HIS continues to develop further reports to isolate additional information for the BIC's monthly meetings.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.4. (a) The Information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the addresses, contact information and building attributes for R-2s in San Francisco. (b) DBI MIS should train HIS personnel who will have access to the Oracle database containing the R-2 information how to use it before they have permission to run reports.	DBI Management Information Services and Information and Technology Department	(a) Will Not Be Implemented; Not Warranted (b) Will Be Implemented in the Future	(a) The Department of Technology is not involved in DBI database management and maintenance, which is managed and maintained by DBI Management Information Services. Also, the current Oracle database system does not capture the contact information and property attributes listed in recommendation 1.4. and DT data does not have these attributes. (b) DBI MIS will develop a report for HIS personnel to access all R-2 information captured within DBI's Oracle system.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.5. If HIS is not granted access and permission to run the list of R-2s from the Oracle database that contains the necessary R-2 information, then DBI MIS should furnish this report to HIS within one week of the request.	DBI Management Information Services and DBI Chief Housing Inspector	Will Be Implemented in the Future	DBI MIS will develop a report for HIS personnel to access all R-2 information captured within DBI's Oracle system.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.6. (a) If DBI MIS cannot fix CTS (See R.1.1) then the Chief Housing Inspector should require support staff, rather than the inspectors, to look up last routine inspection dates. (b) If support staff is not available to look up last routine inspection dates, then the DBI Director should allocate part of the DBI budget for hiring temporary personnel to compile this information.	DBI Chief Housing Inspector, DBI Management Information Services and DBI Director	(a-b) Will Not Be Implemented; Not Warranted	(a-b) DBI MIS can and does generate R-2 lists to HIS personnel. Support staff already assists with the pertinent data gathering. DBI has been in the process of filling staffing vacancies to assist with this effort.

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2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.7: The Chief Housing Inspector should make eliminating the backlog a priority in the Mission, Chinatown and Tenderloin Districts when deciding where to conduct the next round(s) of Focused Code Enforcement.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS has already prioritized and eliminated backlog in these areas.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.6: The Chief Housing Inspector should determine exactly what "Sources" and "Abatement Types" should be used for initial routine inspections and communicate this in writing as a procedure that every HIS inspector must follow.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS has already implemented solutions to address this as part of the division's ongoing business practices.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.9: DBI/MIS should include "Complaint Generated Routine" as a Source option in CTS so that CG routine inspections can be separately tracked and reported in CTS.	DBI Management Information Services	Will Not be Implemented: Not Warranted	DBI MIS is focused on the replacement of Permit Tracking System and is limiting updates to the current system. DBI HIS already has methodology and process in place.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.10: If "Complaint Generated Routine" is not added as a Source option in CTS, then the Chief Housing Inspector should make opening a separate complaint number for the CG routine inspection and documenting "Routines" as the Source a mandatory policy communicated to all HIS inspectors in writing.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS has already implemented this approach as part of the division's ongoing business practices.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.11: (a) The Chief Housing Inspector should adopt a policy requiring district inspectors to conduct complaint generated routine inspections whenever the R-2 has not had a routine inspection within the last five years. (b) The Chief Housing Inspector should adopt a policy that when district inspectors are "too busy" or for other reasons cannot conduct a CG routine inspection when the R-2 is due for one, the district inspector must notify their senior inspector in writing.	DBI Chief Housing Inspector	(a) Recommendation Implemented (b) Will Not Be Implemented: Not Warranted	(a) All available inspectors are currently performing health and safety "routine" inspections. (b) DBI HIS has already implemented this approach as part of the division's ongoing business practices. Inspectors are required to conduct routine inspections on every complaint inspection.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.12: The Chief Housing Inspector should direct HIS personnel to update the SOP to include the requirement that inspectors conduct a CG routine inspection while they are investigating a complaint at an R-2 every time the R-2 has not had a routine inspection within the last five years. And if the inspector for some legitimate reason cannot do this, the inspector must so notify their senior inspector in writing.	DBI Chief Housing Inspector	Will Be Implemented in the Future	This is already the policy of the Housing Inspection Division pursuant to written directives (other than the SOP) transmitted to HIS staff. This recommendation will be implemented when the SOP is updated at the end of 2016.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.13: The Chief Housing Inspector should adopt a policy that district inspectors research the date a last routine inspection was performed - either before going to that same R-2 to investigate a complaint or via CFS records that are available by smartphone on the DBI website.	DBI Chief Housing Inspector	Recommendation Implemented	This is already the policy of the Housing Inspection Division pursuant to written directives (other than the SOP) transmitted to HIS staff. DBI HIS inspectors do research properties before they go out and conduct an inspection. Inspectors are required to conduct routine inspections on every complaint inspection.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.14: The Building Inspection Commission ("BIC") should penalize property owners who miss their inspection appointment without good causes determined by the BIC. The notice of penalty should be mailed to the property owner and posted on the building.	Building Inspection Commission	Recommendation Implemented	The SF Building Code Chapter 1A provides a mechanism for DBI to bill the property owner through assessment of costs for additional time taken to secure property access.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.15: The Chief Housing Inspector should direct HIS personnel to complete the "no shows" information on the Excel spreadsheet that tracks results of their Focused Code enforcement for all the routine inspections conducted under Focused Code Enforcement and direct that all "no shows" are followed up on within two weeks.	DBI Chief Housing Inspector	Recommendation Implemented	No shows are already captured within the current tracking system, and noted on the Complaint Data Sheet.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.16: The Chief Housing Inspector should adopt a policy that all "no shows" must be followed up on within two weeks by researching the property owner's correct address or phone number and then contacting the property owner for a scheduled routine inspection. This policy should be communicated to all inspectors in writing.	DBI Chief Housing Inspector	Will Not Be Implemented - Not Warranted	DBI HIS already has a policy that requires follow-up on cases (on average within 30 days) where DBI has not obtained access to properties for purposes of inspection. DBI HIS does take additional steps to schedule subsequent inspections with property owners. The Department utilizes available property information to accomplish this.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.17: The Chief Housing Inspector should require that support staff verify contact information for the property owners and resend the inspection packet to the new address within two weeks from when the inspection packet was returned to HIS.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Reasonable	DBI has no source to update this information if the Tax Assessor information is in error or not up to date. The San Francisco Building Code Section 102A mandates that the source be the last annual tax roll.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.18: The Chief Housing Inspector should direct that the inspection cover letter indicate how non-English speaking property owners can request inspection packets in languages other than English and that the inspection packet is made available in Chinese and Spanish.	DBI Chief Housing Inspector	Will Be Implemented in the Future	DBI has already started the process of updating documents, and these are available online with specific documents available in Spanish and Chinese. Mailed out packets will contain a notation of available translated copies upon request. Staff also offers bilingual assistance, upon request.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.1.19: The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten so that all vital information is available at the top of the letter and the language changed so that it is easier to understand.	DBI Chief Housing Inspector	Recommendation Implemented	The current inspection request package is a comprehensive product of direct customer feedback, and contains required language per Chapter 3 of the San Francisco Housing Code, and per advice from the City Attorney. DBI will continue to update this package based upon code requirements and customer needs.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.20: The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten so that it explains that inspectors will be inspecting items on the Property Owner Maintenance List.	DBI Chief Housing Inspector	Will Be Implemented in the Future	The Property Owner Maintenance Checklist is not the list of the areas to be inspected. As the title indicates, this is informational material for all types of residential occupancies. The Checklist is in the current form because DBI customers have requested the Department consolidate all the information into one checklist. The areas subject to a site inspection are delineated within the content of the request letter, pursuant to the requirements of Chapter 3 of the San Francisco Housing Code and advice from the City Attorney. Refinements to the cover letter are expected as part of the Department's on-going efforts to update its materials.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.21: The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten to include instructions on what the property owner needs to do with the appendage and carbon monoxide/smoke alarm affidavits.	DBI Chief Housing Inspector	Will Not be Implemented: Not Warranted	The Informational Packet has detailed self-contained information for each of the subjects, including owner responsibilities for appendage and carbon monoxide-smoke alarm affidavits.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.22: The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten to include the information contained in the notices and ordinances. Notices and ordinances should be removed from the inspection packet.	DBI Chief Housing Inspector	Will Be Implemented in the Future	Refinements to cover letter will be made to coincide with future legislation.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.23: The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to document inspection remotely.	DBI Director	Will Be Implemented in the Future	Remote access for all inspectors is an out of the box function of the new PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.24: The DBI Director should ensure the replacement system for CTS includes functionality to upload photos remotely.	DBI Director	Will Be Implemented in the Future	Photo attachment to a record is an out of the box function of the new PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.25: DBI MIS should make affidavits available online.	DBI Management Information Services	Recommendation Implemented	Blank affidavits are available online through the website, and in the Maintenance Packet provided to the public.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.I.26: The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to print NOVs in the field and that inspectors are supplied with portable printers for this purpose.	DBI Director	Requires Further Analysis	DBI MIS is looking into this issue and will research the technical feasibility of this process to be applied department-wide.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-127: The DBI Director should ensure the replacement system for CTS can be integrated with other computer systems within DBI and other City departments.	DBI Director	Requires Further Analysis	CTS is already integrated with computer systems within DBI. DBI MIS will ensure that this remains the case for any new systems. DBI is already coordinating with SF Planning to integrate our database systems. DBI's systems currently provides access of its data to other city departments, i.e. Assessor, SF Planning, and Public Works. Integration with other city department systems will require citywide initiative and a coordinated effort.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-128: The DBI Director should ensure the replacement system for CTS includes functionality for tracking and reporting on types of violations and high fire risk building characteristics.	DBI Director	Will Be Implemented in the Future	DBI HIS has identified attributes to be captured at the Complaint Intake and Site Inspection phase as part of a future phase of the PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-129: (a) The Chief Housing Inspector should ask DBI MIS to create a standard report to track how long NOV's take to be corrected (similar to Open NOV's report we used) and modify this report to calculate the difference in days between when an NOV is issued and the date the NOV is corrected and then use this report to measure the time it takes for property owners to correct NOV's. (b) The Chief Housing Inspector should report how long NOV's take to be abated, in a format similar to Table 1-3, to the BIC on a monthly basis. F40	DBI Chief Housing Inspector	(a) Recommendation Implemented (b) Requires Further Analysis	(a) DBI HIS currently tracks open NOV's through CTS and thus, already can see whether a violation is open or closed. DBI is working with DataSF to provide NOV data to the portal, which contains the information listed and requested in this recommendation. This data information may be made available online in 2017. (b) DBI HIS has identified this requirement in a future phase of the PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-130: The Chief Housing Inspector should actively monitor cases using the Open NOV's report to ensure that less than five percent of NOV's take no more than one year to abate.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Reasonable	The Deputy Director for Inspection Services, and the Chief Housing Inspector already actively monitors all open NOV's, and takes pro-active steps to work with owners and/or with the City Attorney to bring open cases to closure through the stipulated code enforcement process. DBI is committed to following the abatement process set forth in Chapter 1A of the SF Building Code in a timely fashion and in using all available code enforcement tools efficiently and expeditiously.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-I-31: The Chief Housing Inspector should develop guidelines for inspectors to use when granting additional time for repairs or abatement. The guidelines should be based on the average additional time it takes for the top 20 types of violation under each of the following common scenarios, including: (1) filing for and obtaining an over-the-counter permit; (2) vetting and hiring a contractor; and (3) performing the work necessary to correct the violation.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Warranted	The standard is set by Section 201A.3.3 of the San Francisco Building Code. In addition, not all DBI HIS code violations require building, plumbing or electrical permits to abate or the hiring of a contract to abate.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-I-32: The Chief Housing Inspector should ensure a new form letter is drafted to provide property owners the date of the next reinspection and warn them that violations must be abated by that date. Inspectors can then fill in the time and date of the reinspection and hand it to the property owner at the inspection.	DBI Chief Housing Inspector	Recommendation Implemented	DBI already documents the abatement process after the initial reinspection, and transmits written warnings to the property owner for failure to comply with a Notice of Violation. If the property owner fails to comply with a Notice of Violation at the time of the initial reinspection, all subsequent abatement actions including reinspections, are highlighted on the DBI Complaint Data Sheet which is available online, and the case may be sent to a Director's Hearing and to the City Attorney for litigation, as stipulated in the existing code enforcement process.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-I-33: The Chief Housing Inspector should create a culture where staff and management meetings are held as scheduled and not canceled unless there is an emergency.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS already schedules multiple staff meetings to discuss performance measures and code enforcement cases, which include division wide, and team meetings. These are already scheduled on a regular basis and are highly productive. The Division will continue to hold the staff meetings as indicated above. In addition, division staff meetings will be scheduled so that they do not conflict with other DBI calendar items to the extent possible.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.134: The Chief Housing Inspector should adopt a definition of success that includes inspecting all R-2s at least every five years and ensuring all violations are corrected within a reasonable period of time. The Chief Housing Inspector should measure a "reasonable period of time" for correcting violations by first using the Open NOV's report to measure how many days have elapsed since each NOV was issued. Next, the Chief Housing Inspector should compare the number of days that an NOV has stayed open against specific timeframes. We recommend two months, six months, 12 months, and 18 months. Two months (60 days) is an important timeframe because it is the earliest that an NOV can be referred to a DH. Once an NOV goes uncorrected for one day after each of these timeframes, the NOV can easily be flagged for a closer review of the facts and circumstances and steps taken to encourage the NOV be corrected.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS mandates and performance measures are set by the San Francisco Housing and Building Codes, and by DBI's Strategic Plan. DBI HIS already performs what is recommended; and utilizes effective tools such as its "Standard Report" to evaluate case abatement results and the potential need to redeploy or expedite resources as violati+144on patterns and necessity dictate.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.135: The Chief Housing Inspector should measure the time it takes for an open NOV to reach a Director's Hearing. We recommend using the Open NOV spreadsheet that DBI HIS created for us. Incorporating a column that calculates the days between the NOV date and the DH date, HIS can determine how many days it takes an open NOV to be heard at a Director's Hearing.	DBI Chief Housing Inspector	Recommendation Implemented	DBI HIS already tracks the time frames accrued before an open code enforcement case is referred to a Director's Hearing within CTS. This tool is available as a screen query or written report that the Inspector's Supervisor utilizes to determine if the case is ripe for referral or other enforcement action based on criteria established in Chapter 1A of the SF Building Code. DBI HIS is already utilizing effective tools to address this issue, and further enhancements will be provided through PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.136: The Chief Housing Inspector should adopt an objective standard for inspectors to use in determining when a case should be referred to a Director's Hearing.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Warranted	This standard is set by Section 201A.3.3 of the SF Building Code. The assigned Inspector has to document whether substantial progress has commenced on a case -by-case basis in keeping with the goals of DBI's Strategic Plan. DBI is tracking the objective standard through the timeliness of Inspector enforcement activities related to the abatement process set forth by Chapter 1A of the SF Building Code.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R.137: The Chief Housing Inspector should require that senior inspectors follow-up with inspectors when there have been three reinspections on an open NOV.	DBI Chief Housing Inspector	Recommendation Implemented	Inspectors are supervised for quality control on open cases through DBI HIS' standard reporting process.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-138: The DBI Director should ensure when GTS is replaced by another system that it includes functionality to help automate the Director's Hearing case preparation and digital transfer of case files.	DBI Director	Requires Further Analysis	Improvements to automating scheduling and supervisory review and approval of referral of properties to Director's Hearings have been identified as a requirement in a future phase of the PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-139: (a) The Chief Housing Inspector should determine what is required for HIS to reinstate the FTB program and then ensure that all necessary steps for making the FTB program part of the HIS code enforcement process are taken. (b) The BIC should approve that HIS use the FTB program as part of its code enforcement process. (c) The Chief Housing Inspector should determine what is required for administrative penalties to be available at the HIS administrative hearing and then ensure that all necessary steps for making this possible as part of the HIS code enforcement process are taken. (d) The BIC should approve adding the legal requirements to the HIS administrative hearing so that administrative penalties can be awarded.	DBI Chief Housing Inspector and Building Inspection Commission	(a-b) Recommendation Implemented (c-d) Requires Further Analysis	(a-b) DBI HIS' use of the FTB tool has not been terminated and it is currently being used by the division in its code enforcement process. However, this is not as effective a code enforcement tool as it once was because the State Franchise Tax Board stopped auditing the property owners that receive a Notice of Noncompliance. Their action is beyond DBI's control. (c-d) The imposition of administrative penalties would require new legislation adopted by the Board of Supervisors.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-140: The Director of DBI should request that the Controller's Office conduct a study to determine adequate staffing levels for HIS.	DBI Director	Will Not be Implemented- Not Warranted	Since 2012, the department has undertaken an aggressive hiring plan to increase department staffing levels that were reduced during the downturn. Housing Inspector staffing has increased from 13 to 21. The department continues to review staffing needs and develop recruitment plans to meet operational needs including hiring temporary staff and developing a Housing Inspector list.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-141: DBI MIS should redesign the DBI website so that information on routine inspections is easier to find from the DBI homepage.	DBI Management Information Services	Will Be Implemented in the Future	DBI is continually updating content pages when needed. The HIS splash page and its sub-pages are part of the department's website redesign plans as identified in DBI's Strategic Plan in 2019.

Department of Building Inspection's Responses to 2015-2016 Civil Grand Jury Report
September 19, 2016

San Francisco Building and Fire Safety Inspection: A Tale of Two Departments: Department of Building Inspection and San Francisco Fire Department					
CGJ Year	Report Title	Recommendation	Responding Party	2016 Action Plan	2016 Response Text
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-142: DBI MIS should revise the information on routine inspections on the DBI website so that the property owners and the general public understand the process including how often routine inspections take place, what is inspected, what happens when violations are found, the time frame for correcting violations and the costs associated with code enforcement.	DBI Management Information Services	Will Be Implemented in the Future	DBI has already created a Routine Inspection informative page, along with providing a direct link from the HIS splash page. Website information is continually updated when changes are needed.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-143: DBI MIS should change the names on the links for R-2 violations so inspection records can be found more easily on the DBI website.	DBI Management Information Services	Will Not Be Implemented: Not Warranted	Acronyms and/or abbreviations used are a result of system design and configuration. Thus, it is not easily changeable. DBI MIS is focused on replacing current system with PPTS.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-144: The DBI Director should ensure the replacement system for CTS can upload NOVs to the DBI website.	DBI Director	Requires Further Analysis	DBI MIS is looking into this issue and will require further analysis on how to incorporate this requirement into the future PPTS platform.
2015-2016	Fire Safety Inspections In San Francisco A Tale of Two Departments: Department of Building Inspection & San Francisco Fire Department	R-145: The Building Inspection Commission and Fire Commission should require a task force be formed to study DBI and SFFD inspection and code enforcement processes and make recommendations on how they can coordinate their efforts.	Building Inspection Commission and Fire Commission	Recommendation Implemented	DBI & SFFD have made strides in coordinating code enforcement and outreach on fire safety made possible by the Code Enforcement Process Standardization ordinance and Fire Safety Task Force resolution. The Fire Safety Task Force met over a six-month period and developed findings and recommendations, which were provided to the Board of Supervisors for their review and legislative consideration and passage.



City & County of San Francisco
**Department of
Technology**
Powered by Innovation

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Received via email
9/23/2016
File No. 160817

September 23, 2016

Presiding Judge John K. Stewart
Department 206
400 McAllister St.
San Francisco, CA 94102-4514

Honorable Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05 this letter transmits the San Francisco Department of Technology's response to the findings and recommendations in the 2015-16 San Francisco Grand Jury report, Fire Safety Inspections In San Francisco, A Tale of two Departments: Department of Building Inspection & San Francisco Fire Department issued on July 21, 2016. We would like to thank the members of the Civil Grand Jury for their interest in ensuring the fire safety of San Francisco residents in multi-residential buildings throughout the City.

Our department is also committed to supporting both the Fire Department and Department of Building Inspection technology systems that help protect the fire and life safety of San Francisco residents.

Thank you for the opportunity to comment on this Civil Grand Jury Report.

Sincerely,

(Miguel A. Gamino Jr. | 葛迈魁
City Chief Information Officer (City CIO) | Office of Mayor Edwin M. Lee
Executive Director | Department of Technology
City and County of San Francisco

2015-16 Civil Grand Jury
 Fire Safety Inspections in SF
 MASTER LIST-FINDINGS Response Template

CGJ Year	Report Title	#	Findings	Respondent assigned by CGJ	2016 Responses (Agree/Disagree) Use the drop down menu	2016 Response Text
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	F.I.4	HIS cannot get an accurate list of R-2s in the City without the help of DBI Management Information Systems ("DBI MIS") because HIS does not have access to the DBI database that stores this information.	DT	disagree with it, wholly (explanation in next column)	DT does not manage this database.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.4	The information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the address, contact information and building attributes for R-2s in San Francisco.	DT	disagree with it, wholly (explanation in next column)	DT does not manage an Oracle database that contains the address, contact information and building attributes for R-2s in San Francisco. DT does manage the enterprise addressing system which DBI's Central Permit Bureau utilizes to enter new addresses into DBI's existing Oracle based systems.

From: Lew, Lisa (BOS)
Sent: Friday, October 14, 2016 12:21 PM
To: Board of Supervisors, (BOS)
Cc: BOS-Legislative Aides; klowry@sfcgj.org; kking@sfcgj.org; jcunningham@sfcgj.org; ascott@sfcgj.org; Howard, Kate (MYR); Kirkpatrick, Kelly (MYR); Elliott, Nicole (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Steeves, Asja (CON); Givner, Jon (CAT); Kositsky, Jeff (HOM); Chaplin, Toney (POL); Fountain, Christine (POL); Alfaro, Nancy (311); Maimoni, Andy (311); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Major, Erica (BOS)
Subject: Official Board Response (File No. 160618) Civil Grand Jury Report - San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets
Attachments: BOS Final Transmittal-SF Homeless Health and Housing 101416.pdf

Greetings:

Attached is the Board of Supervisors official response to the Presiding Judge of the Superior Court for the 2015-2016 Civil Grand Jury Report, entitled "San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets."

Sent on behalf of Erica Major, Committee Clerk, Government Audit and Oversight Committee.

Regards,

Lisa Lew
Board of Supervisors
San Francisco City Hall, Room 244
San Francisco, CA 94102
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BOARD of SUPERVISORS



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October 14, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

The following is a status report on the 2015-2016 Civil Grand Jury Report (Report), "San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets."

The Board of Supervisors Government Audit and Oversight Committee conducted a public hearing on September 15, 2016, to discuss the findings and recommendations of the Civil Grand Jury and the departments' responses to the report.

The following City departments submitted a response to the Civil Grand Jury (copies enclosed):

- Mayor's Office submitted a consolidated response for the Department of Homelessness and Supportive Housing, Police Department, and the City Administrator (respectively 311) received on September 8, 2016
- Office of the Controller received on September 9, 2016

The Report was heard in Committee and Resolution No. 419-16 was prepared for the Board of Supervisors approval that formally accepted or rejected the findings and recommendations requiring the Board of Supervisors response on September 27, 2016 (copy enclosed).

If you have any questions, please contact Erica Major at (415) 554-4441.

Sincerely,


Angela Calvillo
Clerk of the Board

- c: Members, Board of Supervisors
Honorable John K. Stewart, Presiding Judge
Kathie Lowry, 2016-2017 San Francisco Civil Grand Jury
Kitsaun King, 2016-2017 San Francisco Civil Grand Jury
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
Alison Scott, 2015-2016 San Francisco Civil Grand Jury
Kate Howard, Mayor's Office
Kelly Kirkpatrick, Mayor's Office
Nicole Elliott, Mayor's Office
Ben Rosenfield, Office of the Controller
Todd Rydstrom, Office of the Controller
Asja Steeves, Office of the Controller
Jon Givner, City Attorney's Office
Jeff Kositsky, Department of Homelessness and Supportive Housing
Toney Chaplin, Police Department
Christine Fountain, Police Department
Nancy Alfaro, 311
Andy Maimoni, 311
Severin Campbell, Budget and Legislative Analyst
Debra Newman, Budget and Legislative Analyst
Jadie Wasilco, Budget and Legislative Analyst

1 [Board Response - Civil Grand Jury - San Francisco Homeless Health and Housing: A Crisis
2 Unfolding on Our Streets]

3 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
4 **and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled**
5 **“San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets;” and**
6 **urging the Mayor to cause the implementation of accepted findings and**
7 **recommendations through his/her department heads and through the development of**
8 **the annual budget.**

9
10 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of
11 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
12 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

13 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or
14 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
15 county agency or a department headed by an elected officer, the agency or department head
16 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
17 response of the Board of Supervisors shall address only budgetary or personnel matters over
18 which it has some decision making authority; and

19 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of
20 Supervisors must conduct a public hearing by a committee to consider a final report of the
21 findings and recommendations submitted, and notify the current foreperson and immediate
22 past foreperson of the civil grand jury when such hearing is scheduled; and

23 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
24 the Controller must report to the Board of Supervisors on the implementation of
25

1 recommendations that pertain to fiscal matters that were considered at a public hearing held
2 by a Board of Supervisors Committee; and

3 WHEREAS, The 2015-2016 Civil Grand Jury Report, entitled "San Francisco Homeless
4 Health and Housing: A Crisis Unfolding on Our Streets" (Report) is on file with the Clerk of the
5 Board of Supervisors in File No. 160618, which is hereby declared to be a part of this
6 Resolution as if set forth fully herein; and

7 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
8 to Finding Nos. F.A.4, F.D.2 and Recommendation Nos. R.A.1.1, R.A.4 and R.D.2 contained
9 in the subject Report; and

10 WHEREAS, Finding No. F.A.4 states: "Police Ticket: Faced with multiple requests for
11 their service, police use judgment regarding enforcement considering the best chance to have
12 a successful outcome. When called to help, they generally do not ticket because it is not
13 productive;" and

14 WHEREAS, Finding No. F.D.2 states: "Centers: Reports on the pilot Navigation Center
15 show success in welcoming clients, gathering intake data, tracking the human outcomes,
16 connecting people to services and monitoring exits for recidivism. One key to the success of
17 the Navigation Center has been the innovative partnership with the Controller's Office to track
18 and report on human outcomes;" and

19 WHEREAS, Recommendation No. R.A.1.1 states: "The number of SF HOT [San
20 Francisco Homeless Outreach Team] personnel should be increased so that they will be
21 available to respond;" and

22 WHEREAS, Recommendation No. R.A.4 states: "Police policies and legal
23 consequences need to be better coordinated so that police are not put in a position where
24 citations have no effect;" and

1 WHEREAS, Recommendation No. R.D.2 states: "The Mayor should explore and
2 acquire new sites where additional Navigation Centers can be opened. The Board of
3 Supervisors should urge the Mayor to fund these additional sites;" and

4 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
5 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
6 Court on Finding Nos. F.A.4, F.D.2 and Recommendation Nos. R.A.1.1, R.A.4 and R.D.2
7 contained in the Report; now, therefore, be it

8 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
9 Superior Court that they agree with Finding No. F.A.4; and, be it

10 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
11 Finding No. F.D.2; and, be it

12 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
13 No. R.A.1.1 will not be implemented per the Mayor's and the Department's response that
14 increasing SF HOT personnel in order for them to act as first responders is not within SF
15 HOT's job expertise and training, level of staffing, capacity or enforcement authority; and, be
16 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No.
17 R.A.4 has been implemented through the creation and integration of the Department of
18 Homelessness and Supportive Housing into the overall network of City departments' support
19 services for homeless residents; and, be it

20 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
21 No. R.D.2 has been implemented with the passage of File No. 160278 (Administrative Code –
22 City Navigation Centers for the Homeless) and will continue to be implemented through the
23 Department of Homelessness and Supportive Housing's ongoing efforts to open and maintain
24 Navigation Center sites throughout the City; and, be it

1 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
2 implementation of the accepted findings and recommendations through his/her department
3 heads and through the development of the annual budget.

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City and County of San Francisco
Tails
Resolution

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 160618

Date Passed: September 27, 2016

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

September 15, 2016 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

September 15, 2016 Government Audit and Oversight Committee - RECOMMENDED AS AMENDED

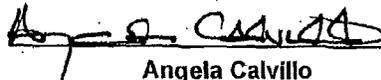
September 27, 2016 Board of Supervisors - ADOPTED

Ayes: 10 - Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

Excused: 1 - Avalos

File No. 160618

I hereby certify that the foregoing Resolution was ADOPTED on 9/27/2016 by the Board of Supervisors of the City and County of San Francisco.


Angela Calvillo
Clerk of the Board

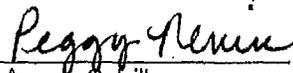
Unsigned

Mayor

10/7/2016

Date Approved

I hereby certify that the foregoing resolution, not being signed by the Mayor within the time limit as set forth in Section 3.103 of the Charter, or time waived pursuant to Board Rule 2.14.2, became effective without his approval in accordance with the provision of said Section 3.103 of the Charter or Board Rule 2.14.2.


for Angela Calvillo
Clerk of the Board

10/7/16
Date



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Certified Copy

Resolution

160618

[Board Response - Civil Grand Jury - San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Government Audit and Oversight Committee)

9/27/2016 Board of Supervisors - ADOPTED

Ayes: 10 - Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

Excused: 1 - Avalos

10/7/2016 Mayor - RETURNED UNSIGNED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

October 11, 2016

Date

Angela Calvillo
Angela Calvillo
Clerk of the Board

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

Received via email
9/8/2016
File Nos. 160617 and 160618

September 8, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2015-16 Civil Grand Jury report, *San Francisco Homeless Health and Housing: A Crisis Unfolding on Our Streets*. As noted in the report, the City recently created the Department of Homelessness and Supportive Housing (DHS) that consolidates services formerly provided by the Human Services Agency and Department of Public Health and singly focuses on getting homeless individuals housed. Led by DHS, the City is calling for the development of six Navigation Centers in the next two years, with the second 93-bed Navigation Center at the Civic Center Hotel at 20 12th street opened in June 2016, as noted in the report. This site replicates the successful service model of the first Navigation Center at 1950 Mission Street. The third Navigation Center is expected to be located on Port property on 25th street and open in January 2017. The City continues to evaluate sites for additional Navigation Centers.

In addition, the City provides Permanent Supportive Housing (PSH), an evidence based practice for resolving chronic homelessness. Between January 2004 and December 2015, the City placed 12,708 individuals into permanent housing and reduced chronic homelessness. The City has 6,278 units in its supportive housing portfolio; added 1,301 units and placed over 3,000 individuals in a supportive unit between Fiscal Year (FY) 2011-12 and FY 2015-16. The City is in the planning phases for three additional PSH sites to be opened within the next year and continues to look for new units and resources to expand supportive housing to meet the City's goal of ending chronic homelessness.

Short-term rental assistance is another opportunity to house people with fewer barriers to long term stability and is a critical tool for assisting individuals that are non-chronically homeless. Local and state resources have allowed the City to develop a robust rapid rehousing program for families and to pilot similar programs for transitional aged youth (TAY), seniors and persons with disabilities, and single adults.

On the November 2016 election, San Franciscans will consider Proposition J, a Charter amendment creating a homeless housing and services fund and transportation improvement fund. If approved by voters, the Homeless Housing and Services Fund (Fund) would provide additional funding for services to homeless individuals, including homelessness prevention, exits from homelessness, and stabilizing lives of homeless individuals. Proceeds of the Fund can be used to support operations, including implementation of a coordinated entry system and capital investments required to maintain or expand the system infrastructure. These positive outcomes address many of the recommendations of the Civil Grand Jury.

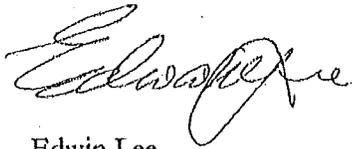
1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

Consolidated Response to the Civil Grand Jury
San Francisco Homeless Health and Housing, A Crisis Unfolding on Our Streets
September 8, 2016

A detailed response from the Mayor's Office, Department of Homelessness and Supportive Housing, Police Department, and City Administrator to the Civil Grand Jury's findings and recommendations follows.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

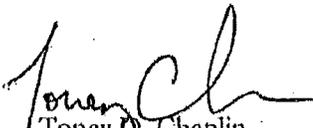
Sincerely,



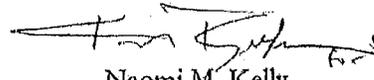
Edwin Lee
Mayor



Jeff Kositsky
Director,
Homelessness and Supportive Housing



Toney D. Chaplin
Interim Chief of Police



Naomi M. Kelly
City Administrator

Findings:

Finding F.A.1. DISPATCH HOT: San Francisco HOT is the most informed first responder for non-violent events, as they are part of DPH and have access to the database CCMS, but health providers are neither dispatched with police nor linked as responders to 311 calls.

Disagree with finding, partially.

The City's current first responders – the San Francisco Police Department (SFPD) and the San Francisco Fire Department (SFFD), including the Emergency Medical System (EMS), are the most prepared, resourced, and equipped agencies to respond to emergency calls for service. These emergency responders operate 24/7 and have the staffing capacity to respond to emergencies at any time of day or night. They are also trained to assess a wide range of critical public safety and medical situations.

SFHOT does not share that level of staffing, capacity, training or enforcement authority. DHSH is currently partnering with the SFFD to embed SFHOT staff with first responders through the EMS-6 pilot program. The pilot will be evaluated and the decision to expand this model will be based on that evaluation. We will also be working with the Department of Public Health (DPH) on a plan to address first responder needs related to individuals with mental health or related issues.

Finding F.A.2: POLICE ACCESS: There is no coordinated plan to support police first responders in a role that is not dealing with criminal behavior. When the police are called out for homeless or encampment issues they have no access to health or substance abuse providers or information regarding the client's mental health.

Agree with finding.

City workers (HOT or DPH) who have access to health or substance abuse providers or a client's mental health information are prohibited by law (HIPAA) from sharing it with law enforcement officers. The SFPD may not be the proper respondent for this finding due to the fact the department has no control over changing the law or the practices or procedures of another agency.

Finding F.A.3: POLICE TRAINING: Police say they have limited training, or limited access to data to deal successfully with the mentally ill. With the high numbers of mentally ill on our streets, even the most compassionate of police when threatened could find themselves in a position where they must follow their procedures and shoot.

Disagree with finding, wholly.

Over 500 first-responder members have received Crisis Intervention Team (CIT) training in the past 2 years (see SFPD Department Bulletin 16-097, Response by Crisis Intervention Trained Officers). In addition, there has been a specific policy (Department Bulletins 11-113, 13-120, and 15-155, Response to Mental Health Calls with Armed Suspects) since 2011 outlining how officers are to respond to persons in crisis which involves a weapon other than a firearm. This policy establishes the guidelines officers are to follow, including promptly requesting a supervisor to respond, with an emphasis on creating time and distance when a person in crisis is armed with a weapon other than a firearm and poses a danger only to him/herself.

Officers are trained in this approach beginning in the basic academy, through CIT training, and as part of continued professional training (CPT).

Finding F.A.4: POLICE TICKET: Faced with multiple requests for their service, police use judgment regarding enforcement considering the best chance to have a successful outcome. When called to help, they generally do not ticket because it is not productive.

Disagree with finding, partially.

Police officers are trained to use judgment when enforcing lower-level crimes, including infractions pertaining to local City ordinances and codes. Officers issue thousands of tickets every year for quality-of-life violations. While some may argue that ticketing may not be the most effective method, the SFPD does enforce laws and write incident reports, especially when responding to complaint-generated calls for service from a member of the public

Finding F.B.1. DISPARATE SOURCES: Many agencies are providing services and gathering information without a common data source.

Agree with finding.

Finding F.B.2. INTAKE SYSTEM: Local agencies providing services are not required to use the same intake database. There is no coordinated Data Entry System. This results in duplication of entries with homeless clients having to enter the same information in multiple places.

Disagree with finding, partially.

A coordinated entry process is in place for DSHS's federally funded housing programs for chronically homeless adults and veterans. There is also a coordinated in-take process in place for the family shelter system. These efforts are informing the process of building the system-wide Coordinated Entry System for all populations and housing programs.

Finding F.B.3. INITIAL CONTACTS: First responders do not have access to a coordinated access/entry system.

Agree with finding.

Finding F.B.4. HOUSING SERVICES: Multiple agencies are looking for housing resources – shelters, apartments, etc. for their clients. Each maintains their own databases of resources and compete with each other. There is no single coordinated resource for government sponsored housing.

Disagree with finding, partially.

While the system is insufficient, the City does have some coordinated processes in place. The CHANGES system is the coordinated shelter database and is accessible by the four shelter reservation sites and through 311. The City also has the newly created affordable housing portal which serves as a centralized database and application process for affordable housing (excluding permanent supportive housing) in San Francisco.

DHSH agrees that more centralized and consistent information about shelter and housing resources would be beneficial.

Finding F.C.1, OUTCOME PERFORMANCE: Contracts are awarded through HSA and DPH with few requirements to include Client Outcome in performance reports used to evaluate the success of a contract or program. Number of Clients Served is more often used.

Agree with finding.

Finding F.C.2, MONITORING: The non-profit agencies that perform services for the homeless monitor their own Outcome Performance. The Controller's Office only performs fiscal and compliance monitoring, except for the Navigation Center.

Disagree with finding, wholly.

DHSH program staff who were formerly a part of the Human Services Agency and the Department of Public Health regularly monitor performance outcomes by service providers. The contracts are not currently structured for performance based funding.

Finding F.D.1, SHELTERS: The "old style" short-term shelters are used by some of the homeless population but are disliked and perceived as unsafe. They are not designed for positive outcomes; they are merely a means to get people out of the weather. They do not address the need to accommodate partners, possessions and pets. Chronic homeless avoid non-supportive shelters because they fear being robbed and/or victimized.

Disagree with finding, partially.

While imperfect, short-term shelters are a necessary and critical component of the City's system of care for homeless individuals. Short-term shelters provide an essential alternative for individuals that are not housed and can provide connections to service providers. San Francisco's City sponsored shelters are on average approximately 95% full at all times. Based on Point-in-Time Count data, it was estimated there were 1,745 chronically homeless individuals families living in San Francisco on January 29, 2015. 32% of this population is sheltered.

Finding F.D.2, CENTERS: Reports on the pilot Navigation Center show success in welcoming clients, gathering intake data, tracking the human outcomes, connecting people to services and monitoring exits for recidivism. One key to the success of the Navigation Center has been the innovative partnership with the Controller's Office to track and report on human outcomes.

Agree with finding.

Finding F.D.3, HOUSING: The Navigation Center currently serves only 75 clients at a time and moves them out by way of Homeward Bound or to supportive housing - temporary or permanent. The Center keeps beds open specifically for Homeward Bound (a short turnaround). Exits to local housing have been difficult since properties are unavailable, making the Navigation Center seem more like permanent housing instead of transitional housing.

Disagree with finding, partially.

The Navigation Center model is in no way implemented like or perceived to be permanent housing. The average length of stay at the 1950 Mission Navigation Center is currently 49 days for all clients and 93 days for those who are placed into Permanent Supportive Housing (as of July 2016). New permanent housing is difficult to acquire because of limited availability and costs. Despite these challenges, adding new supportive housing continues to be a priority for the City. In the past 5 fiscal years the City has added 1,301 units to its supportive housing portfolio.

Finding F.D.4, SUPPORTIVE HOUSING: Research on other city and state homeless practices confirm that providing supportive housing is the most successful way to end homelessness. This is especially true for the chronically homeless population, a group that has health and addiction issues. San Francisco has not provided sufficient supportive housing to this homeless population.

Disagree with finding, partially.

Permanent Supportive Housing (PSH) is an evidence based practice for resolving chronic homelessness. There has been a reduction in chronic homelessness in San Francisco due to the City's significant investments in PSH. Between January 2004 and December 2015, the City has placed 12,708 individuals into permanent housing. The City has 6,278 units in its supportive housing portfolio; 1,301 added between FY 2011-12 and FY 2015-16. Due to new units and turnover, over 3,000 individuals have been placed in a supportive unit in this time period. DSHS is in the planning phases for three additional PSH sites to be opened within the next year. DSHS continues to look for new units and resources to expand supportive housing to meet the City's goal of ending chronic homelessness.

PSH, however, is not the only answer to homelessness. Short-term rental assistance is another opportunity to house people with fewer barriers to long term stability and is an appropriate response for non-chronic homelessness. Local and state resources have allowed the City to develop a robust rapid rehousing program for families and to pilot similar programs for transitional aged youth (TAY), seniors and persons with disabilities, and single adults.

Finding F.D.5, ENCAMPMENTS: DPH does not act to condemn encampments as unsafe and reduce the health problem associated with them unless there are shelter and housing options available to the people in the encampments. Currently there are few options.

Disagree with finding, partially.

DPH considers multiple factors when evaluating the conditions of encampments, including the conditions, the ability for those conditions to be improved, and the availability of community-based services and supports. San Francisco has an array of community-based services that are available to care for this vulnerable population.

On the November 2016 election, San Franciscans will consider Proposition Q, an ordinance prohibiting the placement of tent encampments on public sidewalks. If approved by the voters, Proposition Q would prohibit tent encampments and require the City to offer housing or shelter. The City would also be required to offer homeless services, defined as a program (Homeward Bound) that pays for transportation to reunite individuals with family or friends outside of San Francisco. It also requires the City to provide written notice

24 hours in advance to individuals and also to post the notices in the area of the encampment. The affected individuals' personal property, with certain exceptions, would be stored by the City for at least 90 days.

Finding F.E.1, 311 HOMELESS HELP ORGANIZATION: mySF311.org's Homeless -- Person Seeking Help page presents an alphabetical, uncategorized list of links and lacks detail. Homeless -- Person Seeking Help page found at <http://sf311.org/homeless%E2%80%93person-seeking-help> as of May, 2016. Also available in Figure 13.

Agree with finding.

Recommendations:

Recommendation R.A.1. If safe to do so, SF HOT should be the first responders, and the SFPD should accompany when necessary.

Recommendation will not be implemented.

The City's existing first responders – SFPD, SFFD, and Department Emergency Management (DEM) – are the most prepared, resources and equipped agencies to respond to emergency calls. DSHH's Homeless Outreach Team is not staff or trained to be first responders.

Recommendation R.A.1.1. The number of SF HOT personnel should be increased so that they will be available to respond.

Requires further analysis.

The mission of SFHOT is to serve people in need of non-urgent medical care and service connection. DSHH will continue to support the pilot EMS-6 partnership and is developing a strategic plan that considers the size and scope of the role of the SFHOT team.

Recommendation R.A.2: Police should have access to mental health and substance abuse data as well as historical interaction with city services when they are called to respond to a homeless issue.

Recommendation will not be implemented because it is not warranted or reasonable.

City workers (HOT or DPH) who have access to health or substance abuse providers or a client's mental health information are prohibited by law (HIPAA) from sharing it with law enforcement officers.

Recommendation R.A.3: Police training should include methods to deal with mentally unstable individuals.

Recommendation has been implemented.

Over 500 first-responder members have received Crisis Intervention Team (CIT) training in the past 2 years (see SFPD Department Bulletin 16-097, Response by Crisis Intervention Trained Officers). In addition, there has been a specific policy (Department Bulletins 11-113, 13-120, and 15-155, Response to Mental Health Calls with Armed Suspects) since 2011 outlining how officers are to respond to persons in crisis which involves a weapon other than a firearm. This policy establishes the guidelines officers are to follow, including promptly requesting a supervisor to respond, with an emphasis on creating time and distance when a person in crisis is armed with a weapon other than a firearm and poses a danger only to him/herself. Officers are trained in this approach beginning in the basic academy, through CIT training, and as part of continued professional training (CPT).

Recommendation R.A.4. Police policies and legal consequences need to be better coordinated so that police are not put in a position where citations have no effect.

Requires further analysis.

The SFPD is but one part of the larger "Law Enforcement" model. Police Officers enforce laws that are passed by lawmakers. The District Attorney's office, courts, and legislators have a much stronger role to play when it comes to legal consequences.

Recommendation R.B.1. Take advantage of the coordination opportunities provided by the formation of the new Department on Homelessness and Supportive Housing to fund and implement a coordinated entry system.

Recommendation will be implemented in the future.

DHSH is in the process of moving its system to a coordinated entry process to better coordinate services and prioritize people for housing, shelter, and services based on system-wide priorities. DHSH has begun this process by piloting coordinated entry for federally funded housing programs for chronically homeless adults and veterans. DHSH is in the planning process for the family system and plans to expand coordinated entry to all subpopulations by October 2018.

On the November 2016 election, San Franciscans will consider Proposition J, a Charter amendment creating a homeless housing and services fund and transportation improvement fund. If approved by voters, the Homeless Housing and Services Fund would be used to provide services to the homeless, including programs to prevent homelessness, create exits from homelessness, and move homeless individuals into more stable situations. Proceeds of the fund can be used to support operations, including implementation of a coordinated entry system.

Recommendation R.B.2. Develop a consistent intake system for information sharing across all departments servicing the homeless.

Recommendation will be implemented in the future.

DHSH is working on developing data and information sharing protocols and processes. This protocols will be consistent with Health Insurance Portability and Accountability Act (HIPAA) regulations.

Recommendation R.B.3. Take advantage of the coordination opportunities provided by the formation of the Department on Homelessness and Supportive Housing to require all agencies using city/state/federal funding to use the same database to find housing opportunities.

Recommendation will be implemented in the future.

DHSH plans to require all DHSH contracted service providers to utilize this common database for homeless services. DHSH plans to offer technical assistance to providers to train staff and make the transition. Exceptions may need to be made for programs where anonymity is key to safety.

Recommendation R.B.4. First Responders need access to a coordinated entry system.

Requires further analysis.

DHSH is prioritizing setting up a coordinated entry system and ensuring access and full utilization by DHSH funded service providers. Further analysis is required to determine what components of the system are most appropriate and useful for first responders to be able to access.

Recommendation R.C.1. Contracts with organizations receiving City funding should require comprehensive Outcome Performance Measures which include client outcomes.

Recommendation will be implemented in the future.

As contracts are renewed, DHSH will look to add in comprehensive client outcome measurements. It is important that outcome expectations are consistent across like programs for like subpopulations and that DHSH takes guidance from HUD on the minimum client level outcomes to track. All current DHSH contracts will come up for renewal between now and 2021.

Recommendation R.C.2. The Department of Homelessness and Supportive Housing should arrange for homeless service agencies to follow the Navigation Center model and have ongoing monitoring of their Outcome Performance objectives overseen by a new program in the Controller's Office, rather than at the department or service agency level when new programs are initiated.

Recommendation will not be implemented.

The Controller's Office will continue to play its role as chief accounting officer and auditor for City services but will not establish a new program to oversee DHSH outcomes. DHSH has established a Data and Performance Unit within the department to evaluate the impact of programs and will continue to partner with the Controller's Office, as appropriate.

Recommendation R.C.3. The Department of Homelessness and Supportive Housing should generate a public annual report showing the outcome scores of all homeless services agencies and the funding they received.

Recommendation will be implemented in the future.

Once the DHSH coordinated database is fully implemented, DHSH plans to have live dashboards available on the department's website to show system level outcomes and funding information.

Recommendation R.D.1. The Mayor should direct the newly organized Department of Homelessness and Supportive Housing to move from the restrictive shelter system to the Navigation Center style system which triages clients to the appropriate services.

Recommendation will be implemented in the future.

There were many lessons learned from the Navigation Centers, including how to operate low-threshold environment and the importance of co-locating services at shelters. There are plans to implement some of the lessons learned at traditional shelters. The timeframe for these reforms are budget dependent.

Recommendation R.D.1.1. The Mayor should direct the newly organized Department of Homelessness and Supportive Housing to provide emergency shelters when there is a natural disaster. These shelters should not be permanent housing.

Recommendation will not be implemented.

In previous years the Human Services Agency has operated emergency shelter in the case of extreme rain or weather. DSHH, Human Services Agency and Department of Emergency Management are working together to determine which department or team of departments should be responsible for opening and managing emergency shelters in the event of a natural disaster. DSHH recommends that the responsibility for opening and managing emergency shelters in the event of a natural disaster to the Human Services Agency and Department of Emergency Management. These agencies have the capacity and experience to manage these types of emergency shelters.

Recommendation R.D.2. The Mayor should explore and acquire new sites where additional Navigation Centers can be opened. The Board of Supervisors should urge the Mayor to fund these additional sites.

Recommendation has been implemented.

The Board of Supervisors recently passed and the Mayor signed legislation calling for the development of six Navigation Centers in the next two years. On June 28, 2016 the City opened the second Navigation Center at the Civic Center Hotel at 20 12th street. This second site will replicate the successful service model at 1950 Mission Street and will add 93 beds of capacity to the Navigation Center System. DSHH is in process of opening a third Navigation Center on Port property in the Central Waterfront area on 25th street. This site is likely to be opened in January 2017. DSHH continues to evaluate sites for additional Navigation Centers. Staffing is a key component of the success of the Navigation Centers. As DSHH works to open additional sites, funding for staff and operations is essential for success.

Recommendation R.D.2.1. The Mayor should ensure that the new coordinated Department of Homelessness and Supportive Housing provide sufficient staff at each Navigation Center location to deal with the mental, physical and emotional issues the homeless bring to the sites. The Board of Supervisors should approve funding.

Recommendation has been implemented.

Staffing is a key component of the success of the Navigation Centers. As DSHH works to open additional sites, funding for staff and operations is essential for success.

Recommendation R.D.5. The city must increase the stock very low income housing to meet the current need.

Requires further analysis.

Between January 2004 and December 2015, the City placed 12,708 individuals into permanent housing. The City has 6,278 units in its supportive housing portfolio; 1,301 added between FY 2011-12 and FY 2015-16. Due to new units and turnover, over 3,000 individuals have been placed in a supportive unit in this time period. DSHH is in the planning phases for three additional PSH sites to be opened within the next year.

Recommendation R.E.1.1. mySF311.org's Homeless -- Person Seeking Help page should not be alphabetical, but instead be categorized, and include detail about each link as demonstrated on HSA's Housing & Homeless Services page captured in Figure E-4.
Homeless -- Person Seeking Help page found at <http://sf311.org/homeless%E2%80%93person-seeking-help> as of May, 2016. Also available in Figure 13.
Housing & Homeless Services page found at <http://www.sfhsa.org/76.htm> in May, 2016. Also in Figure 14

Recommendation will be implemented.

311 agrees with this recommendation and has made the changes to the website as reflected in the following link: <http://sf311.org/homeless-person-seeking-help>.

DHSH is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHSH will proactively work with 311 to ensure DHSH's website has all up-to-date information that can be linked from the SF311.org site.

Recommendation R.E.1.2. mySF311.org's Homeless -- Person Seeking Help page should include the detailed shelter information found on 311's Shelters page
Person Seeking Help page found at <http://sf311.org/homeless%E2%80%93person-seeking-help>, as of May, 2016. Also available in Figure 13.
SF311.org's Shelters page found at <http://sf311.org/homeless-reservation-centers>, in May, 2016.

Requires further analysis.

311 redesigned its website and in the process removed pages that repeated information gathered from other agencies. 311 does not have staffing resources to ensure the accuracy of the information provided on those pages and many of the pages contained information no longer accurate due to changes made by the service provider. One of these pages included the Shelter Page referenced in the recommendations (<http://sf311.org/homeless-reservation-centers>) so this page is no longer in existence. However, 311 agrees that in the Homeless -- Person Seeking Help page there should be a section containing shelter information. Our page: <https://sf311.org/homeless-person-seeking-help> contains a "Shelter" category, with hyperlinks to each of the included sub-categories. One of these sub-categories, "Reservation Centers for Shelters" (shown in highlight below), links directly to the HSA Homeless and Housing web (<http://sfhsa.org/76.htm>) page to ensure information is relevant and accurate since it is maintained by HSA staff.

DHSH is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHSH will proactively work with 311 to get them the information needed for the sf311.org.

Recommendation R.E.1.3. mySF311.org's Homeless -- Person Seeking Help page should remove the "Human Services" link and replace it with clearly named links and attendant details similar to HSA's Housing & Homeless Services page, copied here:

Requires further analysis.

311 has limited staffing available to create separate web pages and ensure their accuracy when the responsible agency already has this information available on their respective website; therefore, 311 aims at

linking to pages from the responsible agencies. This ensures, as information changes (i.e. shelter address, hours, phone number), 311's staff does not need to update a duplicative page, and 311 staff can be assured to always have up-to-date and accurate information to provide to its customers. There are only a few instances when an exception is made, and 311 will create its own page, such as in the case of the category of "Homeless Concerns and Resources" (previously named "Homeless"). Since this category expands through many different agencies, 311 has created its own web page, allowing users to more easily navigate and obtain information rather than having to visit different department's website. Since the redesign of the website, we have removed the "Human Services" link as was recommended but did not replace with similar information to HSA's Housing and Homeless page as recommended. Instead, a newly created page <https://sf311.org/homeless-person-seeking-help> has been created, which provides a more organized set of links along with a brief explanation to each, including a link to HSA's Housing & Homeless Services page when clicking on the "Resource Centers for Homeless Assistance" link found in the "Shelter" subsection.

DHSH is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHSH will proactively work with 311 to get them the information needed for the sf311.org.



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

September 9, 2016

The Honorable John K. Stewart
Presiding Judge, Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102

Received via email
9/9/2016
File Nos. 160617 and 160618

**Re: Controller's Office response to the 2015-16 Civil Grand Jury Report entitled
"SF Homeless Health & Housing: A Crisis Unfolding on our Streets"**

Dear Judge Stewart:

Pursuant to Penal Code Section 933 and 933.05, the following is in response to the Civil Grand Jury report issued on July 12, 2016.

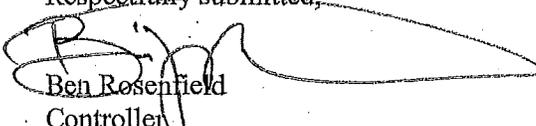
Finding: F.C.2. MONITORING: The non-profit agencies that perform services for the homeless monitor their own Outcome Performance. The Controller's Office only performs fiscal and compliance monitoring, except for the Navigation Center.

Controller's Response: Disagree, in part.

In FY2015-16, 136 nonprofit agencies, with an aggregate of over \$460 million in City funding from nine departments, were monitored through the Controller's Citywide Nonprofit Monitoring and Capacity Building Program that focuses on fiscal and compliance measures. The Controller also reported on the outcomes and challenges of the Navigation Center in a series of dashboards and reports. Outcomes, performance and results of nonprofit service agencies are tracked by the departments that hold the contracts. The City has considered a joint monitoring program for outcome performance in the past, but in general the subject matter expertise required, and the variety of service types is so wide that joint outcome performance monitoring did not seem practicable. As the new Homelessness and Supportive Housing Department is developed, the monitoring approach can be revisited. In addition, the Controller's Whistleblower Unit investigates complaints related to non-profit agencies in all service areas, and the Controller's Audit Division carries out compliance and performance audits as part of its on-going programs. These audits test results, productivity and compliance with contract requirements.

If you have any questions about this response, please contact Deputy Controller Todd Rydstrom or me at 415-554-7500.

Respectfully submitted,


Ben Rosenfield
Controller

cc: Todd Rydstrom, Deputy Controller, City and County of San Francisco
Angela Calvillo, Clerk of the Board, City and County of San Francisco

2015-16 Civil Grand Jury
 SF Homeless Health Housing
 Office of the Controller :FINDINGS Response Template

CGJ Year	Report Title	Findings	Respondent assigned by CGJ	2016 Responses (Agree/Disagree) Use the drop down menu	2016 Response Text
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	<p>F.C.2. MONITORING: The non-profit agencies that perform services for the homeless monitor their own Outcome Performance. The Controller's Office only performs fiscal and compliance monitoring, except for the Navigation Center.</p>	Controller	disagree with it, partially (explanation in next column)	<p>In FY2015-16, 136 nonprofit agencies, with an aggregate of over \$460 million in City funding from nine departments, were monitored through the Controller's Citywide Nonprofit Monitoring and Capacity Building Program that focuses on fiscal and compliance measures. The Controller also reported on the outcomes and challenges of the Navigation Center in a series of dashboards and reports. Outcomes, performance and results of nonprofit service agencies are tracked by the departments that hold the contracts. The City has considered a joint monitoring program for outcome performance in the past, but in general the subject matter expertise required, and the variety of service types is so wide that joint outcome performance monitoring did not seem practicable. As the new Homelessness and Supportive Housing Department is developed, the monitoring approach can be revisited. In addition, the Controller's Whistleblower Unit investigates complaints related to non-profit agencies in all service areas, and the Controller's Audit Division carries out compliance and performance audits as part of its on-going programs. These audits test results, productivity and compliance with contract requirements.</p>

From: Lew, Lisa (BOS)
Sent: Friday, October 14, 2016 12:21 PM
To: Board of Supervisors, (BOS)
Cc: BOS-Legislative Aides; klowry@sfcgj.org; kking@sfcgj.org; jcunningham@sfcgj.org; ascott@sfcgj.org; Howard, Kate (MYR); Kirkpatrick, Kelly (MYR); Elliott, Nicole (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Steeves, Asja (CON); Givner, Jon (CAT); Chaplin, Toney (POL); Fountain, Christine (POL); Kilshaw, Rachael (POL); Hunter, Michael (ADM); Wirówek, Christopher (ADM); Hicks, Joyce (OCC); Alden, John (OCC); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Major, Erica (BOS)
Subject: Official Board Response (File No. 160616) Civil Grand Jury Report - Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings
Attachments: BOS Final Transmittal-Into the Open 101416.pdf

Greetings:

Attached is the Board of Supervisors official response to the Presiding Judge of the Superior Court for the 2015-2016 Civil Grand Jury Report, entitled "Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings."

Sent on behalf of Erica Major, Committee Clerk, Government Audit and Oversight Committee.

Regards,

Lisa Lew

Board of Supervisors
San Francisco City Hall, Room 244
San Francisco, CA 94102
P 415-554-7718 | F 415-554-5163
lisa.lew@sfgov.org | www.sfbos.org

 Click [here](#) to complete a Board of Supervisors Customer Service Satisfaction form

The [Legislative Research Center](#) provides 24-hour access to Board of Supervisors legislation, and archived matters since August 1998.

Disclosures: Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

October 14, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

The following is a status report on the 2015-2016 Civil Grand Jury Report (Report), "Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings."

The Board of Supervisors Government Audit and Oversight Committee conducted a public hearing on September 15, 2016, to discuss the findings and recommendations of the Civil Grand Jury and the departments' responses to the Report.

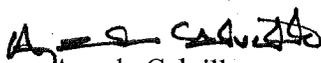
The following City departments submitted a response to the Civil Grand Jury (copies enclosed):

- Mayor's Office submitted a consolidated response for the Mayor's Office of Public Policy and Finance, Police Department, City Administrator, and the Office of the Medical Examiner which was received on September 6, 2016
- Office of Citizen Complaints, received on September 6, 2016
- District Attorney, received on September 6, 2016
- Police Commission, received on September 26, 2016

The Report was heard in Committee, and Resolution No. 418-16 was prepared for the Board of Supervisors approval that formally accepted or rejected the findings and recommendations. The Board of Supervisors provided the required response on September 27, 2016 (copy enclosed).

If you have any questions, please contact Erica Major at (415) 554-4441.

Sincerely,


Angela Calvillo
Clerk of the Board

- c: Members, Board of Supervisors
 - Honorable John K. Stewart, Presiding Judge
 - Kathie Lowry, 2016-2017 San Francisco Civil Grand Jury
 - Kitsaun King, 2016-2017 San Francisco Civil Grand Jury
 - Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
 - Alison Scott, 2015-2016 San Francisco Civil Grand Jury
 - Kate Howard, Mayor's Office
 - Kelly Kirkpatrick, Mayor's Office
 - Nicole Elliott, Mayor's Office
 - Ben Rosenfield, Office of the Controller
 - Todd Rydstrom, Office of the Controller
 - Asja Steeves, Office of the Controller
 - Jon Givner, City Attorney's Office
 - Toney D. Chaplin, Police Department
 - Christine Fountain, Police Department
 - Sergeant Rachael Kilshaw, Police Commission
 - Dr. Michael Hunter, Office of the Medical Examiner
 - Christopher Wirowek, Office of the Medical Examiner
 - Joyce Hicks, Office of Citizen Complaints
 - John Alden, Office of Citizen Complaints
 - Severin Campbell, Budget and Legislative Analyst
 - Debra Newman, Budget and Legislative Analyst
 - Jadie Wasilco, Budget and Legislative Analyst

1 [Board Response - Civil Grand Jury - Into the Open: Opportunities for More Timely and
2 Transparent Investigations of Fatal San Francisco Police Department Officer-involved
3 Shootings]

4 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
5 **and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled**
6 **“Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal**
7 **San Francisco Police Department Officer-involved Shootings;” and urging the Mayor to**
8 **cause the implementation of accepted findings and recommendations through his/her**
9 **department heads and through the development of the annual budget.**

10
11 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of
12 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
13 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

14 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or
15 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
16 county agency or a department headed by an elected officer, the agency or department head
17 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
18 response of the Board of Supervisors shall address only budgetary or personnel matters over
19 which it has some decision making authority; and

20 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of
21 Supervisors must conduct a public hearing by a committee to consider a final report of the
22 findings and recommendations submitted, and notify the current foreperson and immediate
23 past foreperson of the civil grand jury when such hearing is scheduled; and

24 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
25 the Controller must report to the Board of Supervisors on the implementation of

1 recommendations that pertain to fiscal matters that were considered at a public hearing held
2 by a Board of Supervisors Committee; and

3 WHEREAS, The 2015-2016 Civil Grand Jury Report, entitled "Into the Open:
4 Opportunities for More Timely and Transparent Investigations of Fatal SFPD [San Francisco
5 Police Department] Officer-involved Shootings" (Report) is on file with the Clerk of the Board
6 of Supervisors in File No. 160616, which is hereby declared to be a part of this Resolution as
7 if set forth fully herein; and

8 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
9 to Recommendation Nos. R.5.D, R.7.D, and R.12.D contained in the subject Report; and

10 WHEREAS, Recommendation No. R.5.D states: "The Board of Supervisors should
11 approve these additional resources requested by the DA's [District Attorney] Office and
12 included by the Mayor and the Mayor's Office of Public Policy and Finance in the proposed
13 budget for FY2017-2018, and thereafter, to expedite OIS [Officer-Involved Shootings]
14 investigations. Approval of these additional resources again should be contingent upon
15 marked, measurable improvement by the DA's Office in the time it takes to complete its
16 criminal investigations and issue its charging decision letters in OIS cases;" and

17 WHEREAS, Recommendation No. R.7.D states: "The Board of Supervisors should
18 approve the resources requested by the OCC [Office of Citizen Complaints] and included by
19 the Mayor and the Mayor's Office of Public Policy and Finance in the proposed budget for
20 FY2017-2018, and thereafter, for transcription services;" and

21 WHEREAS, Recommendation No. R.12.B states: "The Chief of Police, the Supervisor
22 for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members
23 of the Police Commission, and all members of the newly formed OIS Task Force (see
24 Recommendation Nos. R.8.A and R.8.B) should attend the town hall meetings to show that
25 they acknowledge the seriousness of the situation, understand how critical it is to have a

1 thorough, accountable and transparent investigation and analysis of what occurred, and are
2 united toward the goal of making that happen. Faith leaders and other community advocacy
3 groups should also be invited to participate;" and

4 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
5 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
6 Court on Recommendation Nos. R.5.D, R.7.D and R.12.D contained in the Report; now,
7 therefore, be it

8 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
9 Superior Court that Recommendation No. R.5.D requires further analysis for reasons as
10 follows: As reported by the Mayor's budget office: "The DA's Office budget for FY2016-2017
11 and FY2017-2018 includes \$1.8 million in each year and additional staffing of 14 positions to
12 expedite Officer-Involved shooting investigations." However as noted by the BLA [Budget and
13 Legislative Analyst's Office] for the Board of Supervisors, funds have been placed on reserve
14 and currently the Budget and Finance Committee will consider the release of those funds by
15 October 1, 2016. The Board of Supervisors agrees that future funding decisions and
16 department oversight should evaluate the DA's improvement in promptly completing criminal
17 investigations and issuing charging decision letters in Officer-Involved shooting cases, the
18 Board of Supervisors will follow up on this matter at the October 20, 2016, Government Audit
19 and Oversight Committee Meeting; and, be it

20 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
21 No. R.7.D has been implemented for reasons as follows: Increased funding for the Office of
22 Citizen Complaints has been included in budgets for FY2016-2017 and FY2017-2018; and, be
23 it

24 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
25 No. R.12.D will not be implemented for reasons as follows: The Board of Supervisors

1 wholeheartedly agrees with this recommendation and Board of Supervisors members do
2 participate in exactly such town hall meetings. However, the Board of Supervisors cannot
3 make promises on behalf of the members of the Police Commission, the District Attorney, or
4 other officials, and therefore, given the constraints imposed by the Civil Grand Jury response
5 structure must unfortunately provide a response of "will not be implemented." The Board of
6 Supervisors will, however, continue pushing for and participating in such town hall meetings
7 and for thorough, accountable, and transparent investigations of all Officer-involved shootings;
8 and, be it

9 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
10 implementation of the accepted findings and recommendations through his/her department
11 heads and through the development of the annual budget.

I hereby certify that the foregoing resolution, not being signed by the Mayor within the time limit as set forth in Section 3.103 of the Charter, or time waived pursuant to Board Rule 2.14.2, became effective without his approval in accordance with the provision of said Section 3.103 of the Charter or Board Rule 2.14.2.

Regina Revilla
for Angela Calvillo
Clerk of the Board

10/7/16
Date



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Certified Copy

Resolution

160616

[Board Response - Civil Grand Jury - Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled "Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Government Audit and Oversight Committee)

9/27/2016 Board of Supervisors - ADOPTED

Ayes: 10 - Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee
Excused: 1 - Avalos

10/7/2016 Mayor - RETURNED UNSIGNED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

October 11, 2016

Date

Angela Calvillo

Clerk of the Board

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

Received via email
9/6/2016
File Nos. 160615 and 160616

September 6, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to California Penal Code sections 933 and 933.05, the following is in reply to the 2015-16 Civil Grand Jury report, *Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings*. The City is in the process of reforming SFPD practices across the board. Implementing these reforms will likely reduce the number of OIS incidents over time as well as address concerns regarding the use of force.

These reforms - aimed at safeguarding the life, dignity and liberty of all persons - include:

- Revising principles with regard to the application of force options such as expanding time and distance used before engaging with suspects;
- Deploying body worn cameras to better evaluate day-to-day behavior and increase accountability of our officers; and
- Embracing 21 Century Policing Principles to increase transparency and community awareness with regard to police operations.

Moreover, the SFPD will implement U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) best practices in addition to many of the Civil Grand Jury's recommendations. SFPD will conduct a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation. As such, we agree with many of the report's findings, are actively working to improve the practices and policies related to OIS, and are dedicated to timely resolutions, which positively impact the conduct of OIS investigations.

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

Consolidated Response to the Civil Grand Jury
Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings
September 6, 2016

A detailed response from the Mayor's Office, the Police Department, and the Office of the City Administrator to the Civil Grand Jury's findings and recommendations are attached.

Thank you for the opportunity to comment on this Civil Grand Jury report.

Sincerely,



Edwin Lee
Mayor



Naomi M. Kelly
City Administrator



Toney D. Chaplin
Interim Chief of Police

Findings:

Finding F.1: None of the City agencies that are fundamental to OIS investigations has done an adequate job informing the citizens of San Francisco how the process works.

Agree with finding.

The SFPD agrees that in order to be more transparent, a document outlining the overall OIS process could be created to share with the public. The document would include the responsibilities of each agency involved in an OIS investigation. However, any detailed information regarding a specific investigation would not be made available due to laws governing the release of information relating to ongoing investigations.

Finding F.2: Because the SFPD consistently does not meet the time frame in its own General Orders by which investigations of OIS incidents are to be conducted and completed, the General Orders create false expectations for the citizens of San Francisco.

Disagree with finding, partially.

The 30, 45, and 60-day deadlines imposed in General Orders 3.10 and 8.11, when first issued, were considered industry standards. With advancements in technology and science, these investigative deadlines do not reflect inherent complexities such as forensic evidence processing. In addition, the current deadlines did not consider the dependencies of independent investigations now required that are outside the control of the SFPD, including the District Attorney's investigation and, in death cases, the Medical Examiner's investigation.

The length of an OIS investigation is largely dependent on the outcome of these investigations, particularly the charging decision of the District Attorney's Office with respect to the officer. All relevant reports, including the Medical Examiner's report, are needed to complete the criminal investigation. Likewise, the trailing administrative investigation would not be complete without the District Attorney's Office determination of the criminal portion. Per California Government Code 3304(d), the time limit investigation of a personnel investigation tolls until (1) a criminal investigation; (6) civil litigation; or (7) criminal litigation where the officer is the defendant in the matter is completed.

While the administrative case could be theoretically closed before conclusion of these investigations, SFPD's administrative investigation has a significant dependency on the finding of the District Attorney, because the officer must have acted lawfully to be within policy. It is conceivable that at the conclusion of an investigation, the District Attorney could charge the officer with a crime that the administrative investigation or the SFPD Homicide investigators had not foreseen.

Finding F.3: The SFPD Field Operations Bureau's use of outdated methods, including a serial, hierarchical phone tree system, to alert some essential responders of an OIS incident is inherently time-consuming and results in slower response times, which can cause delays in OIS investigations both at the scene and afterwards.

Agree with finding:

Consolidated Response to the Civil Grand Jury

Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings
September 6, 2016

Although the SFPD's Department Operations Center (DOC), a unit under the command of the Special Operations Bureau, currently has a notification system in place for OIS call outs, the best available technology should be used for all critical incident call outs. The SFPD should perform a review of best practices of similar-sized agencies.

Finding F.4: While there are many factors to consider when determining a timetable to complete an OIS investigation, the lack of a meaningful and enforceable process for establishing a timetable in the current MOU between the SFPD and the DA's Office allows OIS investigations to drag on too long.

Disagree with finding, partially.

The SFPD's Homicide Unit currently completes an OIS investigation and forwards it to the DA's office. However, the case and the Internal Affairs process cannot be closed until receipt of the results of the forensic analysis, the Medical Examiner's report, and the DA's final charging decision. These processes are not under the control of the SFPD.

Finding F.6: Under the leadership of and commitment displayed by the CME since coming aboard in March 2015, the OCME's turnaround time has improved and its final reports have included more photographs and documentation and greater detail.

Agree with finding.

The Office of the Chief Medical Examiner (OCME) prioritized decreasing turnaround time for the release of work product. This has positively impacted the production final reports associated with OIS incidents. The office understands the need for the timeliness of report generation and will remain vigilant in this regard. The OCME continues to stand behind its work product which continues to meet national standards.

Finding F.8: The current structure for investigating OIS cases lacks an oversight body to review the events surrounding the OIS incident and the actions of the SFPD officers, monitor the timeliness and fairness of the investigation, communicate regularly about the status of the investigation, and interpret and share the results of the investigation with the public.

Disagree with finding, partially.

SFPD convenes its Firearm Discharge Review Board in connection with each OIS incident and summaries of incidents are provided to the Police Commission for review. The Firearm Discharge Review Board convenes quarterly and reports on the status of open SFPD OIS investigations.

Finding F.9: While the SFPD has taken important first steps in providing information and statistics regarding OIS incidents and resulting investigations, it must provide much more robust information to reach its stated goal of building public trust, engaging with the community and driving positive outcomes in public safety.

Disagree with finding, partially.

The SFPD agrees that any information that is releasable should be shared with the public. However, as an OIS investigation is considered open and on-going, the SFPD needs to remain cautious not to release

information prematurely that may be inaccurate or any details that would compromise the outcome of the investigation. The SFPD will review other agencies' best practices to determine if similar processes can be implemented that would allow for more transparency without compromising the investigation.

Finding F.10: SFPD's press conferences at the scene of the incident, or soon thereafter, are an important first step in creating a transparent investigation, provide crucial information about the events leading up to the incident, and serve to mitigate false reporting, speculation and the dissemination of misinformation.

Agree with finding.

For the past five years, command staff has responded to the scene of critical incidents along with members of the Media Relations Unit. This allows for initial information to be provided as soon as possible. In addition, a meeting is completed within 10 days of an incident to provide additional information. A "press-exclusive" press conference could be added or substituted.

Finding F.11: As with its press conferences at the scene of the incident, the SFPD's practice of posting "updates" on its website as soon as possible after an OIS incident are an important step in creating a transparent investigation, provide crucial information about the events leading up to the OIS incident, and serve to mitigate false reporting, speculation and the dissemination of misinformation.

Agree with finding.

Following the initial release of information relating to an OIS incident, the SFPD routinely provides updated information to the media by way of press releases, which are posted on its website. However, to help dispel egregious public information, staff should ensure that all information has been vetted prior to distribution to the public. At the conclusion of the investigation, the website could be updated to reflect the outcome.

Finding F.12: SFPD's town hall meetings are crucial to a transparent OIS investigation and provide updated information about the incident and serve to mitigate false reporting, speculation and the dissemination of misinformation.

Agree with finding.

For the past five years, it has been a practice to hold a town hall, community, or stakeholder meeting within 10 days of an OIS incident in the affected community. The intent of these meetings is to provide preliminary information to the public. These meetings are chaired by the Police Chief and are regularly attended by members of the Police Commission and Board of Supervisors, as well as City officials. As an investigation evolves, further information is developed and disseminated to the public and the media.

Finding F.13: Although the release of the names of officers involved in fatal OIS incidents is an important step in creating a transparent investigation and holding the SFPD and its officers accountable for their actions, SFPD has had a spotty record regarding its release of the names of its officers involved in fatal OIS incidents.

Disagree with finding, wholly.

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Since 2014 when the California Supreme Court ruled that agencies must release the names of officers involved in shootings, the SFPD has complied with that decision within 10 days of the incident. The ruling allowed for names to be withheld under certain circumstances, including if a credible threat to the officer's safety existed. As such, the SFPD has done its due diligence when releasing the names of officers by ensuring any known, credible threat has been resolved prior to the release of the name(s) of the involved members. Additionally, the media has requested historical information relating to OIS incidents, including the names of involved officers, and the SFPD has complied with such requests.

Finding F.15. Currently, citizens of San Francisco do not have access to a single, complete, comprehensive summary of the results and findings of a fatal OIS investigation. To restore the public's faith in the integrity of these investigations, such a summary should be made available.

Agree with finding.

Recommendations:

Recommendation R.1: Each of the three City agencies fundamental to OIS investigations — SFPD, DA’s Office and OCC — should create a “OIS Investigations” web page specifically devoted to educating the public about that agency’s role in the investigation of OIS incidents. Each agency’s web page should be comprehensive and answer the following questions:

- Who is involved in the investigation and what are their roles and responsibilities;
- Why is the agency involved in OIS investigations;
- What is the investigation’s purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;
- When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;
- How does the OIS investigation process work; and
- Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.

Each agency should make its “OIS Investigations” web page available in English, Spanish, Chinese and Filipino (Tagalog).

Each agency should provide a link from its home page to its “OIS Investigations” web page, so that it can be accessed easily.

Each agency should add its “OIS Investigations” web page to its website as soon as possible, but no later than six months after the date this report is published.

Recommendation has not been, but will be, implemented in the future.

The SFPD agrees that information should be provided to the public consistent with the best practices in 21st century policing. The SFPD is evaluating and adjusting its website to provide improved information to the community. During this process, the SFPD will consider inclusion of the above recommendation, as well as review other agency websites for additional information that could be included. As required by the City and fully supported by the SFPD, information available on the website will meet the requirements of the Language Access Ordinance.

Recommendation R.2.A: The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.

Recommendation has not been, but will be, implemented in the future.

This recommendation is being reviewed by the U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) review team and compared against national best practices. The SFPD will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.2.B: After receiving the results of the study of ways to streamline the OIS investigation process, the Police Commission should revise the General Orders to more accurately reflect the timeframes by which investigations of OIS incidents are to be completed.

Recommendation has not been, but will be, implemented in the future.

This recommendation is being reviewed by the U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) review team and compared against national best practices. The SFPD will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.3.A: The SFPD Field Operations Bureau should implement standardized, modern methods to notify all essential responders of an OIS incident.

Recommendation has not been, but will be, implemented in the future.

The SFPD's Department Operations Center (DOC), a unit under the command of the Special Operations Bureau, has a system in place to notify all essential responders to OIS incidents. The SFPD has added an additional layer of notification specific to the on-call DA investigator, which requires a direct call from the Captain of the Major Crimes Division to the on-call DA investigator immediately after learning of an OIS incident. The SFPD will research available technology that can improve the notification process.

Recommendation R.3.B: The SFPD Field Operations Bureau should require that all essential responders called to the scene of an OIS incident confirm with the Field Operations Bureau that they received the initial notification. If the Bureau does not receive confirmation from an essential responder within a designated period of time, it should contact an alternate responder for that agency.

Recommendation has not been, but will be, implemented in the future.

The SFPD's Department Operation Center (DOC), a unit under the command of the Special Operations Bureau, will review the current process for notification to an OIS incident to ensure there is a process in place for first responders to confirm receipt of the notification and to log that confirmation. The process also should include a mechanism to ensure follow-up notification is done within a designated time span when a response from a first responder has not been received.

Recommendation R.4: The SFPD and the DA's Office should jointly draft a new MOU in which each commits to an agreed-upon process to:

- Prioritize and expedite their investigations of OIS incidents within an established timeframe;
- Make a public announcement when each completes its OIS investigation, so that the public may be better informed of the investigative results and the time taken by each agency to complete its OIS investigation.

Recommendation requires further analysis.

The SFPD is reviewing the current MOU and is in discussion with the DA's Office, as well as exploring additional resources to investigate OIS incidents.

Recommendation R.5.C: The Mayor and the Mayor's Office of Public Policy and Finance should include in the proposed budget for fiscal year 2017-2018, and thereafter, resource requests from the DA's Office to expedite OIS investigations. Allocation and/or release of these funds should be contingent upon marked,

measurable improvement by the DA's Office in the time it takes to complete its criminal investigations and issue its charging decision letters in OIS cases.

Recommendation has been implemented.

The DA's Office budget for FY 2016-17 and FY 2017-18 includes \$1.8 million in each year and additional staffing of 14 positions to expedite OIS investigations.

Recommendation R.6.A. After the OCME releases each autopsy report in OIS cases, the CME should proactively call a meeting of the SFPD's Homicide Detail, DA's Office and OCC to help those agencies interpret the highly technical findings of the autopsy report. This meeting should be coordinated, if possible, to include reports from the Crime Lab on the results of its firearms comparisons, ballistics examinations and DNA analysis.

Recommendation has not been, but will be, implemented in the future.

The OCME will fully participate in after action conferences with regard to OIS incidents; however, the conference should be initiated by the agency leading the investigation as the agency will have a better understanding of the case status of each participating party.

Recommendation R.6.B. When the new OCME building with autopsy observation facilities is completed, the CME should invite SFPD inspectors and DA and OCC investigators to observe autopsies in all fatal OIS incidents, so that questions can be answered quickly, observations shared early, and the spirit of teamwork and cooperation on the investigation can begin as early as possible.

Recommendation has not been, but will be, implemented in the future.

With a projected opening in Fall 2017, the design of the new OCME facility includes an autopsy observation room. The observation room will allow investigators to participate more fully in autopsies related to OIS incidents. Additionally, the observation room will reduce informational asymmetries, improve the flow of information and enhance information sharing allowing the investigation to begin as early as possible. Investigators will be encouraged to attend examinations in all homicide and suspicious cases.

Recommendation R.7.C. The Mayor and the Mayor's Office of Public Policy and Finance should include in the proposed budget for fiscal year 2017-2018, and thereafter, resource requests from the OCC for transcription services.

Recommendation has been implemented.

The FY 2016-17 and FY 2017-18 budget includes ongoing \$231,000 for the OCC for transcription services.

Recommendation R.8.B. The Mayor should charge the new task force to:

- Monitor the progress of each OIS investigation and hold each involved agency accountable for timely completion of its portion of the OIS investigation;
- Provide periodic press releases and/or press conferences to update the public on the status of each OIS case;
- Compile a summary of the findings from each involved agency and then evaluate those findings in group meetings to address any inconsistencies or unanswered questions;
- Facilitate a joint discussion among its members to formulate conclusions and “lessons learned”;
- Identify necessary policy or procedural changes; and
- Share its summary of the overall OIS investigation in public sessions so that the public has a voice in the.

Recommendation has not been, but will be, implemented in the future.

The Mayor’s Office works with the DA’s Office and the SFPD to monitor progress of each OIS investigation, provide periodic and timely updates to the public on the status of OIS cases, summarizes and evaluates findings, and jointly discuss OIS investigations. The dedication to timely resolutions coupled with additional resources have positively impacted the conduct of OIS investigations, and includes \$800,000 for the California Department of Justice’s ongoing research of best practices related to OIS incidents. In implementing policy and procedural changes, SFPD has modified department general orders to assure time and distance and preserve the sanctity of life.

Recommendation R.9: SFPD should make publicly available and prominently display on its website a more robust set of statistics, data and information on OIS incidents where its officers are involved, using the data release practices of law enforcement agencies like the Dallas Police Department and the Los Angeles County Sheriff’s Department.

Recommendation has not been, but will be, implemented in the future.

As part of the SFPD’s participation in the White House Initiative, staff began the process of implementing the items in this recommendation. The City’s Department of Technology will be developing and enhancing the City’s IT infrastructure which will include developing new websites for both the SFPD and Police Commission. At this time, the current website needs to be redesigned to make it more user-friendly and information readily accessible on a dedicated reports page. It is anticipated that the SFPD’s IT Department will have the infrastructure developed within the second quarter of 2017.

Recommendation R.10.A: SFPD and the Police Commission should make it official policy for the SFPD to hold press conferences as soon as possible after each OIS incident.

Recommendation has been implemented.

The SFPD’s current practice is to have a press briefing/conference as immediately as possible after each OIS incident, including a briefing at the scene of, or in close proximity to, the incident. At these briefings, preliminary information is provided by the Media Relations Unit, the Police Chief, or designee.

Updated information is provided to the public through press releases, and any media inquiries are addressed through the Media Relations Unit. Updated information also is provided at community stakeholder or public meetings, held within 10 days of an OIS incident, as well as at the weekly Police Commission and at meetings with community leaders, stakeholders, and advocates.

Recommendation R.10.B: SFPD should limit comments made during these press conferences to the facts as they are known at that time and refrain from making statements and using language to prematurely attempt to justify the actions taken by SFPD officers involved in the OIS incident.

Recommendation has been implemented.

The SFPD strives to meet the highest operational and ethical standards and to continually improve how we meet the City's public safety objectives. The SFPD's goal is to incorporate the recommendations of the President's Task Force on 21st Century Policing, especially relating to transparency. These policies and practices are intended to provide accurate, timely, and reliable information to the public.

The SFPD realizes that emerging technology, including the use of social media to post real-time video, provides additional information and evidence that may be different than the preliminary information gathered from witnesses and involved officers. As such, the SFPD will continue to explore best practices in transparency and media relations in an effort to disseminate accurate and reliable information that has been vetted.

Recommendation R.11.A: SFPD and the Police Commission should make it official policy for the SFPD to post "updates" on its website as soon as possible after each OIS incident.

Recommendation has not been, but will be, implemented in the future.

The SFPD currently posts information released to the media as a "press release" relating to critical incidents, including OIS incidents, on its website. In addition, information relating to community and/or stakeholder meetings are released to the media and posted on the website. The SFPD will review best practices of other agencies to determine a process by which updated information can be shared on its website that will not compromise the ongoing investigation.

As part of the SFPD's participation in the White House Police Data Initiative, datasets relating to officer involved shootings between 2009 and 2015 are posted. In addition, a website link to OIS incidents could be developed.

Recommendation R.11.B: SFPD should limit comments made in these updates to the facts as they are known at that time and refrain from making statements and using language to prematurely attempt to justify the actions taken by SFPD officers involved in the OIS incident.

Recommendation has been implemented.

The SFPD has developed a process by which the Media Relations Unit, Homicide, and Internal Affairs coordinates with the Chief's Office to ensure that only verified information is disseminated.

Recommendation R.12.A: SFPD and the Police Commission should make it official policy for the SFPD to hold town hall meetings within a week after each OIS incident.

Recommendation requires further analysis.

For the past five years, it has been a practice of the SFPD to hold a town hall, community, or stakeholder meeting in the area most affected by an OIS incident. Most recently, as the SFPD has been expanding its collaboration with community stakeholders and interfaith leaders, meetings have been held with these specific groups who represent those neighborhoods most impacted by the incident. The intent of these meetings is to provide information directly to community representatives and to engage in open dialogue to address concerns in a more productive environment. These community leaders then provide the information to their respective communities. The SFPD acknowledges the seriousness of these critical incidents, and the importance of transparency, and will draft a policy that will allow for information to be shared with the public whether at a public meeting or direct meeting with community leaders and stakeholders.

Recommendation R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the public and/or community stakeholder meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.

Requires further analysis.

The SFPD and the Police Chief recommend and implement best practices with respect to procedures following OIS incidents including: (i) notification to the public; (ii) transparency of investigations; and (iii) updates on the status of investigations. SFPD currently partners with local faith based leadership and other community groups including the Street Violence Reduction Team and the San Francisco Interfaith Council.

For the past five years, a town hall meeting has been convened within 10 days of an OIS incident as close as possible to the location of the incident. It is the practice of the SFPD to invite members of the Police Commission and Board of Supervisors, other City agency executives (OCC and DA), community and faith-based leaders, and media outlets. Staff attending from the SFPD include the Police Chief, Chief of Staff, Command Staff members, representatives of the Investigations Division and the District Station captain. This process is under review by Command Staff and Media Relations to ensure an orderly and transparent dissemination of the information continues to occur with technological advancements.

Recommendation R.13.A: SFPD and the Police Commission should make it official policy for the SFPD to release the names of all officers involved in each OIS incident within 10 days, unless it has knowledge of credible threats to the officer's safety. In those instances in which the SFPD has knowledge that such credible threats exist, the SFPD should issue a statement stating it is withholding release of the names of the officers because of a credible threat to their safety.

Recommendation has been implemented.

Since 2014, when the California Supreme Court ruled that agencies must release the names of officers involved in shootings, the SFPD has complied with that decision within 10 days of the incident. When a credible threat to the safety of the involved officer(s) exists, the SFPD will issue a statement to clarify why the information is being withheld.

Recommendation R.13.B: Simultaneous with its release of the names of the officers involved in an OIS incident or the statement that it is withholding release of that information, the SFPD should make the information available on its website.

Recommendation has not been, but will be, implemented in the future.

This is in process. The City's Department of Technology will be developing and enhancing the City's IT infrastructure which will include developing new websites for both the Police Department and Police Commission. At this time, the current website needs to be redesigned to make it more user-friendly and information readily accessible on a dedicated reports page. We anticipate the SFPD's IT Department will have the infrastructure developed within the second quarter of 2017.

Recommendation R.13.C: SFPD and the Police Commission should make it official policy that in those instances when the names of officers involved in an OIS incident are not released due to a credible threat to the officers' safety, the SFPD shall release the names of all officers involved as soon as the SFPD determines that the credible threat has passed.

Recommendation has been implemented.

The SFPD ensures that prior to releasing officers' names that any known, credible threat has been resolved.

Recommendation R.15: The Police Commission or the newly created OIS Investigation Oversight Task Force (see Recommendations R.8.A. and R.8.B.), in addition to summarizing the findings and conclusions of the various OIS investigations (again see Recommendations R.8.A. and R.8.B.), should examine each fatal OIS incident with a view to developing "lessons learned" and answering the following questions:

- What circumstances contributed to the OIS incident?
- What aspects of the interaction between the SFPD officers and the suspect, if any, could have been handled differently so that the loss of a life would not have occurred?
- What alternatives to deadly force may have been tried? What lessons can be learned?
- Should any SFPD policies and procedures be reviewed or revised because of the incident?

The entity making this review of the fatal OIS incident should publish its findings, as well as those from each of the other City agencies involved, in one comprehensive report that is made available to the public. The entity should then hold a community meeting to share highlights from the report and the conclusions drawn from the OIS incident and should seek and allow for public comment and feedback.

Requires further analysis.

The Police Commission currently oversees and reviews the conduct of OIS investigations. Many of the reforms already implemented by SFPD – including time and distance / zone of danger, body worn cameras and use of force - are based on the findings from OIS investigations. The Police Commission also engages

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the Police Officers Association (POA) and provides a public forum for community members to comment on current practices and proposed reforms.

In November 2016, San Francisco citizens will vote on a City Charter Amendment to rename the Office of Citizen Complaints to the Department of Police Accountability; and will add new responsibilities to the Department of Police Accountability. If approved by the voters, the Charter Amendment would require that the Department of Police Accountability investigate claims of officer misconduct and use of force. Certain other reforms are pending and additional reforms will be proposed in the future.

OFFICE OF CITIZEN COMPLAINTS

CITY AND COUNTY OF SAN FRANCISCO



Joyce M. Hicks
Executive Director

September 2, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

RE: Civil Grand Jury Report – *Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings.*

Dear Judge Stewart:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2014-2015 Civil Grand Jury report entitled "*Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings*," issued July 6, 2016. I appreciate very much the Grand Jury's attention to this important and challenging issue.

Introduction

Because this report addresses multiple agencies, the Office of Citizen Complaints (OCC) has crafted responses just to those findings and recommendations specifically directed to this office. For ease of reading, the responses are grouped into two categories, Transparency and Streamlining. In addition, a response matrix is attached.

Findings and Recommendations Relating to Transparency

As stated above, the Grand Jury findings relating to transparency are addressed together here.

Providing the greatest possible transparency allowed by law is a high priority for the OCC. However, California has some of the most restrictive laws in the country with respect to release of information in Officer Involved Shooting (OIS) investigations, like the ones conducted by the OCC. These rules significantly limit the information the OCC can provide to the public.

For example, it was only in 2014 that it became clear that a law enforcement agency could even release the names of the officers involved in an OIS. Long Beach Police Officers Assn. v. City of Long Beach (2014) 59 Cal.4th 59. As you know, the OCC is still prohibited from releasing much more than that about any specific investigation. Copley Press, Inc. v. Sup. Ct. (County of San Diego) (2006) 39 Cal.4th 1272. But the OCC does work diligently to provide to the public that information which the OCC is allowed to disseminate.

FINDING 1. None of the City agencies that are fundamental to OIS investigations has done an adequate job informing the citizens of San Francisco how the process works.

Response:

Disagree, partially.

The OCC can only speak to the transparency efforts it has made, and not to the efforts made by the other agencies noted in this finding. As for the efforts of the OCC, state law prohibits the OCC from providing the public with factual information about specific cases, including most of the details of the processes used in any specific case. Copley Press, Inc. v. Sup. Ct. (County of San Diego) (2006) 39 Cal.4th 1272. It has been the experience of the OCC that most complainants' concerns about transparency stem from the limitations imposed by state law, not any failure on the part of the OCC to divulge information that the OCC is permitted to share.

That said, the OCC is able to inform the public about the process in general, and does so in the following ways, among others:

- a) The OCC publishes annual and quarterly reports, which are also available at the OCC website, sfgov.org/occ. These reports note the specific OIS cases investigated, when the OIS incident occurred, and when the investigations were closed.
- b) The OCC publishes monthly Complaint Summary Reports, also known as Openness Reports, detailing cases resolved that month. These are redacted to omit any specific case identifier, such as the case names, or the complainants' or officers' names. The details provided include a summation of the allegations, the findings of OCC, and the action taken by the Chief of Police and/or the Police Commission on those cases. These reports are also on the OCC website.
- c) The OCC's process for investigating cases is disseminated to the public through the OCC Community Outreach Strategic Plan. As part of that plan, OCC staff attend a wide variety of outreach events in the community, where staff introduce the OCC, its mission, provide information regarding procedures in general, and distribute OCC brochures.
- d) The OCC website describes the process for receiving and investigating complaints, which applies equally to OIS cases as it does to other kinds of complaints.

The Police Commission and the OCC staff deserve credit for the hard work they have put into these transparency efforts. Taken together, these steps have made the San Francisco police discipline system among the most transparent such systems in the state.

However, the OCC does agree with the Grand Jury that the addition of a webpage specific to the OIS process on the OCC website as described in Recommendation 1 would be a valuable resource for the community. The OCC is working on creating such a page, as described in the next response.

RECOMMENDATION 1. Each of the three City agencies fundamental to OIS investigations - SFPD, DA's Office and the OCC – should create a “OIS Investigations” web page specifically devoted to educating the public about that agency’s role in the investigation of OIS incidents. Each agency’s web page should be comprehensive and answer the following questions:

- Who is involved in the investigation, and what are their roles and responsibilities;
- Why is the agency involved in OIS investigations;
- What is the investigation’s purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not an/or cannot be disclosed and why;
- When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;
- How does the OIS investigation process work; and
- Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.

Each agency should make its “OIS Investigations” web page available in English, Spanish, Chinese and Filipino (Tagalog).

Each agency should provide a link from its home page to its “OIS Investigations” web page, so that it can be accessed easily.

Each agency should add its “OIS Investigations” web page to its website as soon as possible, but no later than six months after the date this report is published.

Response:

This recommendation has not been, but will be, implemented in the future.

As noted above with respect to Finding 1, the OCC agrees that the webpage described in this Recommendation would be valuable to the community. As part of a package of ongoing information technology improvements at the OCC, the Mayor and Board of Supervisors have

allocated funding for a new Assistant Information Systems Analyst (Civil Service Classification 1051). I intend to task that individual with creating the webpage containing the information described in Recommendation 1. Other staff are crafting the content, which will be translated as recommended.

RECOMMENDATION 12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable, and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.

Response:

Agree.

Should such a Task Force be created, I will attend Town Hall meetings. In addition, we currently attend public meetings called by the Chief of Police following Officer Involved Shootings.

Findings and Recommendations Relating to Streamlining

The Grand Jury also made findings and recommendations for streamlining the existing OIS process. Because many are interrelated, they are addressed together here.

RECOMMENDATION 2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.

Response:

This recommendation requires further study.

It is important to note that the OCC reports to the Police Commission, and this recommendation calls for the Police Commission to arrange for a study. The OCC defers to the

Commission as to whether and how to do so. Once the Commission provides direction as to how it wishes to proceed, the OCC will make every effort to assist.

FINDING 7. OCC Investigations are hampered and delayed by the fact that its investigators and attorneys must transcribe their own extensive notes of each witness interview.

Response:

Agree.

RECOMMENDATION 7.A. The OCC should allocate current year funds and include funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services, so that OCC staff can spend more of its time on investigations and legal analysis and less time on the transcription of interview notes.

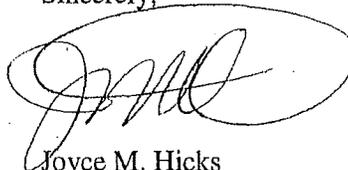
Response:

This recommendation has been implemented.

Conclusion

Thank you for this opportunity to respond to the Grady Jury Report "*Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings.*" I hope the members of the Grand Jury find these responses useful.

Sincerely,



Joyce M. Hicks
Executive Director
Office of Citizen Complaints

Enclosure

2015-16 Civil Grand Jury
 Transparent Investigations of Fatal SFPD Officer-Involved Shootings
 MASTER LIST FINDINGS Response Template

CGJ Year	Report Title	Findings	Respondent assigned by CGJ	Responses (Agree/Disagree) Use the drop down	2016 Response Text
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	F.1. None of the City agencies that are fundamental to OIS investigations has done an adequate job informing the citizens of San Francisco how the process works.	Office of Citizen Complaints	disagree with it, partially (explanation in next column)	State law prohibits the OCC from providing the public with factual information about specific cases, including most of the details of the processes used in any specific case. <u>Copley Press, Inc. v. Sup. Ct. (County of San Diego)</u> (2006) 39 Cal.4th 1272. It has been the experience of the OCC that most complainants transparency stem from the limitations imposed by state law, not any failure on the part of the OCC to divulge information that the OCC is permitted to share. That said, the OCC is able to inform the public about the process in general, and does so in the following ways, among others: a) The OCC publishes annual and quarterly reports, which are also available at the OCC website, sfgov.org/occ . These reports note the specific OIS cases investigated, when the OIS incident occurred, and when the investigations were closed; b) The OCC publishes monthly Complaint Summary Reports, also known as Openness Reports, detailing cases resolved that month. These are redacted to omit any specific case identifier, such as the case names, or the complainants' or officers' names. The details provided include a summation of the allegations, the findings of OCC, and the action taken by the Chief of Police and/or the Police Commission on those cases. These reports are also on the OCC website; c) The OCC's process for investigating cases is disseminated to the public through the OCC Community Outreach Strategic Plan. As part of that plan, OCC staff attend a wide variety of outreach events in the community, where staff introduce the OCC, its mission, provide information regarding procedures in general, and distribute OCC brochures; d) The OCC website describes the process for receiving and investigating complaints, which applies equally to OIS cases as it does to other kinds of complaints. The Police Commission and the OCC staff deserve credit for the hard work they have put into these transparency efforts. Taken together, these steps have made the San Francisco police discipline system among the most transparent such systems in the state. However, the OCC does agree with the Grand Jury that the addition of a webpage specific to the OIS process on the OCC website as described in Recommendation 1 would be valuable.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	F.7. OCC Investigations are hampered and delayed by the fact that its investigators and attorneys must transcribe their own extensive notes of each witness interview.	Office of Citizen Complaints	agree with finding	

2015-16 Civil Grand Jury
 Transparent Investigations of Fatal SFPD Officer-Involved Shootings
 MASTER LIST : RECOMMENDATIONS Response Template

CGJ Year	Report Title	Recommendations	Respondent assigned by CGJ	2016 Response	2016 Response Text
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"> ● Who is involved in the investigation and what are their roles and responsibilities; ● Why is the agency involved in OIS investigations; ● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why; ● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame; ● How does the OIS investigation process work; and ● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations. <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog). Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily. Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	Office of Citizen Complaints	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The OCC agrees that the webpage described in this Recommendation would be valuable to the community. As part of a package of ongoing information technology improvements at the OCC, the Mayor and Board of Supervisors have allocated funding for a new Assistant Information Systems Analyst (Civil Service Classification 1051). The OCC intends to task that individual with creating the webpage containing the information described in Recommendation 1. Other staff are crafting the content, which will be translated as recommended.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.</p>	Office of Citizen Complaints	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	It is important to note that the OCC reports to the Police Commission, and this recommendation calls for the Police Commission to arrange for a study. The OCC defers to the Commission as to whether and how to do so. Once the Commission provides direction as to how it wishes to proceed, the OCC will make every effort to assist.

2015-16 Civil Grand Jury
 Transparent Investigations of Fatal SFPD Officer-Involved Shootings
 MASTER LIST : RECOMMENDATIONS Response Template

2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.A. The OCC should allocate current year funds and include funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services, so that OCC staff can spend more of its time on investigations and legal analysis and less time on the transcription of interview notes.	Office of Citizen Complaints	The recommendation has been implemented (summary of how it was implemented in next column)	The Mayor and Board of Supervisors have so allocated.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Office of Citizen Complaints	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	Should such a Task Force be created, the OCC Director will attend Town Hall meetings. The OCC already attends public meetings called by the Chief of Police following Officer Involved Shootings.



George Gascón
District Attorney

September 6, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California
City and County of San Francisco
400 McAllister Street, Room 206
San Francisco, CA 94102-4512

Re: In the Matter of the 2015-2016 Civil Grand Jury Report "Into The Open: Opportunities For More Timely And Transparent Investigations Of Fatal San Francisco Police Department Officer Involved Shootings"—District Attorney's Response

Dear Judge Stewart:

Please find attached our response to the Civil Grand Jury's report, "Into The Open: Opportunities For More Timely And Transparent Investigations Of Fatal San Francisco Police Department Officer Involved Shootings." I commend the Civil Grand Jury for taking on this critically important issue and for conducting this comprehensive investigation.

In order to have a truly independent review of all law enforcement cases involving violations of individuals' Fourth and Fourteenth Amendment rights, the San Francisco District Attorney must have actual autonomy and independence in that investigation. Currently, San Francisco Police Department is the lead investigator on officer involved shootings, in custody deaths and excessive use of force. This structure makes it impossible to have an independent investigation. However, with our current staffing we are unable to assign people to this work on a full time basis because they are needed in other assignments.

To remedy this, I proposed the creation of an Independent Investigations Bureau (IIB) within the District Attorney's Office. The funding request in our budget submission was granted. However, the positions have been placed on reserve, making it impossible for us to hire staff. The IIB would be responsible for investigating and prosecuting cases of law enforcement officers who violate the Fourth and/or Fourteenth Amendment rights of individuals. The unit will handle all law enforcement officer involved shootings, all in-custody deaths, and all cases of on-duty excessive use of force. In addition to the prosecution of these cases, the unit will also be responsible for investigating and remedying colorable claims of factual innocence.

WHITE COLLAR CRIME DIVISION

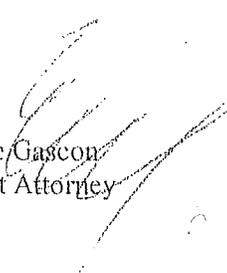
732 BRANNAN STREET • SAN FRANCISCO, CALIFORNIA 94103
RECEPTION: (415) 553-1752 • FACSIMILE: (415) 551-9504

District Attorney's Office Response to the Civil Grand Jury
September 6, 2016

While the IIB will not cure all the challenges facing us as we deal with these difficult issues, it would certainly be a dramatic improvement to the way the work has historically been done. I am hopeful that this first of its kind, innovative approach will be funded quickly so that it can produce more timely and transparent procedures and outcomes the community can trust.

Thank you for this opportunity to respond to the Civil Grand Jury.

Respectfully,



George Gascon
District Attorney

The District Attorney's Office response to the Civil Grand Jury's findings is as follows:

Finding 1: "None of the City agencies that are fundamental to OIS investigations has done an adequate job informing the citizens of San Francisco how the process works."

Response: The District Attorney agrees with this finding.

Finding 4: "While there are many factors to consider when determining a timetable to complete an OIS investigation, the lack of a meaningful and enforceable process for establishing a timetable in the current MOU between the SFPD and the DA's Office allows OIS investigations to drag on too long."

Response: The District Attorney agrees with this finding.

Finding 5: "The DA's Office takes too long to complete its criminal investigations and issue its charging decision letters in OIS cases. In the last five years, it has taken an average of 611 days to issue charging decision letters in fatal OIS cases and 654 days in all OIS cases, both fatal and non-fatal."

Response: The District Attorney agrees with this finding.

Finding 14: "The public's ability to learn of the result of the DA's criminal investigation of an OIS incident is hampered because the DA's Office rarely makes a public announcement that it has completed its investigation and because the DA's charging decision letters are listed in a confusing manner on the DA Office's website."

Response: The District Attorney agrees with this finding.

The District Attorney's Office response to the Civil Grand Jury's recommendations is as follows:

Recommendation 1: "Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:

- Who is involved in the investigation and what are their roles and responsibilities;
- Why is the agency involved in OIS investigations;
- What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;
- When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;
- How does the OIS investigation process work; and
- Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.

Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).

Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.

Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published."

Response: This recommendation will be implemented no later than December 31, 2016. We are hopeful that by this date we will be able to post our new role and responsibilities based on the formation of the IIB.

Recommendation 2.A: "The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation."

Response: This recommendation will not be implemented, as we do not have adequate funding to commission the recommended study. However, we have already determined several ways to improve the speed and independence of OIS investigations. In the 2016-17 budget we requested funding to create an Independent Investigations Bureau (IIB). This request was funded and we are waiting for the Mayor and the Board of Supervisors to remove the positions from reserve so that we can hire attorneys and investigators dedicated solely to investigating and prosecuting officer involved shootings and excessive use of force cases. This team will be able to send trained personnel to the scene of OIS cases which will dramatically improve our ability to capture evidence in a timely manner. Additionally, having dedicated personnel on these cases rather than tasking the work to already overburdened prosecutors will mean faster charging and trial preparation than we are currently capable of achieving. The new unit will bring much needed improvement to our process which has been substantially limited by poor resources.

Recommendation 4: "The SFPD and the DA's Office should jointly draft a new MOU in which each commits to an agreed-upon process to:

- Prioritize and expedite their investigations of OIS incidents within an established timeframe;
- Make a public announcement when each completes its OIS investigation, so that the public may be better informed of the investigative results and the time taken by each agency to complete its OIS investigation.

Response: This recommendation has not yet been implemented. We have drafted a proposed MOU and shared it with the SFPD. We are awaiting their feedback and acceptance of the new terms. We hope to reach agreement by September 30, 2016.

Recommendation 5.A: "The DA should immediately give the investigation of OIS cases priority and dedicate the departmental resources required to reduce the time the DA's Office takes to complete its criminal investigation and issue its charging decision letters in OIS cases."

Response: This recommendation has been implemented in part, and will be fully implemented once the funding for the IIB is released and the positions are filled. The District Attorney has always given the investigation of OIS incidents top priority and has used the limited resources available to his office to ensure that each OIS investigation is conducted in a thorough and professional manner. However, the historic lack of funding specifically dedicated to the investigation of OIS incidents has resulted in a much longer than optimal length of time required to complete each investigation and issue the charging decision letters. We have already determined several ways to improve the speed and independence of OIS investigations. As noted in response to Recommendation 2.A. we requested funding to create the IIB and this request was funded in the current fiscal year's budget.

Recommendation 5.B: "The DA should determine the resources necessary to reduce the length of time the DA's Office spends to complete its criminal investigations in OIS incidents and then make sufficient requests for those resources in the proposed budget for fiscal year 2017-2018, and thereafter."

Response: This recommendation has been implemented. Our primary request in the 2016-17 budget was for staffing to improve the way we investigate and prosecute OIS cases. We recognized the long timeframe for completing our work as well as other problems with the process. This compelled us to request funding and push hard for the creation of a new unit in our office dedicated solely to this work because of its paramount importance. Unfortunately, the positions were placed on reserve so we have not been able to hire staff yet.

Recommendation 12.B: "The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate."

Response: This recommendation has been implemented in part, and will be fully implemented by no later than December 31, 2016. The District Attorney's Office has attended a number of town hall meetings concerning OIS incidents over the last few years, and the District Attorney has personally met with the concerned community members, including family and friends, in connection with several of them.

Recommendation 14.A: "The DA's Office should make a public announcement each time it issues a charging decision letter so that the public is made aware that it has completed its OIS criminal investigation."

Response: This recommendation has been implemented. We already prepare a letter summarizing each incident and post it to our website. Going forward, the District Attorney's Office will also issue a press statement each time a charging decision has been made relating to an OIS investigation.

District Attorney's Office Response to the Civil Grand Jury
September 6, 2016

Recommendation 14.B: "The DA's Office should make its charging decision letters on its website more easily accessible to the public by including on the index page the name of the individual shot and the date of the OIS incident."

Response: This recommendation has been implemented.



Received via email
09/26/2016
File Nos. 160615/160616

The Police Commission

CITY AND COUNTY OF SAN FRANCISCO

September 15, 2016

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

SUZY LOFTUS
President

L. JULIUS M. TURMAN
Vice President

DR. JOE MARSHALL
Commissioner

PETRA DeJESUS
Commissioner

THOMAS MAZZUCCO
Commissioner

VICTOR HWANG
Commissioner

SONIA MELARA
Commissioner

Sergeant Rachael Kilshaw
Secretary

RE: Civil Grand Jury Report - *Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings.*

Dear Judge Stewart:

Pursuant to California Penal Code sections 933 and 933.05, the following is the Police Commission's ("Commission") response to the 2015 -2016 Civil Grand Jury Report entitled, "**Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings**" ("Report")." The Commission would like to thank the members of the Civil Grand Jury for their interest in the City's various investigations of Officer-Involved Shootings ("OIS") and for their efforts to improve the timeliness and transparency of OIS investigations.

FINDINGS

Finding F.2: Because the SFPD consistently does not meet the time frame in its own General Order by which investigations of the OIS incidents are to be conducted and completed, the General Orders create a sense of false expectations for the citizens of San Francisco.

Disagree with finding, partially.

The 30, 45 and 60- day deadlines imposed in General Orders 3.10 and 8.11, when first issued, were considered industry standards. With advancements in technology and science, these investigative deadlines do not reflect the inherent complexities (forensic evidence processing, etc.) involved in conducting OIS investigations.

In addition, the current deadlines do not consider the dependencies of independent investigations now required that are outside the control of the Commission and the SFPD,

including the District Attorney's investigation and, in death cases, the Medical Examiner's investigation. The length of an OIS investigation is largely dependent on the outcome of these investigations, and in particular, the charging decision of the District Attorney's Office with respect to the officer. All relevant reports, including the Medical Examiner's report, are needed to complete the criminal investigation. Likewise, the trailing administrative investigation would not be complete without the District Attorney's Office determination of the criminal portion. Per California Government Code 3304(d), the time limit investigation of a personnel investigation tolls until (1) a criminal investigation; (6) civil litigation; or (7) criminal litigations where the officer is the defendant in the matter is completed. While the administrative case could theoretically be closed before these happen, the SFPD's administrative investigation has a significant dependency on the finding of the District Attorney, because the officer must have acted lawfully to be within policy. It is conceivable that at the conclusion of an investigation, the District Attorney could charge the officer with a crime that the administrative investigation or the SFPD Homicide investigators had not foreseen.

RECOMMENDATIONS

Recommendation R.2.A: The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.

Recommendation has not been implemented but will be in the future.

This recommendation is being reviewed by the U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.2.B: After receiving the results of the study of ways to streamline the OIS investigation process, the Police Commission should revise the General Orders to more accurately reflect the timeframes by which investigations of OIS incidents are to be completed.

Recommendation has not been implemented but will be in the future.

This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.7.B: The Police Commission should support the OCC's funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services.

Recommendation has been implemented.

The Commission advocates on behalf of the OCC's funding requests each year and has done so for FY 2017-2018. The OCC recently obtained funding for transcriptions services.

Recommendation R.10.A: SFPD and the Police Commission should make it official policy for the SFPD to hold press conferences as soon as possible after *each* OIS incident.

Recommendation requires further analysis.

The SFPD's current practice is to have a press briefing/conference as immediately as possible after each OIS incident, including a briefing at the scene of, or close proximity to, the incident. At these briefings, preliminary information is provided by the Media Relations Unit, the Police Chief, or designee.

Updated information is provided to the public through press releases, and any media inquiries are addressed through Media Relations Unit. Updated information is also provided at a town hall meeting or meeting with community leaders, held within 10 days of an OIS incident, as well as at the weekly Commission meetings and at meetings with community leaders, stakeholders, and advocates.

This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.11.A: SFPD and the Police Commission should make it official policy for the SFPD to post "updates" on its website as soon as possible after *each* OIS incident.

Recommendation requires further analysis.

The SFPD currently posts information released to the media as a "press release" relating to critical incidents, including OIS incidents, on its website. In addition, information relating to town hall meetings are released to the media and posted on the website. The Commission will review best practices of other agencies to determine a process by which updated information can be shared on its website that will not compromise the ongoing investigation.

As part of the SFPD's participation in the White House Police Data Initiative, datasets relating to officer involved shootings between 2009 and 2015 are posted on the SFPD's website.

This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.12.A: SFPD and the Police Commission should make it official policy for the SFPD to hold town hall meetings within a week after *each* OIS incident.

Recommendation requires further analysis.

For the past five years, it had been the practice of the SFPD to hold town hall meetings in the area most affected by an OIS; members of the Commission were invited to attend those meetings. No more than three members of the Commission would attend the town hall meetings.

Most recently, as the SFPD has been expanding its collaboration with community stakeholders and interfaith leaders, meetings have been these specific groups who represent those neighborhoods most impacted by the incident. These community leaders then provide information to their respective communities. The SFPD has invited members of the Commission to attend these meetings, with no more than three Commissioners in attendance.

The Commission acknowledges the seriousness of these critical incidents and the importance of transparency, and will collaborate with the SFPD to draft a policy that will allow for information to be shared with the public whether at a town hall meeting or direct meeting with community leaders and stakeholders.

This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.12.B: The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.

Recommendation requires further analysis.

For the past five years, a town hall meeting has been convened within 10 days of an OIS investigation as close as possible to the location of the incident. The SFPD has invited some members of the Commission to attend. All of the members of the Commission cannot attend the same town hall meeting at the same time to avoid violating Administrative Code 67 et seq. and Government Code 549954 and creating a quorum and holding an improperly noticed meeting.

The Commission acknowledges the seriousness of these critical incidents and the importance of transparency, and will collaborate with the SFPD to draft a policy that will allow for information to be shared with the public whether at a town hall meeting or direct meeting with community leaders and stakeholders.

This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Recommendation R.13.A: SFPD and the Police Commission should make it official policy for the SFPD to release the names of all officers involved in each OIS incident within 10 days, unless it has knowledge of credible threats to the officers' safety. In those instances in which the SFPD has knowledge that such credible threats exist, the SFPD should issue a statement stating it is withholding release of the names of the officers because of a credible threat to their safety.

Recommendation has been implemented.

Since 2014, when the California Supreme Court rules that agencies must release the names of officers involved in shootings, the SFPD has complied with that decision within 10 days of the incident. When a credible threat to the safety of the involved officer(s) exists, the SFPD will issue a statement to clarify why the information is being withheld.

Recommendation R13.C: SFPD and the Police Commission should make it official policy that in those instances when the names of officers involved in an OIS incident are not released due to a credible threat to the officers' safety, the SFPD shall release the names of all officers involved as soon as the SFPD determines that the credible threat has passed.

Recommendation has been implemented.

The SFPD ensures that, prior to releasing officers' names, any known, credible threat has been resolved.

Recommendation R.15: The Police Commission or the newly created OIS Investigation Oversight Task Force (see Recommendations R.8.A. and R.8.B), in addition to summarizing the findings and conclusions of the various OIS investigations (again see Recommendation R.8.A. and R.8.B.), should examine fatal OIS incidents with a view to developing "lessons learned" and answering the following questions:

- What circumstances contributed to the OIS incident?
- What aspects of the interaction between the SFPD officers and the suspect, if any, could have been handled differently so that the loss of life would not have occurred?
- What alternatives to deadly force may have been tried? What lessons can be learned?

- Should any SFPD policies and procedures be reviewed or revised because of the incident?

The entity making this review of the fatal OIS investigation should publish its findings, as well as those from each of the other City agencies involved, in one comprehensive report that is made available to the public. The entity should then hold town hall meetings to share highlights from the report and the conclusions drawn from the OIS incident and should seek and allow for public comment and feedback.

Recommendation requires further analysis and may be implemented in the future.

The Commission has directed the SFPD to recommend policy changes resulting from OIS investigations where general policy issues have been identified during the course of the administrative investigation, but prior to the investigation being finalized.

This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.

Conclusion:

On behalf of the entire Police Commission, I again want to thank you for the opportunity to respond to the Civil Grand Jury's Report *"Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal San Francisco Police Department Officer-Involved Shootings."*

Sincerely,


THOMAS P. MAZZUCCO
San Francisco Police Commission

cc: VIA EMAIL
Honorable Mayor Edwin Lee
Honorable San Francisco Board of Supervisors
Commission President Suzy Loftus
Interim Chief of Police Toney Chaplin
Deputy Chief Garret Tom

October 25, 2016 Communications Page

From the Clerk of the Board, agencies that have submitted a 2016 Local Agency Biennial Conflict of Interest Code Review Report:

Office of Citizens Complaints
Department of Building Inspection – amendment submitted
Office of Economic Workforce Development
Housing Authority
Public Health
Planning Department
Office of Treasurer and Tax Collector
Treasure Island Development Authority
San Francisco Workforce Investment Board

2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report

Name of Agency: Office of Citizen Complaints
Mailing Address: 25 Van Ness Avenue, Suite 700, San Francisco, CA 94102
Contact Person: Pamela Thompson
Office Phone No: 415-241-7721
E-mail: Pamela.thompson@sfgov.org

This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:

(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other *(describe)* _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature of Chief Executive Officer

10.11.2016

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

[Print](#)

San Francisco Campaign and Governmental Conduct Code

SEC. 3.1-165. CITIZEN COMPLAINTS, OFFICE OF.

<i>Designated Positions</i>	<i>Disclosure Categories</i>
Director	1
Chief Investigator DEPUTY DIRECTOR	1

(Added by Ord. 71-00, File No. 000358, App. 4/28/2000; amended by Ord. 93-08, File No. 090199, App. 6/10/2009)

(Derivation: Former Administrative Code Section 58.155)

**2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report**

Name of Agency: Department of Building Inspection
Mailing Address: 1660 Mission Street, San Francisco CA 94103
Contact Person: Carolyn Jayin Title: Executive Secretary II
Office Phone No: 415-558-6131
E-mail: carolyn.jayin@sfgov.org

This agency has reviewed its conflict-of-interest code and has determined that:

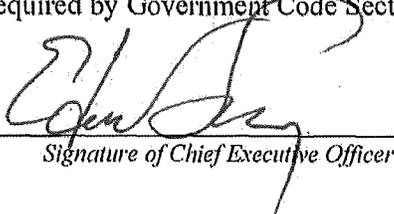
An amendment is required. The following amendments are necessary:

(Check all that apply.)

- Include new positions (including consultants) that must be designated.
 - Revise disclosure categories.
 - Revise the titles of existing positions.
- Delete positions that have been abolished.
 - Delete positions that no longer make or participate in making governmental decisions.
 - Other *(describe)* _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature of Chief Executive Officer

8-31-16

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

2016 Biennial Conflict of Interest Code Review Report
Department of Building Inspection

Substitute the following:

IS Administrator III to IT Operations Support Administrative IV

IS Business Analyst to IS Programmer Analyst-Senior

Management Assistant to Junior Administrative Analyst

Deputy Director, Code Enforcement Services to Assistant Director

Delete the following:

IS Operator Analyst

Manager III

Clerk Typist

Add the following:

Student Design Trainee I

Manager, Communications Director

**2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report**

Name of Agency: OEWD - Office of Economic + Workforce Development
Mailing Address: 1 Dr. Carlton B. Goodlett Place, City Hall
Contact Person: Anabel Simonelli - Supervisor Title: Chief People Officer Rm 443
Office Phone No: 415-654-11057
E-mail: anabel.simonelli@sfgov.org

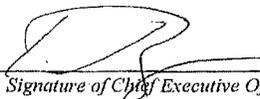
This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:
(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other (describe) _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature of Chief Executive Officer

10/7/2016

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

Print

San Francisco Campaign and Governmental Conduct Code

**SEC. 3.1-207. ECONOMIC AND WORKFORCE DEVELOPMENT,
OFFICE OF.**

<i>Designated Positions</i>	<i>Disclosure Categories</i>
Director, Office of Economic and Workforce Development	1
Chief Financial Officer	1
Director of Development	1
Director of Waterfront Development	1
America's Cup Project Director	1
Project Director	1
Deputy Director, Invest in Neighborhoods	1
Director, Business Development	1
Director, Neighborhood Business Development	1
Project Managers	1
Director of Workforce Development	1
Deputy Director of Workforce Development	1
City-Build Program Director	1
Director of Workforce Operations	1
Director of Contracts and Performance	1
Business Services Manager	1
Sector Initiatives Director	1
Workforce Development Manager	1
Workforce Compliance Manager	1

(Added by Ord. 99-05, File No. 041570, App. 5/25/2005; amended by Ord. 80-07, File No. 070122, App. 4/19/2007; Ord. 93-08, File No. 090199, App. 6/10/2009; Ord. 320-10, File No. 101272, App. 12/23/2010; Ord. 2-13, File No. 120964, App. 2/4/2013, Eff. 3/6/2013, Oper. 1/1/2013)

**2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report**

Name of Agency: Housing Authority of the City and County of San Francisco
Mailing Address: 1815 Egbert Avenue, San Francisco California 94124
Contact Person: Linda Martin-Mason Title: Director of Policy/Supervising Attorney
Office Phone No: (415) 715-3951
E-mail: martinl@sfha.org

This agency has reviewed its conflict-of-interest code and has determined that:

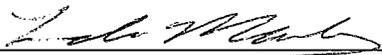
An amendment is required. The following amendments are necessary:
(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other (describe) _____

2016 OCT 11 PM 3:03
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No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature

October 11, 2016

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org



SAN FRANCISCO HOUSING AUTHORITY

1815 EGBERT AVENUE, SAN FRANCISCO, CA 94124
MAIN LINE: (415)715-5200 TTY: (415)467-6754
WWW.SFHA.ORG

VIA: HAND DELIVERY

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: Rachel.gosiengfiao@sfgov.org

October 11, 2016

Re: 2016 Local Agency Biennial Notice Conflict of Interest Code Review Report

Dear Ms. Gosiengfiao,

Per the 2016 Local Agency Biennial Notice Conflict of Interest Code Review Report, the Housing Authority of the City and County of San Francisco (Authority) has provided the current designated positions as an attachment herein.

The following identify the additional positions that the Authority has filled:

- Chief Procurement Officer
- Director of Information Technology
- Director of Finance
- Director of Policy and Supervising Attorney
- Director of Leased Housing
- Administrator, Risk and Safety

The following identify the positions that are vacant at the Authority and which the Authority does not plan to fill:

- Accounting Manager
- Administrator, Finance
- Administrator, Management Services & Support
- Administrator, Public Housing Operations
- Administrator, Section 8
- Buyer
- Deputy Department Administrator, Housing Development & Modernization
- Director of Central Services
- Director of Management Information Systems
- Director of Occupational Health & Safety
- Domestic Violence & Crisis Intervention Specialist

- Labor/Employee Relations Manager
- Materials Control Officer
- Materials Manager
- Senior Buyer

Please contact me at martinl@sfha.org if you have further questions. Thank you.

Best regards,

A handwritten signature in black ink, appearing to read "Linda Martin-Mason", with a horizontal line underneath.

Linda Martin-Mason
Director of Policy and Supervising Attorney
Office of Government Affairs and Policy
San Francisco Housing Authority

Print

San Francisco Campaign and Governmental Conduct Code

SEC. 3.1-270. HOUSING AUTHORITY.

Disclosure Category 2. Persons in this disclosure category shall disclose all investments in, income from, and any business position in any business entity which leases, rents or operates from property of the San Francisco Housing Authority, or which provides or contracts with the Housing Authority to provide, services, supplies, materials, machinery or equipment to the Authority, or which has done so within the two years prior to the filing of any disclosure statement, or which may foreseeably do so in the future.

<i>Designated Positions</i>	<i>Disclosure Categories</i>
Commissioners	1
Executive Director	1
Accounting Manager	1
Administrator, Finance	1
Administrator, Housing Development & Modernization	1
Administrator, Management Services & Support	1
Administrator, Public Housing Operations	1
Administrator, Section 8	1
Assistant Executive Director	1
Assistant General Counsel	1
Attorney I	1
Attorney II	1
Budget Manager	2
Buyer	2
Construction Inspector	2
Construction Services Manager	2
Construction Services Manager	1
Deputy Department Administrator, Housing Development & Modernization	1
Deputy Department Administrator	1
Deputy Executive Director	1
Director of Central Services	2
Director of Human Resources	2
Director of Management Information Systems	2
Director of Occupational Health & Safety	2
Director of Public Housing Operations	2
Domestic Violence & Crisis Intervention Specialist	2
General Counsel	1
Hope VI Program Manager	2
Housing Inspector I	2
Housing Inspector II	2

Human Resources Manager	2
Labor/Employee Relations Manager	2
Maintenance Inspector	2
Manager of Central Maintenance	2
Materials Control Officer	1
Materials Manager	1
Planning and Programs Director	2
Program Manager I	2
Program Manager II	2
Program Manager III	2
Program Specialist II	2
Project Manager	2
Senior Buyer	2
Senior Project Manager	2
Special Programs Manager	2
Vacates Manager	2

(Added by Ord. 71-00, File No. 000358, App. 4/28/2000; amended by Ord. 58-01, File No. 001951, App. 4/13/2001; Ord. 73-03, File No. 022027, App. 4/25/2003; Ord. 99-05, File No. 041570, App. 5/25/2005; Ord. 80-07, File No. 070122, App. 4/19/2007)

(Derivation: Former Administrative Code Section 58.225)

**2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report**

Department of Public Health

Name of Agency:

Mailing Address: 101 Grove Street #210

Contact Person: Arlena Winn

Title: Quality Assurance Coordinator

Office Phone No: (415) 554-2598

E-mail:

This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:
(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other (describe) _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature of Chief Executive Officer

19 | 12 | 16

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

**SEC. 3.1-362. PUBLIC HEALTH, DEPARTMENT OF.
their category**

Designated Positions and

Unchanged

- (a) **Disclosure Category 2.** Persons in this category shall disclose all investment and business positions in business entities and income from all laboratories, clinics, hospitals, rest homes, nursing homes, and outpatient care facilities, all medical, surgical, psychiatric, psychological, and related practices, all medical supply firms, drug companies, and insurance companies; all child or adult care facilities; all medical or social service consulting firms; and any source which provides, or contracts with the City and County of San Francisco and its Public Health Department to provide services, supplies, materials, machinery or equipment to the Public Health Department.

Unchanged

- (b) **Disclosure Category 3.** Persons in this category shall disclose all investment and business positions in business entities, interests in real property, and income from any source subject to the regulatory, permit or licensing authority of the Department of Public Health.

Public Health Form 700 Filers Up to 2016 filing and 2016 Amendments

Click header arrow to expand

Revised list to reflect Designation Title and Disclosure Category Oct 6, 2016 Amendments

Click header arrow to expand

**SEC. 3.1-362. PUBLIC HEALTH, DEPARTMENT OF.
 their category**

Designated Positions and

Unchanged

- (a) **Disclosure Category 2.** Persons in this category shall disclose all investment and business positions in business entities and income from all laboratories, clinics, hospitals, rest homes, nursing homes, and outpatient care facilities, all medical, surgical, psychiatric, psychological, and related practices, all medical supply firms, drug companies, and insurance companies; all child or adult care facilities; all medical or social service consulting firms; and any source which provides, or contracts with the City and County of San Francisco and its Public Health Department to provide services, supplies, materials, machinery or equipment to the Public Health Department.

Unchanged

- (b) **Disclosure Category 3.** Persons in this category shall disclose all investment and business positions in business entities, interests in real property, and income from any source subject to the regulatory, permit or licensing authority of the Department of Public Health.

Public Health Form 700 Filers Up to 2016 filing and 2016 Amendments

Click header arrow to expand

Designated Positions	Disclosure Categories	2016 Amendments	
		Disclosure Category	Designated Position
Health Commissioner	1	Unchanged	Revised Title to City Classification & City job Title
Director of Health	1	Unchanged	Revised Title to City Classification & City job Title

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Secretary, Health Commission	1	Unchanged	Revised Title to City Classification & City job Title
Accounts Payable and Procurement Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Administrative Engineer	2	Removed	No longer makes or participates in making governmental decisions.
Agricultural Inspector	2	Unchanged	Revised Title to City Classification & City job Title
Applied Research, Community Health Epidemiology & Surveillance Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Assistant Director of Clinical Services		Changed to Category 3	Revised Title to City Classification & City job Title
Assistant Director, Clinical Services II	2	Changed to Category 3	Revised Title to City Classification & City job Title
Assistant Director, Food Services	2	Changed to category 3	Revised Title to City Classification & City job Title that holds position.
Assistant Director, Forensics/Psychiatric Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Assistant Director, Housing and Urban Health	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Assistant Director of Policy and Planning	3	Unchanged	Revised Title to City Classification & City job Title that holds position.
Assistant Director of Targeted Case Management	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Assistant General Services Manager	2	Unchanged	Revised Title to City Classification & City job Title
Assistant Materials Coordinator	2	Changed to Category 3	Revised Title to City Classification & City job Title
Associate Director, Medical Records	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Associate Director of Nursing	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Bridge HIV Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Building and Grounds Maintenance Superintendent	2	Unchanged	Revised Title to City Classification & City job Title
Center for Learning & Innovation Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Center for Public Health Research Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Communications Officer, SFGH	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Compliance Officer	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief of Medical Staff	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief, Medical Social Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Chief Deputy Registrar, Office of Vital Records	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Executive Officer, LHH	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief Executive Officer, SFGH	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief Financial Officer	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief Microbiologist	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Nursing Officer	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief Operating Officer – LHH	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Operating Officer – SFGH	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Chief Operations Officer, Primary Care Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Pharmacy Officer – SFGH	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Chief Quality Officer – SFGH	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Community Health Equity & Promotion Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Department Personnel Officer	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Deputy Director of Adult Services, CMHS	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Deputy Director of Community, Mental Health, and Public Health Programs	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Deputy Director, EMS	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Deputy Director of Health	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Deputy Director of Jail Health Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Deputy Director/Operations, Finance & Grants	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Deputy Finance/Fiscal Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Deputy Financial Officer	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Director of Activities, Therapy and Volunteer Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Admissions	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director/Agricultural Commissioner/Sealer	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
Designated Positions and their Filing Category
 Revised 10/06/2016

Director, CBHS Adult System of Care	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, CBHS Children, Youth & Families System of Care	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, CHN Patient Financial Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Community Behavioral Health Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Community Health Equity & Promotion	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Dental Division	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Director of EEO and Cultural Competency Programs	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Environmental Health	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Director of Food Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Forensic AIDS Project	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Government Affairs and Community Relations	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Health at Home Agency	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Director, Health Information System Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Housing and Urban Health	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Long Term Care	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Director of Maternal, Child, and Adolescent Health	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Mental Health Services Act	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Nutrition Services	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Director, Office of Contract Management and Compliance	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Office of Quality Management for CBHS	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Operations for the Community Programs	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Director of Patient Accounts	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Pharmaceutical Services	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Public Health Laboratories	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Director of Public Information	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director of Quality Management	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Director, Radiology	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Disease Prevention & Control Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Emergency Medical Services Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
EMS Agency Specialist	2	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Environmental Health Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Environmental Health Inspector	2	Changed to Category 3	Revised Title to City Classification & City job Title
Epidemiologist	2	Changed to Category 3	Revised Title to City Classification & City job Title
Executive Assistant to the Administrator	2	Changed to Category 3	Revised Title to City Classification & City job Title
Executive Assistant to the Director of Health	2	Unchanged	Revised Title to City Classification & City job Title
Fiscal Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Food Service Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

General Services Manager	2	Unchanged	Revised Title to City Classification & City job Title
Hazardous Materials Permit Program Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Health Program Coordinator	2	Changed to Category 3	Revised Title to City Classification & City job Title for Health Program Coordinator III. Removed Health Program Coordinator I & II because they No longer or participates in making governmental decisions.
Hospital Assistant Administrator, Facilities Management – SFGH	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Hospital Associate Administrator	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Hospital Eligibility Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Hospital Reimbursement Officer	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Industrial Hygienist	2	Changed to Category 3	Revised Title to City Classification & City job Title
Management Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Manager, Asbestos Program	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Manager, Office of Health and Safety	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Manager, Policy & Planning for Environmental Health	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Manager III	2	Unchanged	Revised Title to City Classification & City job Title
Materials and Supplies Supervisor	2	Unchanged	Revised Title to City Classification & City job Title
Medical Director, AIDS	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Medical Director, CBHS	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Medical Director, DPH	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Medical Social Worker Supervisor	2	Changed to Category 3	Revised Title to City Classification & City job Title that holds position.
MIS Director	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
MIS Manager	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Nurse Manager	2	Changed to Category 3	Revised Title to City Classification & City job Title
Nursing Supervisor	2	Unchanged	Revised Title to City Classification & City job Title
Nursing Supervisor, Psychiatry	2	Unchanged	Revised Title to City Classification & City job Title
Office of Equity & Quality Improvement Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Personnel Director	1	Changed to Category 2	Revised Title to City Classification & City job Title that holds position.
Population Health Division Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Principal Accountant (Accounts Payables & Procurement Unit)	2	Unchanged	Revised Title to City Classification & City job Title and added in all employees in the principal accountant classification.
Principal Administrative Analyst (Contracts Office Only)	2	Changed to Category 3	Revised Title to City Classification & City job Title that holds position.
Principal Disease Control Investigator	2	Unchanged	Revised Title to City Classification & City job Title
Principal Environmental Health Inspector	2	Unchanged	Revised Title to City Classification & City job Title
Public Health Emergency Preparedness & Response Branch Director	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Rad. Tech. Supervisor	2	Changed to Category 3	Revised Title to City Classification & City job Title
Rehabilitation Coordinator	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Safety Analyst	2	Changed to Category 3	Revised Title to City Classification & City job Title
Safety Officer	2	Unchanged	Revised Title to City Classification & City job Title
Senior Accountant (Accounts Payable & Procurement Unit)	2	Changed to Category 3	Revised Title to City Classification & City job Title and added in all employees in the senior accountant classification.
Senior Administrative Analyst (Contracts Office Only)	2	No longer on list	No longer makes or participates in making governmental decisions.
Senior Environmental Health Inspector	2	Changed to Category 3	Revised Title to City Classification & City job Title

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Senior Industrial Hygienist	2	Unchanged	Revised Title to City Classification & City job Title
Senior IT Manager	2	No longer on list.	No longer or participates in making governmental decisions
Senior Personnel Officer	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Senior Physician Specialist (Leadership Positions Only)	2	Changed to Category 3	Revised Title to City Classification & City job Title
Senior Staff to the Director of Health	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Senior Storekeeper	2	Unchanged	Revised Title to City Classification & City job Title that holds position.
Senior System Accountant (Accounts Payables & Procurement Unit)	2	Changed to Category 3	Revised Title to City Classification & City job Title that holds position.
Supervising Physician Specialist	2	Unchanged	Revised Title to City Classification & City job Title
Weights and Measures Inspector	2	Unchanged	Revised Title to City Classification & City job Title

(Added as Sec. 3.1-265 by Ord. 71-00, File No. 000358, App. 4/28/2000; amended by Ord. 73-03, File No. 022027, App. 4/25/2003; Ord. 99-05, File No. 041570, App. 5/25/2005; redesignated and amended by Ord. 80-07, File No. 070122, App. 4/19/2007; amended by Ord. 93-08, File No. 090199, App. 6/10/2009; Ord. 320-10, File No. 101272, App. 12/23/2010; Ord. 256-14, File No. 141003, App. 12/19/2014, Eff. 1/18/2015)

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

Revised list to reflect Designation Title and Disclosure Category Oct 6, 2016 Amendments

Click header arrow to expand

Designated Positions		Disclosure Category
Class	Job Title	
0109	Health Commissioner	1
0114	Board Commission Member, Health Commissions * New	1
0965	Department Head V, Director Of Public Health	1
1551	Secretary, Health Commission	2
1454	Executive Secretary III, Director of Public Health	2
1654	Accountant III / Senior Accountant* New	3
1657	Accountant IV / Senior Systems Accountant	3
1164	Administrator – ZSFG * New	2
1166	Administrator- DPH * New	2
3450	Agricultural Inspector	2
2246	Assistant Director of Clinical Services I	3 * New
2785	Assistant General Services Manager	3* New
1942	Assistant Materials Coordinator	3 * New
1950	Assistant Purchaser	3
2248	Assistant Director of Clinical Services II	3 * New
7120	Buildings/Grounds Maintenance Supervisor	2
7203	Buildings/Grounds Maintenance Supervisor	2
2626	Chief Dietitian * New	3
951	Deputy Director I* New	2
952	Deputy Director II* New	2
953	Deputy Director III* New	2
954	Deputy Director IV* New	2

Public Health, Department of
Designated Positions and their Filing Category
 Revised 10/06/2016

955	Deputy Director V* New	2
6222	Deputy Sealer of Weights and Measures* New	2
2552	Director Activity/Therapy/Volunteers	2
2533	Emergency Medical Services Agency Specialist	3 * New
6120	Environmental Health Inspector	3 * New
2802	Epidemiologist I	3 * New
2803	Epidemiologist II	3 * New
1161	Executive Assistant to Administration ZSFG	3
1670	Financial Systems Supervisor	2
2620	Food Service Manager Administrator	2
2593	Health Program Coordinator III * New	3
2496	Imaging Supervisor * New	3
6138	Industrial Hygienist	3 * New
8139	Industrial Injury Investigator * New	3
1024	Information Systems Administrator-Supervisor * New	3
1071	Information Systems Manager * New	2
1070	Information Systems Project Director* New	3
6220	Inspector, Weights & Measures	2
922	Manager I * New	3
923	Manager II * New	3
931	Manager III	2
932	Manager IV * New	2
933	Manager V * New	2
941	Manager VI * New	2
942	Manager VII * New	2
943	Manager VIII * New	2
1165	Manager, DPH * New	2
1944	Materials Coordinator * New	2

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

2924	Medical Social Work Supervisor	3 * New
2322	Nurse Manager	3 * New
2324	Nursing Supervisor	2
2326	Nursing Supervisor Psychiatric	2
7242	Painter Supervisor I * New	3
1664	Patient Accounts Manager * New	2
1663	Patient Accounts Supervisor * New	3
1218	Payroll Supervisor * New	3
2738	Porter Assistant Supervisor * New	3
2740	Porter Supervisor I * New	3
6124	Principal Environ Health Inspector	2
1824	Principal Administrative Analyst	3 * New
2810	Principal Disease Control Investigator	2
1825	Principal Administrative Analyst II	3
5502	Project Manager I * New	2
5504	Project Manager II * New	2
5506	Project Manager III * New	2
5506	Project Manager III * New	2
5508	Project Manager IV * New	2
1314	Public Relations Officer * New	3
1952	Purchaser * New	2
1250	Recruiter * New	3
2575	Research Psychologist * New	3
6130	Safety Analyst	3 * New
5177	Safety Officer	2
2932	Senior Behavioral Health Clinician * New	3
2808	Senior Disease Control Investigator * New	2
6122	Senior Environ Health Inspector	3 * New

Public Health, Department of
 Designated Positions and their Filing Category
 Revised 10/06/2016

6139	Senior Industrial Hygienist	2
1926	Senior Materials & Supplies Supervisor * New	3
2922	Senior Medical Social Worker	3
2550	Senior Occupational Therapist * New	3
2558	Senior Physical Therapist * New	3
2232	Senior Physician Specialist	3 * New
2912	Senior Social Worker * New	3
2935	Senior MFC Counselor * New	3
1375	Special Assistant XVI * New	3
1938	Stores & Equipment Assistant Supervisor * New	3
2453	Supervising Pharmacist * New	3
2233	Supervising Physician Specialist	2
2576	Supervising Clinical Psychologist * New	3

2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report

Name of Agency: San Francisco Planning Commission _____
Mailing Address: 1650 Mission Street, Suite 400 _____
Contact Person: Jonas P. Ionin _____ Title: Director of Commission Affairs _____
Office Phone No: 415-816-8381 _____
E-mail: jonas.ionin@sfgov.org _____

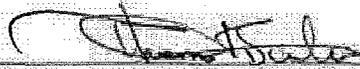
This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:
(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other (describe) _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature of Chief Executive Officer

September 30, 2016

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report

Name of Agency: Office of the Treasurer & Tax Collector
Mailing Address: City Hall, Room 140
Contact Person: Pauline Marx Title: Chief Assistant Treasurer
Office Phone No: 415.554.5260
E-mail: Pauline.Marx@sfgov.org

This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:
(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other (describe) _____

-documents sent to City attorney's office

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.

Pauline Marx
Signature of Chief Executive Officer

8/19/16
Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report

Name of Agency: Treasure Island Development Authority_____

Mailing Address: One Avenue of the Palms, Suite 241, San Francisco, CA 94130_____

Contact Person: Kate Austin_____ Title: Commission Secretary

Office Phone No: 415-274-0646_____

E-mail: kate.austin@sfgov.org_____

This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:

(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other *(describe)* _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.

Signature of Chief Executive Officer

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

2016 Local Agency Biennial Notice
Conflict of Interest Code Review Report

Name of Agency: San Francisco Workforce Investment Board
Mailing Address: 1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103
Contact Person: Lauran Acevedo Title: Manager of Operations & Administration
Office Phone No: 415-701-4848
E-mail: lauran.acevedo@sfgov.org

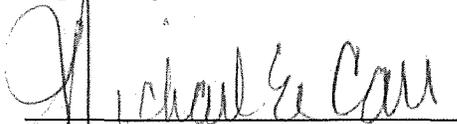
This agency has reviewed its conflict-of-interest code and has determined that:

An amendment is required. The following amendments are necessary:
(Check all that apply.)

- Include new positions (including consultants) that must be designated.
- Revise disclosure categories.
- Revise the titles of existing positions.
- Delete positions that have been abolished.
- Delete positions that no longer make or participate in making governmental decisions.
- Other (describe) _____

No amendment is required.

The agency's code accurately designates all positions that make or participate in the making of governmental decisions; the disclosure categories assigned to those positions accurately require the disclosure of all investments, business positions, interests in real property, and sources of gifts and income that may foreseeably be affected materially by the decisions made by those holding the designated positions; and the code includes all other provisions required by Government Code Section 87302.



Signature of Chief Executive Officer

10/7/2016

Date

Complete this notice regardless of how recently your code was approved or amended.

Please return this notice no later than **August 31, 2016**, via e-mail (PDF) or inter-office mail to:

Clerk of the Board
Board of Supervisors
ATTN: Rachel Gosiengfiao
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
E-mail: rachel.gosiengfiao@sfgov.org

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: CCSF Monthly Pooled Investment Report for September 2016
Attachments: CCSF Monthly Pooled Investment Report for September 2016.pdf

From: Dion, Ichieh (TTX)
Sent: Monday, October 17, 2016 11:39 AM
Subject: CCSF Monthly Pooled Investment Report for September 2016

Hello All -

Please find the CCSF Pooled Investment Report for the month of September attached for your use.

Thank you,

Ichieh Dion
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 140
San Francisco, CA 94102
415-554-5433

Office of the Treasurer & Tax Collector
City and County of San Francisco



José Cisneros, Treasurer

Pauline Marx, Chief Assistant Treasurer
Michelle Durgy, Chief Investment Officer

Investment Report for the month of September 2016

October 15, 2016

The Honorable Edwin M. Lee
Mayor of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

The Honorable Board of Supervisors
City and County of San Francisco
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

Ladies and Gentlemen,

In accordance with the provisions of California State Government Code, Section 53646, we forward this report detailing the City's pooled fund portfolio as of September 30, 2016. These investments provide sufficient liquidity to meet expenditure requirements for the next six months and are in compliance with our statement of investment policy and California Code.

This correspondence and its attachments show the investment activity for the month of September 2016 for the portfolios under the Treasurer's management. All pricing and valuation data is obtained from Interactive Data Corporation.

CCSF Pooled Fund Investment Earnings Statistics *

<i>(in \$ million)</i>	Current Month		Prior Month	
	Fiscal YTD	September 2016	Fiscal YTD	August 2016
Average Daily Balance	\$ 6,957	\$ 6,826	\$ 7,020	\$ 6,928
Net Earnings	14.48	4.90	9.57	4.76
Earned Income Yield	0.83%	0.87%	0.80%	0.81%

CCSF Pooled Fund Statistics *

<i>(in \$ million)</i>	% of	Book	Market	Wtd. Avg.	Wtd. Avg.	WAM
Investment Type	Portfolio	Value	Value	Coupon	YTM	
U.S. Treasuries	17.39%	\$ 1,271.8	\$ 1,274.2	0.28%	0.58%	183
Federal Agencies	51.46%	3,771.6	3,771.6	0.85%	0.78%	585
State & Local Government						
Agency Obligations	3.64%	267.6	266.8	1.38%	0.98%	390
Public Time Deposits	0.02%	1.2	1.2	0.89%	0.89%	202
Negotiable CDs	10.65%	780.0	780.7	1.07%	1.07%	149
Commercial Paper	5.36%	391.9	393.2	0.07%	1.16%	182
Medium Term Notes	1.57%	115.4	115.2	1.31%	1.08%	205
Money Market Funds	9.22%	675.7	675.7	0.30%	0.30%	1
Supranationals	0.68%	50.0	50.0	0.06%	0.86%	609
Totals	100.0%	\$ 7,325.2	\$ 7,328.7	0.70%	0.77%	380

In the remainder of this report, we provide additional information and analytics at the security-level and portfolio-level, as recommended by the California Debt and Investment Advisory Commission.

Very truly yours,


José Cisneros
Treasurer

cc: Treasury Oversight Committee: Aimee Brown, Ron Gerhard, Reeta Madhavan, Charles Perl
Ben Rosenfield, Controller, Office of the Controller
Tonia Lediju, Internal Audit, Office of the Controller
Cynthia Fong, Deputy Director for Finance & Administration, San Francisco County Transportation Authority
Carol Lu, Budget Analyst
San Francisco Public Library

* Please see last page of this report for non-pooled funds holdings and statistics.

Portfolio Summary

Pooled Fund

As of September 30, 2016

<i>(in \$ million)</i>							
Security Type	Par Value	Book Value	Market Value	Market/Book Price	Current % Allocation	Max. Policy Allocation	Compliant?
U.S. Treasuries	\$ 1,275.0	\$ 1,271.8	\$ 1,274.2	100.19	17.39%	100%	Yes
Federal Agencies	3,768.4	3,771.6	3,771.6	100.00	51.46%	100%	Yes
State & Local Government							
Agency Obligations	264.5	267.6	266.8	99.70	3.64%	20%	Yes
Public Time Deposits	1.2	1.2	1.2	100.00	0.02%	100%	Yes
Negotiable CDs	780.0	780.0	780.7	100.09	10.65%	30%	Yes
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes
Commercial Paper	395.0	391.9	393.2	100.32	5.36%	25%	Yes
Medium Term Notes	115.0	115.4	115.2	99.87	1.57%	25%	Yes
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes
Reverse Repurchase/ Securities Lending Agreements	-	-	-	-	0.00%	\$75mm	Yes
Money Market Funds - Government	675.7	675.7	675.7	100.00	9.22%	10%	Yes
Money Market Funds - Prime	-	-	-	-	0.00%	5%	Yes
LAIF	-	-	-	-	0.00%	\$50mm	Yes
Supranationals	50.0	50.0	50.0	100.15	0.68%	5%	Yes
TOTAL	\$ 7,324.8	\$ 7,325.2	\$ 7,328.7	100.05	100.00%	-	Yes

The City and County of San Francisco uses the following methodology to determine compliance: Compliance is pre-trade and calculated on both a par and market value basis, using the result with the lowest percentage of the overall portfolio value. Cash balances are included in the City's compliance calculations.

Please note the information in this report does not include cash balances. Due to fluctuations in the market value of the securities held in the Pooled Fund and changes in the City's cash position, the allocation limits may be exceeded on a post-trade compliance basis. In these instances, no compliance violation has occurred, as the policy limits were not exceeded prior to trade execution.

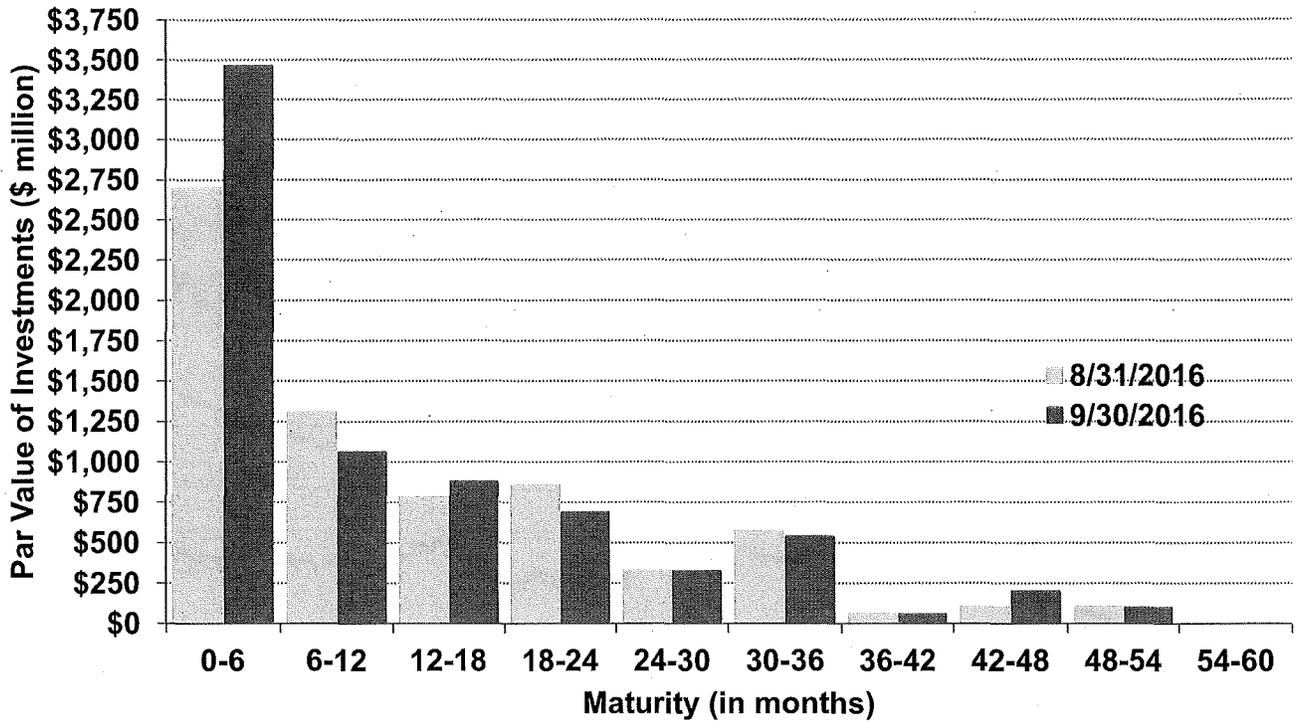
The full Investment Policy can be found at <http://www.sftreasurer.org/>, in the Reports & Plans section of the About menu.

Totals may not add due to rounding.

Portfolio Analysis

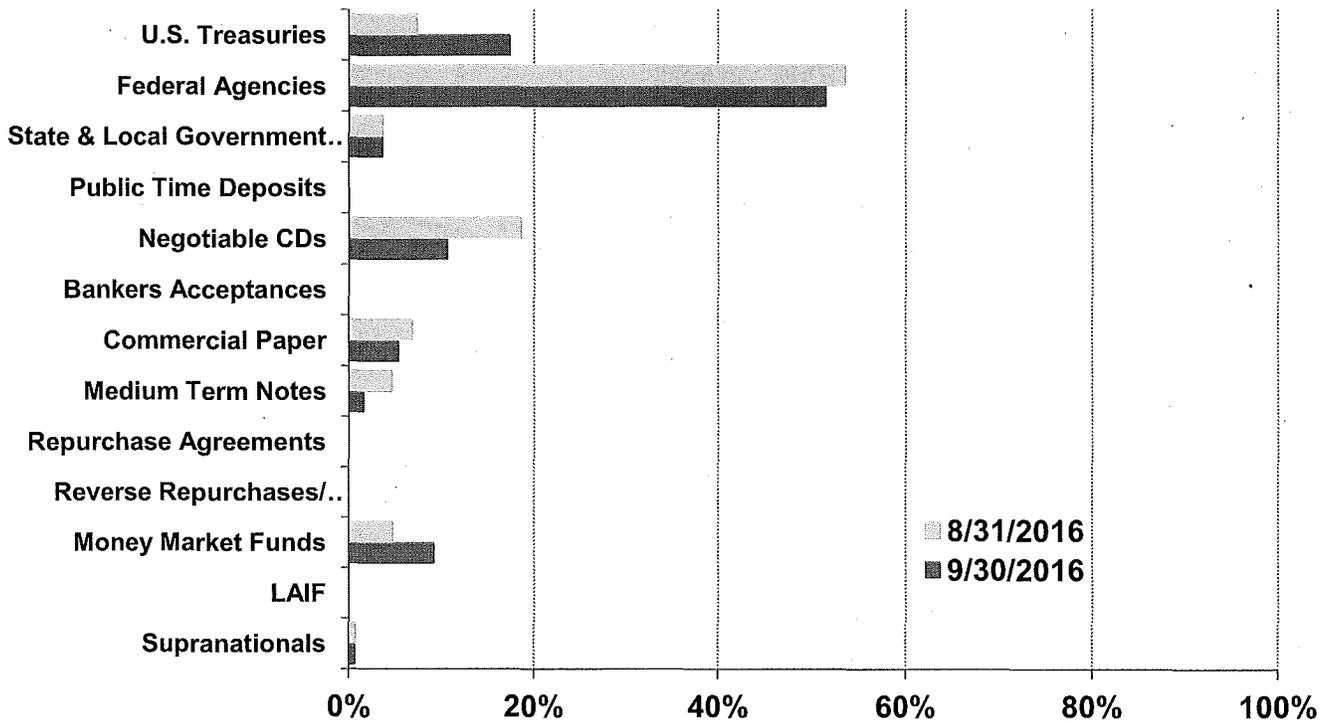
Pooled Fund

Par Value of Investments by Maturity

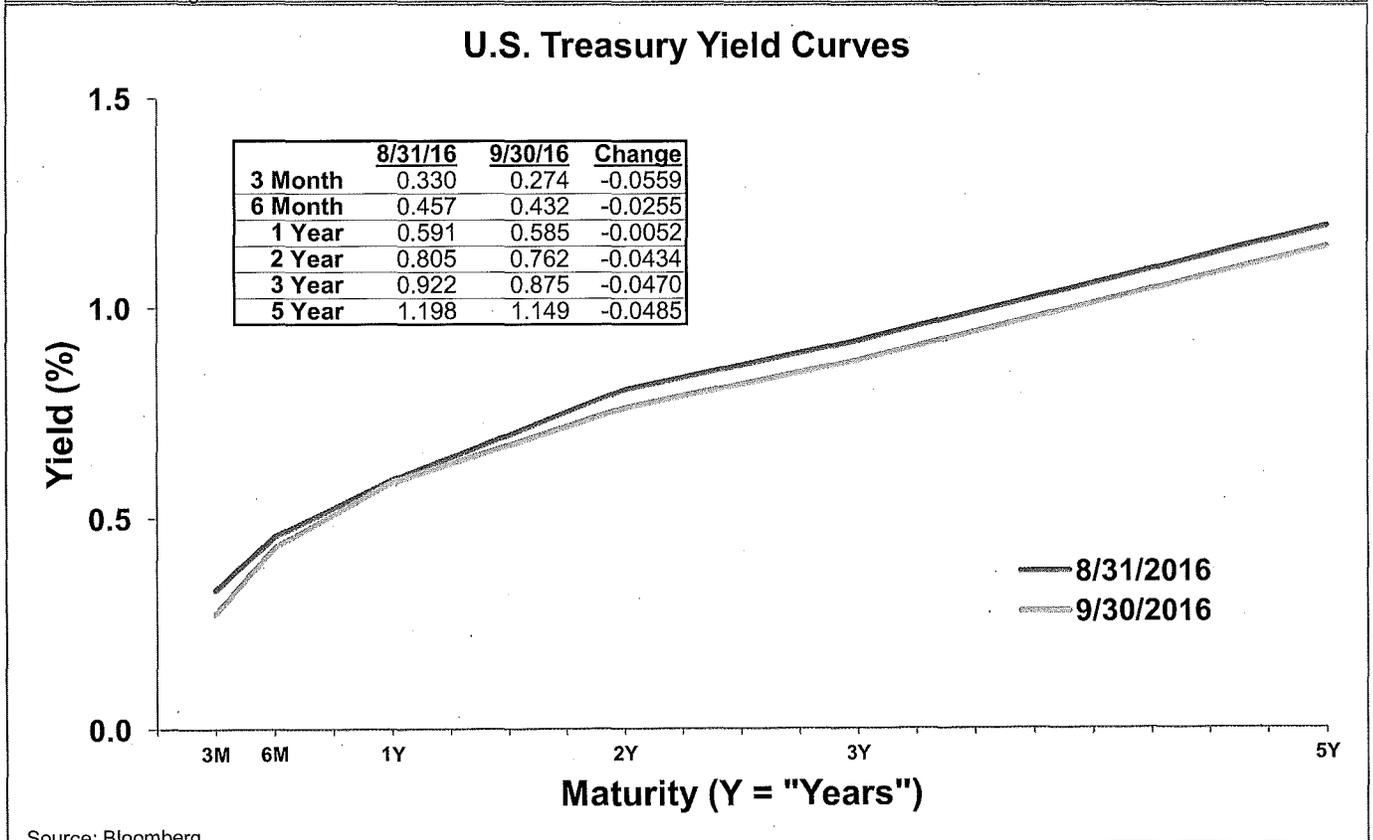
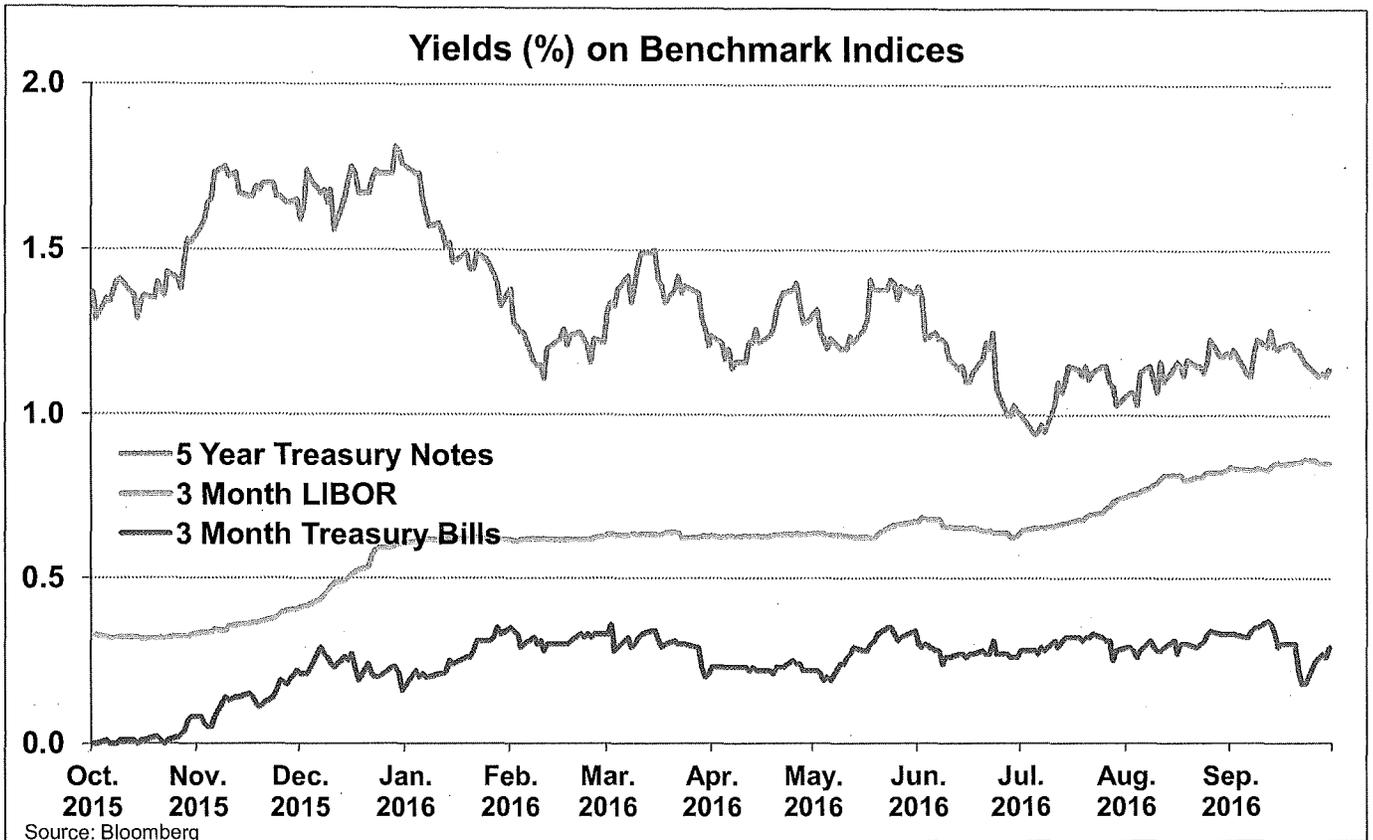


Callable bonds shown at maturity date.

Asset Allocation by Market Value



Yield Curves



Investment Inventory

Pooled Fund

As of September 30, 2016

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
U.S. Treasuries	912828RM4	US TSY NT	12/26/2013	10/31/2016	0.09	1.00	\$ 25,000,000	\$ 25,183,594	\$ 25,005,296	\$ 25,016,500
U.S. Treasuries	912796JY6	TREASURY BILL	9/16/2016	12/15/2016	0.21	0.00	25,000,000	24,982,438	24,982,438	24,990,750
U.S. Treasuries	912796JY6	TREASURY BILL	9/19/2016	12/15/2016	0.21	0.00	25,000,000	24,984,533	24,984,533	24,990,750
U.S. Treasuries	912796JY6	TREASURY BILL	9/20/2016	12/15/2016	0.21	0.00	25,000,000	24,986,002	24,986,002	24,990,750
U.S. Treasuries	912796JZ3	TREASURY BILL	9/22/2016	12/22/2016	0.23	0.00	25,000,000	24,982,938	24,982,938	24,987,000
U.S. Treasuries	912796JZ3	TREASURY BILL	9/23/2016	12/22/2016	0.23	0.00	40,000,000	39,982,750	39,982,750	39,979,200
U.S. Treasuries	912796KA6	TREASURY BILL	9/29/2016	12/29/2016	0.25	0.00	100,000,000	99,940,218	99,940,218	99,933,000
U.S. Treasuries	912828RX0	US TSY NT	2/25/2014	12/31/2016	0.25	0.88	25,000,000	25,145,508	25,012,732	25,036,500
U.S. Treasuries	912828SJ0	US TSY NT	3/21/2012	2/28/2017	0.41	0.88	25,000,000	24,599,609	24,966,727	25,052,500
U.S. Treasuries	912828SJ0	US TSY NT	3/21/2012	2/28/2017	0.41	0.88	25,000,000	24,599,609	24,966,727	25,052,500
U.S. Treasuries	912828SJ0	US TSY NT	3/14/2012	2/28/2017	0.41	0.88	75,000,000	74,771,484	74,981,083	75,157,500
U.S. Treasuries	912796KN8	TREASURY BILL	9/16/2016	3/16/2017	0.46	0.00	75,000,000	74,819,000	74,819,000	74,859,750
U.S. Treasuries	912796KN8	TREASURY BILL	9/19/2016	3/16/2017	0.46	0.00	75,000,000	74,823,298	74,823,298	74,859,750
U.S. Treasuries	912796KN8	TREASURY BILL	9/20/2016	3/16/2017	0.46	0.00	75,000,000	74,826,319	74,826,319	74,859,750
U.S. Treasuries	912796KP3	TREASURY BILL	9/22/2016	3/23/2017	0.48	0.00	75,000,000	74,821,792	74,821,792	74,850,000
U.S. Treasuries	912796KP3	TREASURY BILL	9/23/2016	3/23/2017	0.48	0.00	110,000,000	109,785,968	109,785,968	109,780,000
U.S. Treasuries	912796JJ9	TREASURY BILL	9/29/2016	3/30/2017	0.50	0.00	100,000,000	99,790,194	99,790,194	99,784,000
U.S. Treasuries	912796JJ9	TREASURY BILL	9/30/2016	3/30/2017	0.50	0.00	100,000,000	99,788,833	99,788,833	99,784,000
U.S. Treasuries	912828SM3	US TSY NT	4/4/2012	3/31/2017	0.50	1.00	50,000,000	49,835,938	49,983,702	50,125,000
U.S. Treasuries	912828TM2	US TSY NT	12/15/2015	8/31/2017	0.92	0.63	100,000,000	99,433,594	99,697,313	99,922,000
U.S. Treasuries	912828M72	US TSY NT	12/17/2015	11/30/2017	1.16	0.88	50,000,000	49,882,813	49,930,246	50,097,500
U.S. Treasuries	912828M72	US TSY NT	12/17/2015	11/30/2017	1.16	0.88	50,000,000	49,878,906	49,927,920	50,097,500
Subtotals					0.50	0.28	\$ 1,275,000,000	\$ 1,271,845,337	\$ 1,272,986,027	\$ 1,274,206,200
Federal Agencies	313378UB5	FEDERAL HOME LOAN BANK	10/23/2014	10/11/2016	0.00	1.13	\$ 5,000,000	\$ 5,060,200	\$ 5,000,837	\$ 5,001,100
Federal Agencies	3130A3CE2	FEDERAL HOME LOAN BANK	11/3/2014	10/14/2016	0.04	0.63	40,000,000	40,032,000	40,000,585	40,004,000
Federal Agencies	3130A6PZ4	FEDERAL HOME LOAN BANK	1/7/2016	10/28/2016	0.08	0.40	5,950,000	5,932,745	5,948,421	5,950,893
Federal Agencies	3130A3J70	FEDERAL HOME LOAN BANK	11/18/2015	11/23/2016	0.15	0.63	7,015,000	7,012,545	7,014,649	7,018,227
Federal Agencies	3130A3J70	FEDERAL HOME LOAN BANK	11/17/2014	11/23/2016	0.15	0.63	25,000,000	24,990,000	24,999,281	25,011,500
Federal Agencies	313381GA7	FEDERAL HOME LOAN BANK	11/30/2012	11/30/2016	0.17	0.57	23,100,000	23,104,389	23,100,180	23,111,319
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	5/11/2016	12/9/2016	0.19	1.63	6,545,000	6,588,217	6,559,066	6,560,315
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	11/6/2014	12/9/2016	0.19	1.63	25,000,000	25,513,000	25,046,331	25,058,500
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	12/4/2014	12/9/2016	0.19	1.63	25,000,000	25,486,750	25,045,633	25,058,500
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	12/12/2014	12/9/2016	0.19	1.63	25,000,000	25,447,500	25,042,414	25,058,500
Federal Agencies	313384T58	FED HOME LN DISCOUNT NT	6/21/2016	12/16/2016	0.21	0.00	24,625,000	24,566,557	24,566,557	24,611,949
Federal Agencies	3133XHZK1	FEDERAL HOME LOAN BANK	5/11/2016	12/16/2016	0.21	4.75	33,850,000	34,710,027	34,148,457	34,155,327
Federal Agencies	3130A12F4	FEDERAL HOME LOAN BANK	3/19/2014	12/19/2016	0.22	0.70	20,500,000	20,497,950	20,499,839	20,516,810
Federal Agencies	3134G5VG7	FREDDIE MAC	12/29/2014	12/29/2016	0.25	0.78	50,000,000	50,000,000	50,000,000	50,060,500
Federal Agencies	3134G33C2	FREDDIE MAC	1/3/2013	1/3/2017	0.26	0.60	50,000,000	50,000,000	50,000,000	50,015,000
Federal Agencies	3133ECB37	FEDERAL FARM CREDIT BANK	12/20/2012	1/12/2017	0.29	0.58	14,000,000	14,000,000	14,000,000	14,005,040
Federal Agencies	31315PWW5	FARMER MAC	5/4/2012	1/17/2017	0.30	1.01	49,500,000	49,475,250	49,498,445	49,578,210
Federal Agencies	3130A7T62	FEDERAL HOME LOAN BANK	4/20/2016	1/18/2017	0.30	0.55	9,000,000	8,999,825	9,000,820	9,003,150
Federal Agencies	3133EDRD6	FEDERAL FARM CREDIT BANK	12/12/2014	1/30/2017	0.08	0.47	50,000,000	49,981,400	49,997,115	49,994,500
Federal Agencies	3133786Q9	FEDERAL HOME LOAN BANK	11/10/2013	2/13/2017	0.37	1.00	67,780,000	68,546,456	67,849,212	67,936,572
Federal Agencies	3133EDFW7	FEDERAL FARM CREDIT BANK	2/27/2014	2/27/2017	0.07	0.58	50,000,000	50,000,000	50,000,000	50,036,500
Federal Agencies	3130A8D83	FEDERAL HOME LOAN BANK	6/2/2016	3/2/2017	0.01	0.55	25,000,000	25,000,000	25,000,000	25,015,500
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	12/29/2015	3/10/2017	0.44	0.88	15,000,000	14,990,850	14,996,650	15,027,600
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	6/2/2016	3/10/2017	0.44	0.88	22,185,000	22,211,903	22,200,319	22,225,820
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	12/15/2014	3/10/2017	0.44	0.88	50,000,000	50,058,500	50,011,471	50,092,000

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
Federal Agencies	3133EDP30	FEDERAL FARM CREDIT BANK	10/3/2014	3/24/2017	0.07	0.57	26,000,000	26,009,347	26,001,801	26,018,720
Federal Agencies	3133EDZW5	FEDERAL FARM CREDIT BANK	10/29/2014	3/29/2017	0.08	0.55	25,000,000	24,999,750	24,999,949	25,017,750
Federal Agencies	31315PTQ2	FARMER MAC	4/10/2012	4/10/2017	0.53	1.26	12,500,000	12,439,250	12,493,646	12,545,875
Federal Agencies	3133ECLL6	FEDERAL FARM CREDIT BANK	4/17/2013	4/17/2017	0.55	0.60	10,000,000	10,000,000	10,000,000	10,002,000
Federal Agencies	31315PUQ0	FARMER MAC	4/26/2012	4/26/2017	0.57	1.13	10,500,000	10,500,000	10,500,000	10,533,285
Federal Agencies	3135G0JA2	FANNIE MAE	7/1/2016	4/27/2017	0.57	1.13	8,058,000	8,112,939	8,084,918	8,083,141
Federal Agencies	3137EADF3	FREDDIE MAC	5/14/2012	5/12/2017	0.61	1.25	25,000,000	25,133,000	25,016,260	25,103,500
Federal Agencies	3130A1NN4	FEDERAL HOME LOAN BANK	9/26/2016	5/24/2017	0.65	0.88	14,000,000	14,068,746	14,026,665	14,031,640
Federal Agencies	31315PZQ5	FARMER MAC	12/28/2012	6/5/2017	0.68	1.11	9,000,000	9,122,130	9,018,621	9,030,510
Federal Agencies	313379FW4	FEDERAL HOME LOAN BANK	12/19/2014	6/9/2017	0.69	1.00	12,000,000	12,020,760	12,005,771	12,031,680
Federal Agencies	313379FW4	FEDERAL HOME LOAN BANK	12/29/2015	6/9/2017	0.69	1.00	20,600,000	20,594,026	20,597,160	20,654,384
Federal Agencies	3130A3SL9	FEDERAL HOME LOAN BANK	12/30/2014	6/15/2017	0.71	0.95	25,000,000	24,959,750	24,988,481	25,067,000
Federal Agencies	3133EAUW6	FEDERAL FARM CREDIT BANK	6/19/2012	6/19/2017	0.22	0.62	50,000,000	50,000,000	50,000,000	50,044,500
Federal Agencies	3133EEGH7	FEDERAL FARM CREDIT BANK	12/26/2014	6/26/2017	0.74	0.93	8,400,000	8,397,312	8,399,211	8,419,824
Federal Agencies	3137EADH9	FREDDIE MAC	5/25/2016	6/29/2017	0.75	1.00	15,000,000	15,035,850	15,024,288	15,042,300
Federal Agencies	3137EADH9	FREDDIE MAC	3/25/2014	6/29/2017	0.75	1.00	25,000,000	24,920,625	24,981,954	25,070,500
Federal Agencies	3134G5W50	FREDDIE MAC	12/30/2014	6/30/2017	0.75	1.00	50,000,000	50,000,000	50,000,000	50,152,000
Federal Agencies	3130A8L35	FEDERAL HOME LOAN BANK	6/24/2016	7/20/2017	0.80	0.75	25,000,000	25,000,000	25,000,000	25,001,500
Federal Agencies	3133ECV92	FEDERAL FARM CREDIT BANK	7/24/2013	7/24/2017	0.07	0.57	50,000,000	50,000,000	50,000,000	50,039,000
Federal Agencies	3133ECVG6	FEDERAL FARM CREDIT BANK	8/5/2013	7/26/2017	0.07	0.72	23,520,000	23,520,000	23,520,000	23,578,565
Federal Agencies	3135G0F24	FANNIE MAE	9/16/2015	8/16/2017	0.04	0.54	25,000,000	24,995,153	24,997,791	25,006,750
Federal Agencies	3133EEFX3	FEDERAL FARM CREDIT BANK	12/23/2014	8/23/2017	0.06	0.60	50,000,000	50,000,000	50,000,000	50,040,000
Federal Agencies	3137EADL0	FREDDIE MAC	3/25/2014	9/29/2017	1.00	1.00	25,000,000	24,808,175	24,945,769	25,078,000
Federal Agencies	3135G0F57	FANNIE MAE	10/5/2015	10/5/2017	0.01	0.53	25,000,000	24,992,356	24,996,141	25,008,000
Federal Agencies	3133EETS9	FEDERAL FARM CREDIT BANK	9/25/2015	10/19/2017	0.05	0.56	30,000,000	30,000,600	30,000,304	30,011,700
Federal Agencies	3130A6LZ8	FEDERAL HOME LOAN BANK	4/28/2016	10/26/2017	1.07	0.63	25,000,000	24,930,368	24,949,643	24,977,750
Federal Agencies	3133EEBR0	FEDERAL FARM CREDIT BANK	11/18/2014	11/13/2017	0.04	0.56	25,000,000	24,988,794	24,995,809	25,006,250
Federal Agencies	3133EEJ76	FEDERAL FARM CREDIT BANK	8/20/2015	11/13/2017	0.12	0.55	25,000,000	24,991,500	24,995,750	24,993,000
Federal Agencies	3134G44F2	FREDDIE MAC	5/21/2013	11/21/2017	1.14	0.80	50,000,000	50,000,000	50,000,000	50,023,000
Federal Agencies	3130A3HF4	FEDERAL HOME LOAN BANK	12/22/2014	12/8/2017	1.18	1.13	25,000,000	24,955,500	24,982,192	25,114,250
Federal Agencies	3137EADX4	FREDDIE MAC	12/11/2015	12/15/2017	1.20	1.00	25,000,000	24,969,000	24,981,442	25,086,250
Federal Agencies	3133EEFE5	FEDERAL FARM CREDIT BANK	12/19/2014	12/18/2017	1.21	1.13	50,000,000	49,914,500	49,965,410	50,217,000
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	5/27/2015	2/2/2018	0.01	0.57	4,000,000	3,999,480	3,999,741	4,002,000
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	2/2/2015	2/2/2018	0.01	0.57	35,000,000	34,978,893	34,990,583	35,017,500
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	11/5/2014	2/5/2018	0.01	0.56	25,000,000	25,000,000	25,000,000	25,008,750
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	11/5/2014	2/5/2018	0.01	0.56	25,000,000	24,991,750	24,996,583	25,008,750
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	11/5/2014	2/5/2018	0.01	0.56	50,000,000	49,983,560	49,993,191	50,017,500
Federal Agencies	3133EFNK9	FEDERAL FARM CREDIT BANK	11/9/2015	2/9/2018	0.02	0.59	25,000,000	24,994,315	24,996,574	25,022,000
Federal Agencies	3132X0JL6	FARMER MAC	9/1/2016	3/1/2018	1.41	0.88	50,000,000	50,000,000	50,000,000	50,015,000
Federal Agencies	3133EEN71	FEDERAL FARM CREDIT BANK	5/22/2015	3/22/2018	0.06	0.58	50,000,000	49,992,500	49,996,109	50,004,500
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	5/27/2015	3/26/2018	0.24	0.50	50,000,000	49,978,500	49,988,751	49,926,000
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	5/29/2015	3/26/2018	0.24	0.50	50,000,000	49,978,500	49,988,729	49,926,000
Federal Agencies	3133EFWG8	FEDERAL FARM CREDIT BANK	1/26/2016	3/26/2018	0.07	0.69	25,000,000	24,997,200	24,998,083	25,048,000
Federal Agencies	3133EEZC7	FEDERAL FARM CREDIT BANK	4/16/2015	4/16/2018	0.04	0.58	50,000,000	49,992,422	49,996,114	50,012,000
Federal Agencies	31331KJB7	FEDERAL FARM CREDIT BANK	2/2/2016	4/25/2018	1.53	3.00	14,230,000	14,876,184	14,683,839	14,718,658
Federal Agencies	3134G8XS3	FREDDIE MAC	7/22/2016	4/27/2018	1.56	1.05	23,630,000	23,688,583	23,630,000	23,610,860
Federal Agencies	3133EEU40	FEDERAL FARM CREDIT BANK	6/3/2015	5/3/2018	0.01	0.56	69,000,000	68,994,894	68,997,224	69,002,070
Federal Agencies	3135G0WJ8	FANNIE MAE	5/23/2013	5/21/2018	1.63	0.88	25,000,000	24,786,500	24,930,121	25,022,250
Federal Agencies	3130A8VL4	FEDERAL HOME LOAN BANK	8/24/2016	5/24/2018	1.64	1.00	10,000,000	10,000,000	10,000,000	9,986,400
Federal Agencies	3130A8VL4	FEDERAL HOME LOAN BANK	8/24/2016	5/24/2018	1.64	1.00	25,000,000	25,000,000	25,000,000	24,966,000

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			Date	Date					Book Value	Market Value
Federal Agencies	3134G9GG6	FREDDIE MAC	5/25/2016	5/25/2018	1.64	0.80	50,000,000	50,000,000	50,000,000	50,013,000
Federal Agencies	3134G9HC4	FREDDIE MAC	5/25/2016	5/25/2018	1.64	1.00	10,000,000	9,995,000	9,995,884	10,010,800
Federal Agencies	3133EFCT2	FEDERAL FARM CREDIT BANK	9/8/2015	6/8/2018	0.02	0.57	25,000,000	25,000,000	25,000,000	25,004,000
Federal Agencies	3133EFCT2	FEDERAL FARM CREDIT BANK	9/8/2015	6/8/2018	0.02	0.57	50,000,000	50,000,000	50,000,000	50,008,000
Federal Agencies	3133EEW48	FEDERAL FARM CREDIT BANK	6/11/2015	6/11/2018	0.03	0.56	50,000,000	49,996,000	49,997,745	49,999,000
Federal Agencies	3133EFSH1	FEDERAL FARM CREDIT BANK	12/18/2015	6/14/2018	1.69	1.17	25,000,000	24,952,250	24,967,379	25,099,250
Federal Agencies	3133EGGC3	FEDERAL FARM CREDIT BANK	6/20/2016	6/20/2018	0.05	0.65	25,000,000	25,000,000	25,000,000	25,030,750
Federal Agencies	3134G9RZ2	FREDDIE MAC	6/22/2016	6/22/2018	1.72	0.80	8,950,000	8,950,000	8,950,000	8,950,537
Federal Agencies	3134G9UY1	FREDDIE MAC	6/29/2016	6/29/2018	1.73	1.00	25,000,000	25,000,000	25,000,000	24,975,250
Federal Agencies	3134G9UY1	FREDDIE MAC	6/29/2016	6/29/2018	1.73	1.00	25,000,000	25,000,000	25,000,000	24,975,250
Federal Agencies	3133EGBQ7	FEDERAL FARM CREDIT BANK	5/19/2016	7/19/2018	0.05	0.66	25,000,000	25,000,000	25,000,000	25,032,500
Federal Agencies	3133EGBQ7	FEDERAL FARM CREDIT BANK	5/19/2016	7/19/2018	0.05	0.66	25,000,000	25,000,000	25,000,000	25,032,500
Federal Agencies	3130A8U50	FEDERAL HOME LOAN BANK	7/29/2016	7/25/2018	1.81	0.83	22,250,000	22,225,263	22,225,573	22,237,985
Federal Agencies	3134G9Q67	FREDDIE MAC	7/27/2016	7/27/2018	1.81	1.05	25,000,000	25,000,000	25,000,000	24,993,250
Federal Agencies	3134G9Q67	FREDDIE MAC	7/27/2016	7/27/2018	1.81	1.05	25,000,000	24,993,750	24,994,315	24,993,250
Federal Agencies	3133EGFQ3	FEDERAL FARM CREDIT BANK	9/21/2016	9/14/2018	1.94	0.88	25,000,000	24,985,253	24,981,263	24,987,000
Federal Agencies	3130A9C90	FEDERAL HOME LOAN BANK	9/28/2016	9/28/2018	1.98	1.05	25,000,000	25,000,000	25,000,000	24,977,250
Federal Agencies	3133EGFK6	FEDERAL FARM CREDIT BANK	6/17/2016	10/17/2018	0.05	0.66	25,000,000	25,000,000	25,000,000	25,015,250
Federal Agencies	3133EGFK6	FEDERAL FARM CREDIT BANK	6/17/2016	10/17/2018	0.05	0.66	25,000,000	25,000,000	25,000,000	25,015,250
Federal Agencies	3134G82B4	FREDDIE MAC	11/23/2015	11/23/2018	2.13	0.75	25,000,000	25,000,000	25,000,000	25,000,000
Federal Agencies	3136G2C39	FANNIE MAE	12/30/2014	12/28/2018	2.20	1.63	15,000,000	15,000,000	15,000,000	15,037,650
Federal Agencies	3133EGDM4	FEDERAL FARM CREDIT BANK	6/2/2016	1/2/2019	0.01	0.68	25,000,000	25,000,000	25,000,000	25,021,500
Federal Agencies	3130A8VZ3	FEDERAL HOME LOAN BANK	7/28/2016	1/25/2019	2.29	1.05	25,000,000	25,000,000	25,000,000	24,988,000
Federal Agencies	3132X0EK3	FARMER MAC	1/25/2016	1/25/2019	0.07	0.81	25,000,000	25,000,000	25,000,000	25,028,500
Federal Agencies	3133EGBU8	FEDERAL FARM CREDIT BANK	5/25/2016	2/25/2019	0.07	0.70	50,000,000	50,000,000	50,000,000	50,044,000
Federal Agencies	3136G2XK8	FANNIE MAE	2/26/2016	2/26/2019	2.39	0.75	25,000,000	25,000,000	25,000,000	25,007,250
Federal Agencies	3136G2Y68	FANNIE MAE	2/26/2016	2/26/2019	2.39	0.75	15,935,000	15,927,033	15,928,617	15,935,797
Federal Agencies	3132X0ED9	FARMER MAC	1/19/2016	3/19/2019	0.22	0.93	40,000,000	40,000,000	40,000,000	39,998,400
Federal Agencies	3136G3FC4	FANNIE MAE	3/29/2016	3/29/2019	2.47	1.00	6,250,000	6,250,000	6,250,000	6,250,000
Federal Agencies	3134G8VT3	FREDDIE MAC	5/23/2016	4/25/2019	2.54	0.80	14,560,000	14,568,332	14,559,361	14,575,870
Federal Agencies	3134G9DB0	FREDDIE MAC	4/29/2016	4/29/2019	2.56	0.88	10,000,000	10,000,000	10,000,000	10,000,100
Federal Agencies	3134G9DB0	FREDDIE MAC	4/29/2016	4/29/2019	2.56	0.88	50,000,000	50,000,000	50,000,000	50,000,500
Federal Agencies	3136G3QP3	FANNIE MAE	5/24/2016	5/24/2019	2.60	1.25	10,000,000	10,000,000	10,000,000	10,011,500
Federal Agencies	3134G9LF2	FREDDIE MAC	6/7/2016	6/7/2019	2.66	0.75	75,000,000	75,000,000	75,000,000	75,024,000
Federal Agencies	3136G3NK7	FANNIE MAE	6/7/2016	6/7/2019	2.66	0.75	25,000,000	24,996,250	24,996,647	25,002,750
Federal Agencies	3136G3NM3	FANNIE MAE	6/7/2016	6/7/2019	2.66	0.75	50,000,000	50,000,000	50,000,000	49,893,500
Federal Agencies	3134G9QN0	FREDDIE MAC	6/14/2016	6/14/2019	2.67	0.88	12,500,000	12,500,000	12,500,000	12,498,875
Federal Agencies	3134G9QW0	FREDDIE MAC	6/14/2016	6/14/2019	2.66	1.28	50,000,000	50,000,000	50,000,000	50,050,000
Federal Agencies	3134G9YR2	FREDDIE MAC	7/12/2016	7/12/2019	2.75	0.85	50,000,000	50,000,000	50,000,000	49,961,000
Federal Agencies	3133EGED3	FEDERAL FARM CREDIT BANK	6/9/2016	8/9/2019	0.02	0.70	25,000,000	25,000,000	25,000,000	24,998,250
Federal Agencies	3133EGED3	FEDERAL FARM CREDIT BANK	6/9/2016	8/9/2019	0.02	0.70	25,000,000	25,000,000	25,000,000	24,998,250
Federal Agencies	3134G94F1	FREDDIE MAC	8/15/2016	8/15/2019	2.84	1.00	25,000,000	25,000,000	25,000,000	24,973,750
Federal Agencies	3135G0P23	FANNIE MAE	8/30/2016	8/23/2019	2.85	1.25	20,000,000	20,000,000	20,000,000	20,006,400
Federal Agencies	3136G3X59	FANNIE MAE	8/23/2016	8/23/2019	2.86	1.10	25,000,000	25,000,000	25,000,000	24,972,250
Federal Agencies	3134G9GS0	FREDDIE MAC	5/26/2016	8/26/2019	2.86	1.25	25,000,000	25,000,000	25,000,000	25,024,250
Federal Agencies	3134GAHR8	FREDDIE MAC	9/23/2016	9/23/2019	2.95	0.75	25,000,000	25,000,000	25,000,000	24,978,750
Federal Agencies	3134G8TG4	FREDDIE MAC	4/11/2016	10/11/2019	2.95	1.50	15,000,000	15,000,000	15,000,000	15,014,700
Federal Agencies	3136G3LV5	FANNIE MAE	5/26/2016	11/26/2019	3.09	1.35	8,950,000	8,950,000	8,950,000	8,965,573
Federal Agencies	3134G9VR5	FREDDIE MAC	7/6/2016	1/6/2020	3.22	1.00	25,000,000	25,000,000	25,000,000	24,972,000
Federal Agencies	3136G3TK1	FANNIE MAE	7/6/2016	4/6/2020	3.46	0.88	25,000,000	25,000,000	25,000,000	24,974,500

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Federal Agencies	3132X0AT8	FARMER MAC	6/5/2015	6/2/2020	0.01	0.66	41,000,000	41,000,000	41,000,000	40,876,590
Federal Agencies	3136G3TG0	FANNIE MAE	6/30/2016	6/30/2020	3.67	1.15	15,000,000	15,000,000	15,000,000	14,999,550
Federal Agencies	3130A9FR7	FEDERAL HOME LOAN BANK	9/29/2016	9/28/2020	0.08	0.68	103,500,000	103,500,000	103,500,000	103,297,140
Federal Agencies	3133EFTX5	FEDERAL FARM CREDIT BANK	12/24/2015	12/24/2020	0.07	0.86	100,000,000	100,000,000	100,000,000	100,390,000
Subtotals					0.85	0.85	\$ 3,768,383,000	\$ 3,771,607,904	\$ 3,768,976,681	\$ 3,771,572,410
State/Local Agencies	91411SKR0	UNIVERSITY OF CALIFORNIA	9/15/2016	10/25/2016	0.07	0.00	\$ 25,000,000	\$ 24,986,667	\$ 24,986,667	\$ 24,992,167
State/Local Agencies	13063CPM6	CALIFORNIA ST	12/9/2014	11/1/2016	0.09	0.75	44,000,000	44,046,200	44,002,067	43,993,400
State/Local Agencies	91411SL16	UNIVERSITY OF CALIFORNIA	9/1/2016	11/1/2016	0.09	0.00	37,000,000	36,965,518	36,965,518	36,985,025
State/Local Agencies	91412GL45	UNIV OF CALIFORNIA CA REVENUE	6/30/2016	5/15/2017	0.62	0.65	5,505,000	5,505,000	5,505,000	5,499,330
State/Local Agencies	91412GUU7	UNIV OF CALIFORNIA CA REVENUE	4/10/2014	5/15/2017	0.62	1.22	3,250,000	3,250,000	3,250,000	3,258,353
State/Local Agencies	718814XY7	PHOENIX AZ	9/27/2016	7/1/2017	0.74	3.50	20,000,000	20,582,022	20,408,810	20,401,400
State/Local Agencies	13063CFC9	CALIFORNIA ST	11/5/2013	11/1/2017	1.07	1.75	16,500,000	16,558,905	16,516,010	16,627,380
State/Local Agencies	13063CPN4	CALIFORNIA ST	12/22/2014	11/1/2017	1.08	1.25	5,004,550	5,004,550	5,001,724	5,012,000
State/Local Agencies	13063CPN4	CALIFORNIA ST	11/25/2014	11/1/2017	1.08	1.25	50,000,000	50,121,500	50,044,882	50,120,000
State/Local Agencies	91412GL52	UNIV OF CALIFORNIA CA REVENUE	6/30/2016	5/5/2018	1.59	0.99	2,470,000	2,470,000	2,470,000	2,465,431
State/Local Agencies	646065QQ8	NEW JERSEY ST EDUCNTL FACS A	9/29/2016	7/1/2018	1.68	5.00	5,000,000	5,421,811	5,359,573	5,354,650
State/Local Agencies	91412GL60	UNIV OF CALIFORNIA CA REVENUE	6/30/2016	5/15/2019	2.58	1.23	2,000,000	2,000,000	2,000,000	1,993,780
State/Local Agencies	91412GSB2	UNIV OF CALIFORNIA CA REVENUE	10/5/2015	7/1/2019	2.69	1.80	4,180,000	4,214,443	4,205,309	4,231,916
State/Local Agencies	91412GSB2	UNIV OF CALIFORNIA CA REVENUE	10/2/2015	7/1/2019	2.69	1.80	16,325,000	16,461,640	16,425,183	16,527,757
State/Local Agencies	6055804W6	MISSISSIPPI ST	4/23/2015	10/1/2019	2.73	6.09	8,500,000	10,217,510	9,659,478	9,691,105
State/Local Agencies	977100CW4	WISCONSIN ST GEN FUND ANNUAL	8/16/2016	5/1/2020	3.50	1.45	18,000,000	18,000,000	18,000,000	17,883,540
State/Local Agencies	91412GF59	UNIV OF CALIFORNIA CA REVENUE	8/9/2016	5/15/2021	4.40	1.91	1,769,000	1,820,926	1,809,425	1,796,685
Subtotals					1.04	1.38	\$ 264,499,000	\$ 267,626,692	\$ 266,609,646	\$ 266,833,917
Public Time Deposits	PP5Z1EJS4	MISSION NATIONAL BK SF	2/19/2016	2/21/2017	0.14	0.86	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
Public Time Deposits	PP600XGA1	TRANS-PAC NATIONAL BK	3/21/2016	3/21/2017	0.47	1.05	240,000	240,000	240,000	240,000
Public Time Deposits	PPF00EG62	BANK OF SAN FRANCISCO	4/11/2016	4/11/2017	0.03	0.89	240,000	240,000	240,000	240,000
Public Time Deposits	PPQJ03J86	PREFERRED BANK LA CALIF	5/16/2016	5/16/2017	0.63	0.85	240,000	240,000	240,000	240,000
Public Time Deposits	PP7C0E3S1	UMPQUA BANK	6/29/2016	6/29/2017	0.75	0.79	240,000	240,000	240,000	240,000
Subtotals					0.40	0.89	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Negotiable CDs	89113EE69	TORONTO DOMINION BANK NY	10/16/2015	10/17/2016	0.05	0.93	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,006,473
Negotiable CDs	78009NXP6	ROYAL BANK OF CANADA NY	12/3/2015	12/2/2016	0.17	1.17	50,000,000	50,000,000	50,000,000	50,068,990
Negotiable CDs	89113EU20	TORONTO DOMINION BANK NY	12/7/2015	12/7/2016	0.19	1.16	50,000,000	50,000,000	50,000,000	50,073,912
Negotiable CDs	96121TH27	WESTPAC BANKING CORP NY	12/22/2015	12/28/2016	0.08	0.99	25,000,000	25,000,000	25,000,000	25,037,952
Negotiable CDs	78009NB54	ROYAL BANK OF CANADA NY	4/8/2016	1/4/2017	0.00	0.96	50,000,000	50,000,000	50,000,000	50,026,141
Negotiable CDs	78009NZD1	ROYAL BANK OF CANADA NY	1/25/2016	1/25/2017	0.07	1.04	25,000,000	25,000,000	25,000,000	25,022,330
Negotiable CDs	06427EM65	BANK OF MONTREAL CHICAGO	4/29/2016	2/1/2017	0.09	1.00	25,000,000	25,000,000	25,000,000	25,020,294
Negotiable CDs	89113E2G0	TORONTO DOMINION BANK NY	1/11/2016	2/1/2017	0.01	1.02	50,000,000	50,000,000	50,000,000	50,045,256
Negotiable CDs	89113WFC5	TORONTO DOMINION BANK NY	7/28/2016	2/1/2017	0.01	1.07	25,000,000	25,000,000	25,000,000	25,026,902
Negotiable CDs	96121TK64	WESTPAC BANKING CORP NY	2/4/2016	2/3/2017	0.00	1.02	50,000,000	50,000,000	50,000,000	50,044,481
Negotiable CDs	89113WAL0	TORONTO DOMINION BANK NY	5/11/2016	2/15/2017	0.00	1.00	40,000,000	40,000,000	40,000,000	40,036,235
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	2/23/2015	2/23/2017	0.15	1.10	25,000,000	25,000,000	25,000,000	25,034,066
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	2/23/2015	2/23/2017	0.15	1.10	25,000,000	25,000,000	25,000,000	25,034,066
Negotiable CDs	06427EX55	BANK OF MONTREAL CHICAGO	6/8/2016	3/6/2017	0.43	1.03	25,000,000	25,000,000	25,000,000	25,029,071
Negotiable CDs	78009NZW9	ROYAL BANK OF CANADA NY	3/10/2016	3/10/2017	0.03	1.03	50,000,000	50,000,000	50,000,000	50,059,851
Negotiable CDs	06427EDJ7	BANK OF MONTREAL CHICAGO	9/17/2015	3/17/2017	0.05	0.93	25,000,000	25,000,000	25,000,000	25,019,899
Negotiable CDs	78009ND94	ROYAL BANK OF CANADA NY	7/1/2016	3/27/2017	0.49	0.96	25,000,000	25,000,000	25,000,000	25,024,403
Negotiable CDs	89113EC79	TORONTO DOMINION BANK NY	10/2/2015	3/28/2017	0.24	1.10	50,000,000	50,000,000	50,000,000	50,085,012

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
Negotiable CDs	89113E5Z5	TORONTO DOMINION BANK NY	4/8/2016	4/12/2017	0.53	1.10	25,000,000	25,000,000	25,000,000	24,999,212
Negotiable CDs	06427K3A3	BANK OF MONTREAL CHICAGO	8/3/2016	5/3/2017	0.09	1.16	25,000,000	25,000,000	25,000,000	25,008,736
Negotiable CDs	89113WJJ6	TORONTO DOMINION BANK NY	9/9/2016	6/15/2017	0.71	1.32	40,000,000	40,000,000	40,000,000	40,062,332
Negotiable CDs	06417HUR5	BANK OF NOVA SCOTIA HOUS	9/25/2014	9/25/2017	0.24	1.13	50,000,000	50,000,000	50,000,000	49,958,654
Subtotals					0.16	1.07	\$ 780,000,000	\$ 780,000,000	\$ 780,000,000	\$ 780,724,267
Commercial Paper	06538BKX0	BANK TOKYO-MIT UFJ NY	5/3/2016	10/31/2016	0.00	0.00	\$ 25,000,000	\$ 24,886,875	\$ 24,886,875	\$ 24,990,208
Commercial Paper	06538BKX0	BANK TOKYO-MIT UFJ NY	5/4/2016	10/31/2016	0.00	0.00	25,000,000	24,887,500	24,887,500	24,990,208
Commercial Paper	89233GQ33	TOYOTA MOTOR CREDIT CORP	6/6/2016	3/3/2017	0.42	0.00	25,000,000	24,810,625	24,810,625	24,921,375
Commercial Paper	89233GQ66	TOYOTA MOTOR CREDIT CORP	6/9/2016	3/6/2017	0.43	0.00	25,000,000	24,812,500	24,812,500	24,919,833
Commercial Paper	89233GQ74	TOYOTA MOTOR CREDIT CORP	6/10/2016	3/7/2017	0.43	0.00	25,000,000	24,812,500	24,812,500	24,919,319
Commercial Paper	89233GR73	TOYOTA MOTOR CREDIT CORP	7/13/2016	4/7/2017	0.52	0.00	40,000,000	39,687,333	39,687,333	39,809,911
Commercial Paper	06538BRM7	BANK TOKYO-MIT UFJ NY	7/26/2016	4/21/2017	0.56	0.00	50,000,000	49,547,931	49,547,931	49,744,694
Commercial Paper	89233APL7	TOYOTA MOTOR CREDIT CORP	7/28/2016	4/21/2017	0.08	1.07	25,000,000	25,000,000	25,000,000	24,872,347
Commercial Paper	06538BS53	BANK TOKYO-MIT UFJ NY	8/9/2016	5/5/2017	0.59	0.00	25,000,000	24,755,285	24,755,285	24,863,500
Commercial Paper	06538BS53	BANK TOKYO-MIT UFJ NY	8/10/2016	5/5/2017	0.59	0.00	40,000,000	39,603,956	39,603,956	39,781,600
Commercial Paper	06538BSC8	BANK TOKYO-MIT UFJ NY	8/17/2016	5/12/2017	0.61	0.00	25,000,000	24,750,611	24,750,611	24,859,076
Commercial Paper	06538BT29	BANK TOKYO-MIT UFJ NY	9/7/2016	6/2/2017	0.67	0.00	40,000,000	39,592,044	39,592,044	39,693,644
Commercial Paper	89233GT63	TOYOTA MOTOR CREDIT CORP	9/9/2016	6/6/2017	0.68	0.00	25,000,000	24,767,500	24,767,500	24,805,389
Subtotals					0.46	0.07	\$ 395,000,000	\$ 391,914,660	\$ 391,914,660	\$ 393,171,107
Medium Term Notes	073928S46	BEAR STEARNS COS LLC	2/10/2016	11/21/2016	0.14	1.20	\$ 6,450,000	\$ 6,439,745	\$ 6,448,165	\$ 6,450,839
Medium Term Notes	36967FAB7	GENERAL ELECTRIC CO	1/9/2015	1/9/2017	0.03	0.94	20,000,000	20,000,000	20,000,000	20,016,000
Medium Term Notes	064159AM8	BANK OF NOVA SCOTIA	10/20/2015	1/12/2017	0.29	2.55	10,000,000	10,185,500	10,042,459	10,041,200
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	2/11/2016	1/30/2017	0.33	1.10	1,500,000	1,502,063	1,500,705	1,500,240
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	7/1/2016	1/30/2017	0.33	1.10	6,900,000	6,910,488	6,905,958	6,901,104
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	2/12/2016	1/30/2017	0.33	1.10	8,515,000	8,523,174	8,517,802	8,516,362
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	6/24/2016	1/30/2017	0.33	1.10	10,000,000	10,012,200	10,006,710	10,001,600
Medium Term Notes	36962G2F0	GENERAL ELECTRIC CO	4/8/2015	2/15/2017	0.13	0.99	3,791,000	3,789,138	3,790,624	3,793,805
Medium Term Notes	36962G2F0	GENERAL ELECTRIC CO	4/1/2015	2/15/2017	0.13	0.99	4,948,000	4,942,755	4,946,953	4,951,662
Medium Term Notes	91159HHD5	US BANCORP	2/3/2016	5/15/2017	0.62	1.65	3,090,000	3,111,908	3,100,602	3,098,992
Medium Term Notes	459200JD4	IBM CORP	2/19/2016	8/18/2017	0.13	1.25	25,000,000	25,000,000	25,000,000	25,085,250
Medium Term Notes	459200GJ4	IBM CORP	3/22/2016	9/14/2017	0.94	5.70	1,325,000	1,415,378	1,383,136	1,382,730
Medium Term Notes	911312AP1	UNITED PARCEL SERVICE	1/28/2016	10/1/2017	0.99	1.13	2,000,000	2,003,780	2,002,254	2,002,420
Medium Term Notes	459200HK0	IBM CORP	5/6/2016	2/8/2018	1.35	1.25	11,450,000	11,519,616	11,503,592	11,463,855
Subtotals					0.33	1.31	\$ 114,969,000	\$ 115,355,745	\$ 115,148,961	\$ 115,206,058
Money Market Funds	09248U718	BLACKROCK LIQUIDITY FUNDS T-FI	9/30/2016	10/1/2016	0.01	0.21	\$ 80,008,496	\$ 80,008,496	\$ 80,008,496	\$ 80,008,496
Money Market Funds	31607A703	FIDELITY INSTITUTIONAL MONEY M	9/30/2016	10/1/2016	0.01	0.31	345,466,894	345,466,894	345,466,894	345,466,894
Money Market Funds	61747C707	MORGAN STANLEY INSTITUTIONAL	9/30/2016	10/1/2016	0.01	0.31	250,231,977	250,231,977	250,231,977	250,231,977
Subtotals					0.01	0.30	\$ 675,707,368	\$ 675,707,368	\$ 675,707,368	\$ 675,707,368
Supranationals	45905UXQ2	INTL BK RECON & DEVELOP	7/27/2016	1/26/2018	0.07	0.65	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 24,996,750
Supranationals	459058ER0	INTL BK RECON & DEVELOP	10/7/2015	10/5/2018	1.99	1.00	25,000,000	24,957,500	24,971,485	25,036,000
Subtotals					1.03	0.82	\$ 50,000,000	\$ 49,957,500	\$ 49,971,485	\$ 50,032,750
Grand Totals					0.62	0.70	\$ 7,324,758,368	\$ 7,325,215,205	\$ 7,322,514,827	\$ 7,328,654,077

Monthly Investment Earnings

Pooled Fund

For month ended September 30, 2016

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle	Maturity	Earned	Amort.	Realized	Earned Income
						Date	Date	Interest	Expense	Gain/(Loss)	/Net Earnings
U.S. Treasuries	912796JM2	TREASURY BILL	\$ -	0.00	0.20	9/15/16	9/29/16	\$ 1,983	\$ -	\$ -	\$ 1,983
U.S. Treasuries	912828RJ1	US TSY NT	-	1.00	1.05	10/11/11	9/30/16	59,426	2,714	-	62,140
U.S. Treasuries	912828RM4	US TSY NT	25,000,000	1.00	0.74	12/26/13	10/31/16	20,380	(5,296)	-	15,084
U.S. Treasuries	912796JY6	TREASURY BILL	25,000,000	0.00	0.28	9/16/16	12/15/16	2,927	-	-	2,927
U.S. Treasuries	912796JY6	TREASURY BILL	25,000,000	0.00	0.26	9/19/16	12/15/16	2,133	-	-	2,133
U.S. Treasuries	912796JY6	TREASURY BILL	25,000,000	0.00	0.23	9/20/16	12/15/16	1,790	-	-	1,790
U.S. Treasuries	912796JZ3	TREASURY BILL	25,000,000	0.00	0.27	9/22/16	12/22/16	1,688	-	-	1,688
U.S. Treasuries	912796JZ3	TREASURY BILL	40,000,000	0.00	0.17	9/23/16	12/22/16	1,533	-	-	1,533
U.S. Treasuries	912796KA6	TREASURY BILL	100,000,000	0.00	0.24	9/29/16	12/29/16	1,314	-	-	1,314
U.S. Treasuries	912828RX0	US TSY NT	25,000,000	0.88	0.67	2/25/14	12/31/16	17,833	(4,197)	-	13,636
U.S. Treasuries	912828SJ0	US TSY NT	25,000,000	0.88	1.21	3/21/12	2/28/17	18,128	6,655	-	24,783
U.S. Treasuries	912828SJ0	US TSY NT	25,000,000	0.88	1.21	3/21/12	2/28/17	18,128	6,655	-	24,783
U.S. Treasuries	912828SJ0	US TSY NT	75,000,000	0.88	0.94	3/14/12	2/28/17	54,385	3,783	-	58,169
U.S. Treasuries	912796KN8	TREASURY BILL	75,000,000	0.00	0.48	9/16/16	3/16/17	15,000	-	-	15,000
U.S. Treasuries	912796KN8	TREASURY BILL	75,000,000	0.00	0.48	9/19/16	3/16/17	11,913	-	-	11,913
U.S. Treasuries	912796KN8	TREASURY BILL	75,000,000	0.00	0.47	9/20/16	3/16/17	10,794	-	-	10,794
U.S. Treasuries	912796KP3	TREASURY BILL	75,000,000	0.00	0.47	9/22/16	3/23/17	8,813	-	-	8,813
U.S. Treasuries	912796KP3	TREASURY BILL	110,000,000	0.00	0.39	9/23/16	3/23/17	9,460	-	-	9,460
U.S. Treasuries	912796JJ9	TREASURY BILL	100,000,000	0.00	0.42	9/29/16	3/30/17	2,306	-	-	2,306
U.S. Treasuries	912796JJ9	TREASURY BILL	100,000,000	0.00	0.42	9/30/16	3/30/17	1,167	-	-	1,167
U.S. Treasuries	912828SM3	US TSY NT	50,000,000	1.00	1.07	4/4/12	3/31/17	40,991	2,701	-	43,692
U.S. Treasuries	912828TM2	US TSY NT	100,000,000	0.63	0.96	12/15/15	8/31/17	51,796	27,188	-	78,983
U.S. Treasuries	912828M72	US TSY NT	50,000,000	0.88	1.00	12/17/15	11/30/17	35,861	4,924	-	40,785
U.S. Treasuries	912828M72	US TSY NT	50,000,000	0.88	1.00	12/17/15	11/30/17	35,861	5,088	-	40,949
Subtotals			\$1,275,000,000					\$ 425,610	\$ 50,214	\$ -	\$ 475,823
Federal Agencies	31315PQB8	FARMER MAC	\$ -	1.50	0.70	10/29/13	9/1/16	\$ -	\$ -	\$ -	\$ -
Federal Agencies	3130A6BD8	FEDERAL HOME LOAN BANK	-	0.51	0.35	6/30/16	9/9/16	1,700	(507)	-	1,193
Federal Agencies	313370TW8	FEDERAL HOME LOAN BANK	-	2.00	1.39	10/11/11	9/9/16	11,111	(3,242)	-	7,869
Federal Agencies	3130A7KH7	FEDERAL HOME LOAN BANK	-	0.53	0.42	5/4/16	9/29/16	2,265	(466)	-	1,799
Federal Agencies	313378UB5	FEDERAL HOME LOAN BANK	5,000,000	1.13	0.51	10/23/14	10/11/16	4,708	(2,512)	-	2,197
Federal Agencies	3130A3CE2	FEDERAL HOME LOAN BANK	40,000,000	0.63	0.58	11/3/14	10/14/16	20,833	(1,350)	-	19,483
Federal Agencies	3130A6PZ4	FEDERAL HOME LOAN BANK	5,950,000	0.40	0.76	1/7/16	10/28/16	1,983	1,755	-	3,738
Federal Agencies	3130A3J70	FEDERAL HOME LOAN BANK	7,015,000	0.63	0.66	11/18/15	11/23/16	3,654	199	-	3,852
Federal Agencies	3130A3J70	FEDERAL HOME LOAN BANK	25,000,000	0.63	0.64	11/17/14	11/23/16	13,021	407	-	13,428
Federal Agencies	313381GA7	FEDERAL HOME LOAN BANK	23,100,000	0.57	0.57	11/30/12	11/30/16	10,973	(90)	-	10,882
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	6,545,000	1.63	0.48	5/11/16	12/9/16	8,863	(6,116)	-	2,747
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	25,000,000	1.63	0.64	11/6/14	12/9/16	33,854	(20,144)	-	13,710
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	25,000,000	1.63	0.65	12/4/14	12/9/16	33,854	(19,840)	-	14,014
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	25,000,000	1.63	0.72	12/12/14	12/9/16	33,854	(18,441)	-	15,413
Federal Agencies	313384T58	FED HOME LN DISCOUNT NT	24,625,000	0.00	0.48	6/21/16	12/16/16	9,850	-	-	9,850
Federal Agencies	3133XHZZK1	FEDERAL HOME LOAN BANK	33,850,000	4.75	0.48	5/11/16	12/16/16	133,990	(117,812)	-	16,178
Federal Agencies	3130A12F4	FEDERAL HOME LOAN BANK	20,500,000	0.70	0.70	3/19/14	12/19/16	11,958	61	-	12,019
Federal Agencies	3134G5VG7	FREDDIE MAC	50,000,000	0.78	0.78	12/29/14	12/29/16	32,500	-	-	32,500
Federal Agencies	3134G33C2	FREDDIE MAC	50,000,000	0.60	0.60	1/3/13	1/3/17	25,000	-	-	25,000
Federal Agencies	3133ECB37	FEDERAL FARM CREDIT BANK	14,000,000	0.58	0.58	12/20/12	1/12/17	6,767	-	-	6,767
Federal Agencies	31315PWW5	FARMER MAC	49,500,000	1.01	1.02	5/4/12	1/17/17	41,663	432	-	42,094
Federal Agencies	3130A7T62	FEDERAL HOME LOAN BANK	9,000,000	0.55	0.56	4/20/16	1/18/17	4,125	49	-	4,174
Federal Agencies	3133EDRD6	FEDERAL FARM CREDIT BANK	50,000,000	0.47	0.56	12/12/14	1/30/17	19,298	715	-	20,013
Federal Agencies	3133786Q9	FEDERAL HOME LOAN BANK	67,780,000	1.00	0.72	1/10/13	2/13/17	56,483	(15,380)	-	41,103

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3133EDFW7	FEDERAL FARM CREDIT BANK	50,000,000	0.58	0.58	2/27/14	2/27/17	24,338	-	-	24,338
Federal Agencies	3130A8DB3	FEDERAL HOME LOAN BANK	25,000,000	0.55	0.55	6/2/16	3/2/17	11,334	-	-	11,334
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	15,000,000	0.88	0.93	12/29/15	3/10/17	10,938	628	-	11,566
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	22,185,000	0.88	0.72	6/2/16	3/10/17	16,177	(2,872)	-	13,304
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	50,000,000	0.88	0.82	12/15/14	3/10/17	36,458	(2,151)	-	34,308
Federal Agencies	3133EDP30	FEDERAL FARM CREDIT BANK	26,000,000	0.57	0.49	10/3/14	3/24/17	12,196	(311)	-	11,886
Federal Agencies	3133EDZW5	FEDERAL FARM CREDIT BANK	25,000,000	0.55	0.55	10/29/14	3/29/17	11,334	9	-	11,342
Federal Agencies	31315PTQ2	FARMER MAC	12,500,000	1.26	1.36	4/10/12	4/10/17	13,125	998	-	14,123
Federal Agencies	3133ECLL6	FEDERAL FARM CREDIT BANK	10,000,000	0.60	0.60	4/17/13	4/17/17	5,000	-	-	5,000
Federal Agencies	31315PUQ0	FARMER MAC	10,500,000	1.13	1.13	4/26/12	4/26/17	9,844	-	-	9,844
Federal Agencies	3135G0JA2	FANNIE MAE	8,058,000	1.13	0.54	7/1/16	4/27/17	7,554	(3,882)	-	3,672
Federal Agencies	3137EADF3	FREDDIE MAC	25,000,000	1.25	1.14	5/14/12	5/12/17	26,042	(2,188)	-	23,854
Federal Agencies	3130A1NN4	FEDERAL HOME LOAN BANK	14,000,000	0.88	0.58	9/26/16	5/24/17	1,701	(567)	-	1,134
Federal Agencies	31315PZQ5	FARMER MAC	9,000,000	1.11	0.80	12/28/12	6/5/17	8,325	(2,262)	-	6,063
Federal Agencies	313379FW4	FEDERAL HOME LOAN BANK	12,000,000	1.00	0.93	12/19/14	6/9/17	10,000	(690)	-	9,310
Federal Agencies	313379FW4	FEDERAL HOME LOAN BANK	20,600,000	1.00	1.02	12/29/15	6/9/17	17,167	339	-	17,506
Federal Agencies	3130A3SL9	FEDERAL HOME LOAN BANK	25,000,000	0.95	1.02	12/30/14	6/15/17	19,792	1,345	-	21,136
Federal Agencies	3133EAUW6	FEDERAL FARM CREDIT BANK	50,000,000	0.62	0.62	6/19/12	6/19/17	25,917	-	-	25,917
Federal Agencies	3133EEGH7	FEDERAL FARM CREDIT BANK	8,400,000	0.93	0.94	12/26/14	6/26/17	6,510	88	-	6,598
Federal Agencies	3137EADH9	FREDDIE MAC	15,000,000	1.00	0.78	5/25/16	6/29/17	12,500	(2,689)	-	9,811
Federal Agencies	3137EADH9	FREDDIE MAC	25,000,000	1.00	1.10	3/25/14	6/29/17	20,833	1,998	-	22,831
Federal Agencies	3134G5W50	FREDDIE MAC	50,000,000	1.00	1.00	12/30/14	6/30/17	41,667	-	-	41,667
Federal Agencies	3130A8L35	FEDERAL HOME LOAN BANK	25,000,000	0.75	0.75	6/24/16	7/20/17	15,625	-	-	15,625
Federal Agencies	3133ECV92	FEDERAL FARM CREDIT BANK	50,000,000	0.57	0.57	7/24/13	7/24/17	23,454	-	-	23,454
Federal Agencies	3133ECVG6	FEDERAL FARM CREDIT BANK	23,520,000	0.72	0.72	8/5/13	7/26/17	14,132	-	-	14,132
Federal Agencies	3135G0F24	FANNIE MAE	25,000,000	0.54	0.56	9/16/15	8/16/17	11,002	208	-	11,210
Federal Agencies	3133EEFX3	FEDERAL FARM CREDIT BANK	50,000,000	0.60	0.60	12/23/14	8/23/17	24,075	-	-	24,075
Federal Agencies	3137EADL0	FREDDIE MAC	25,000,000	1.00	1.22	3/25/14	9/29/17	20,833	4,482	-	25,315
Federal Agencies	3135G0F57	FANNIE MAE	25,000,000	0.53	0.56	10/5/15	10/5/17	11,031	314	-	11,344
Federal Agencies	3133EETS9	FEDERAL FARM CREDIT BANK	30,000,000	0.56	0.56	9/25/15	10/19/17	13,771	(24)	-	13,747
Federal Agencies	3130A6LZ8	FEDERAL HOME LOAN BANK	25,000,000	0.63	0.82	4/28/16	10/26/17	13,021	3,874	-	16,894
Federal Agencies	3133EEBR0	FEDERAL FARM CREDIT BANK	25,000,000	0.56	0.60	11/18/14	11/13/17	11,442	308	-	11,750
Federal Agencies	3133EEJ76	FEDERAL FARM CREDIT BANK	25,000,000	0.55	0.58	8/20/15	11/13/17	11,398	313	-	11,710
Federal Agencies	3134G44F2	FREDDIE MAC	50,000,000	0.80	0.80	5/21/13	11/21/17	33,333	-	-	33,333
Federal Agencies	3130A3HF4	FEDERAL HOME LOAN BANK	25,000,000	1.13	1.19	12/22/14	12/8/17	23,438	1,234	-	24,671
Federal Agencies	3137EADX4	FREDDIE MAC	25,000,000	1.00	1.06	12/11/15	12/15/17	20,833	1,265	-	22,099
Federal Agencies	3133EEFE5	FEDERAL FARM CREDIT BANK	50,000,000	1.13	1.18	12/19/14	12/18/17	46,875	2,342	-	49,217
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	4,000,000	0.57	0.58	5/27/15	2/2/18	1,913	16	-	1,929
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	35,000,000	0.57	0.62	2/2/15	2/2/18	16,739	578	-	17,317
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	25,000,000	0.56	0.56	11/5/14	2/5/18	11,656	-	-	11,656
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	25,000,000	0.56	0.59	11/5/14	2/5/18	11,656	208	-	11,864
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	50,000,000	0.56	0.59	11/5/14	2/5/18	23,311	415	-	23,726
Federal Agencies	3133EFNK9	FEDERAL FARM CREDIT BANK	25,000,000	0.59	0.61	11/9/15	2/9/18	12,307	207	-	12,514
Federal Agencies	3132X0JL6	FARMER MAC	50,000,000	0.88	0.88	9/1/16	3/1/18	36,458	-	-	36,458
Federal Agencies	3133EEN71	FEDERAL FARM CREDIT BANK	50,000,000	0.58	0.59	5/22/15	3/22/18	23,193	217	-	23,410
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	50,000,000	0.50	0.53	5/27/15	3/26/18	20,903	624	-	21,527
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	50,000,000	0.50	0.53	5/29/15	3/26/18	20,903	625	-	21,528
Federal Agencies	3133EFWG8	FEDERAL FARM CREDIT BANK	25,000,000	0.69	0.69	1/26/16	3/26/18	14,307	106	-	14,413
Federal Agencies	3133EEZC7	FEDERAL FARM CREDIT BANK	50,000,000	0.58	0.59	4/16/15	4/16/18	23,671	207	-	23,878
Federal Agencies	31331KJ87	FEDERAL FARM CREDIT BANK	14,230,000	3.00	0.94	2/2/16	4/25/18	35,575	(23,844)	-	11,731
Federal Agencies	3134G8XS3	FREDDIE MAC	23,630,000	1.05	1.05	7/22/16	4/27/18	20,676	-	-	20,676

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3133EEU40	FEDERAL FARM CREDIT BANK	69,000,000	0.56	0.57	6/3/15	5/3/18	32,258	144	-	32,402
Federal Agencies	3135G0WJ8	FANNIE MAE	25,000,000	0.88	1.05	5/23/13	5/21/18	18,229	3,512	-	21,741
Federal Agencies	3130A8VL4	FEDERAL HOME LOAN BANK	10,000,000	1.00	1.00	8/24/16	5/24/18	8,333	-	-	8,333
Federal Agencies	3130A8VL4	FEDERAL HOME LOAN BANK	25,000,000	1.00	1.00	8/24/16	5/24/18	20,833	-	-	20,833
Federal Agencies	3134G9GG6	FREDDIE MAC	50,000,000	0.80	0.80	5/25/16	5/25/18	33,333	-	-	33,333
Federal Agencies	3134G9HC4	FREDDIE MAC	10,000,000	1.00	1.03	5/25/16	5/25/18	8,333	205	-	8,539
Federal Agencies	3133EFCT2	FEDERAL FARM CREDIT BANK	25,000,000	0.57	0.57	9/8/15	6/8/18	11,819	-	-	11,819
Federal Agencies	3133EFCT2	FEDERAL FARM CREDIT BANK	50,000,000	0.57	0.57	9/8/15	6/8/18	23,638	-	-	23,638
Federal Agencies	3133EEW48	FEDERAL FARM CREDIT BANK	50,000,000	0.56	0.57	6/11/15	6/11/18	23,397	109	-	23,507
Federal Agencies	3133EFSH1	FEDERAL FARM CREDIT BANK	25,000,000	1.17	1.25	12/18/15	6/14/18	24,375	1,576	-	25,951
Federal Agencies	3133EGGC3	FEDERAL FARM CREDIT BANK	25,000,000	0.65	0.65	6/20/16	6/20/18	13,324	-	-	13,324
Federal Agencies	3134G9RZ2	FREDDIE MAC	8,950,000	0.80	0.80	6/22/16	6/22/18	5,967	-	-	5,967
Federal Agencies	3134G9UY1	FREDDIE MAC	25,000,000	1.00	1.00	6/29/16	6/29/18	20,833	-	-	20,833
Federal Agencies	3134G9UY1	FREDDIE MAC	25,000,000	1.00	1.00	6/29/16	6/29/18	20,833	-	-	20,833
Federal Agencies	3133EGBQ7	FEDERAL FARM CREDIT BANK	25,000,000	0.66	0.66	5/19/16	7/19/18	13,559	-	-	13,559
Federal Agencies	3133EGBQ7	FEDERAL FARM CREDIT BANK	25,000,000	0.66	0.66	5/19/16	7/19/18	13,559	-	-	13,559
Federal Agencies	3130A8U50	FEDERAL HOME LOAN BANK	22,250,000	0.83	0.89	7/29/16	7/25/18	15,390	1,107	-	16,497
Federal Agencies	3134G9Q67	FREDDIE MAC	25,000,000	1.05	1.05	7/27/16	7/27/18	21,875	-	-	21,875
Federal Agencies	3134G9Q67	FREDDIE MAC	25,000,000	1.05	1.06	7/27/16	7/27/18	21,875	257	-	22,132
Federal Agencies	3133EGFQ3	FEDERAL FARM CREDIT BANK	25,000,000	0.88	0.91	9/21/16	9/14/18	6,076	263	-	6,339
Federal Agencies	3130A9C90	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/28/16	9/28/18	2,188	-	-	2,188
Federal Agencies	3136G2NZ6	FANNIE MAE	-	0.75	0.75	9/30/15	9/28/18	14,063	-	-	14,063
Federal Agencies	3136G2NZ6	FANNIE MAE	-	0.75	0.75	9/30/15	9/28/18	14,063	-	-	14,063
Federal Agencies	3133EGFK6	FEDERAL FARM CREDIT BANK	25,000,000	0.66	0.66	6/17/16	10/17/18	13,508	-	-	13,508
Federal Agencies	3133EGFK6	FEDERAL FARM CREDIT BANK	25,000,000	0.66	0.66	6/17/16	10/17/18	13,508	-	-	13,508
Federal Agencies	3134G82B4	FREDDIE MAC	25,000,000	0.75	0.75	11/23/15	11/23/18	15,625	-	-	15,625
Federal Agencies	3136G2C39	FANNIE MAE	15,000,000	1.63	1.63	12/30/14	12/28/18	20,313	-	-	20,313
Federal Agencies	3133EGDM4	FEDERAL FARM CREDIT BANK	25,000,000	0.68	0.68	6/2/16	1/2/19	14,248	-	-	14,248
Federal Agencies	3130A8VZ3	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	7/28/16	1/25/19	21,875	-	-	21,875
Federal Agencies	3132X0EK3	FARMER MAC	25,000,000	0.81	0.81	1/25/16	1/25/19	16,969	-	-	16,969
Federal Agencies	3133EGBU8	FEDERAL FARM CREDIT BANK	50,000,000	0.70	0.70	5/25/16	2/25/19	29,149	-	-	29,149
Federal Agencies	3136G2XK8	FANNIE MAE	25,000,000	0.75	0.75	2/26/16	2/26/19	15,625	-	-	15,625
Federal Agencies	3136G2Y68	FANNIE MAE	15,935,000	0.75	0.77	2/26/16	2/26/19	9,959	218	-	10,177
Federal Agencies	3132X0ED9	FARMER MAC	40,000,000	0.93	0.93	1/19/16	3/19/19	26,686	-	-	26,686
Federal Agencies	3136G3FC4	FANNIE MAE	6,250,000	1.00	1.00	3/29/16	3/29/19	5,208	-	-	5,208
Federal Agencies	3134G8VT3	FREDDIE MAC	14,560,000	0.80	0.80	5/23/16	4/25/19	9,707	20	-	9,727
Federal Agencies	3134G9DB0	FREDDIE MAC	10,000,000	0.88	0.88	4/29/16	4/29/19	7,292	-	-	7,292
Federal Agencies	3134G9DB0	FREDDIE MAC	50,000,000	0.88	0.88	4/29/16	4/29/19	36,458	-	-	36,458
Federal Agencies	3136G3QP3	FANNIE MAE	10,000,000	1.25	1.25	5/24/16	5/24/19	10,417	-	-	10,417
Federal Agencies	3134G9LF2	FREDDIE MAC	75,000,000	0.75	0.75	6/7/16	6/7/19	46,875	-	-	46,875
Federal Agencies	3136G3NK7	FANNIE MAE	25,000,000	0.75	0.76	6/7/16	6/7/19	15,625	103	-	15,728
Federal Agencies	3136G3NM3	FANNIE MAE	50,000,000	0.75	0.75	6/7/16	6/7/19	31,250	-	-	31,250
Federal Agencies	3134G9QN0	FREDDIE MAC	12,500,000	0.88	0.88	6/14/16	6/14/19	9,115	-	-	9,115
Federal Agencies	3134G9QP5	FREDDIE MAC	-	1.00	1.00	6/14/16	6/14/19	4,153	-	-	4,153
Federal Agencies	3134G9QW0	FREDDIE MAC	50,000,000	1.28	1.28	6/14/16	6/14/19	53,333	-	-	53,333
Federal Agencies	3134G9YR2	FREDDIE MAC	50,000,000	0.85	0.85	7/12/16	7/12/19	35,417	-	-	35,417
Federal Agencies	3133EGED3	FEDERAL FARM CREDIT BANK	25,000,000	0.70	0.70	6/9/16	8/9/19	14,494	-	-	14,494
Federal Agencies	3133EGED3	FEDERAL FARM CREDIT BANK	25,000,000	0.70	0.70	6/9/16	8/9/19	14,494	-	-	14,494
Federal Agencies	3134G94F1	FREDDIE MAC	25,000,000	1.00	1.00	8/15/16	8/15/19	20,833	-	-	20,833
Federal Agencies	3135G0P23	FANNIE MAE	20,000,000	1.25	1.25	8/30/16	8/23/19	20,833	-	-	20,833
Federal Agencies	3136G3X59	FANNIE MAE	25,000,000	1.10	1.10	8/23/16	8/23/19	22,917	-	-	22,917

Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3134G9GS0	FREDDIE MAC	25,000,000	1.25	1.25	5/26/16	8/26/19	26,042	-	-	26,042
Federal Agencies	3134GAHR8	FREDDIE MAC	25,000,000	0.75	0.75	9/23/16	9/23/19	4,167	-	-	4,167
Federal Agencies	3134G8TG4	FREDDIE MAC	15,000,000	1.50	1.50	4/11/16	10/11/19	18,750	-	-	18,750
Federal Agencies	3136G3LV5	FANNIE MAE	8,950,000	1.35	1.35	5/26/16	11/26/19	10,069	-	-	10,069
Federal Agencies	3134G9VR5	FREDDIE MAC	25,000,000	1.00	1.00	7/6/16	1/6/20	20,833	-	-	20,833
Federal Agencies	3136G3TK1	FANNIE MAE	25,000,000	0.88	0.88	7/6/16	4/6/20	18,229	-	-	18,229
Federal Agencies	3132X0AT8	FARMER MAC	41,000,000	0.66	0.66	6/5/15	6/2/20	22,684	-	-	22,684
Federal Agencies	3136G3TG0	FANNIE MAE	15,000,000	1.15	1.15	6/30/16	6/30/20	14,375	-	-	14,375
Federal Agencies	3130A9FR7	FEDERAL HOME LOAN BANK	103,500,000	0.68	0.68	9/29/16	9/28/20	3,893	-	-	3,893
Federal Agencies	3133EFTX5	FEDERAL FARM CREDIT BANK	100,000,000	0.86	0.86	12/24/15	12/24/20	71,075	-	-	71,075
Subtotals			\$3,768,383,000					\$2,592,744	\$ (213,298)	\$ -	\$ 2,379,446
State/Local Agencies	91411SJ19	UNIVERSITY OF CALIFORNIA	\$ -	0.00	0.45	7/5/16	9/1/16	\$ -	\$ -	\$ -	\$ -
State/Local Agencies	91411SJC5	UNIVERSITY OF CALIFORNIA	-	0.00	0.44	7/14/16	9/12/16	1,270	-	-	1,270
State/Local Agencies	91411SJC5	UNIVERSITY OF CALIFORNIA	-	0.00	0.44	7/15/16	9/12/16	3,092	-	-	3,092
State/Local Agencies	91411SKR0	UNIVERSITY OF CALIFORNIA	25,000,000	0.00	0.48	9/15/16	10/25/16	5,333	-	-	5,333
State/Local Agencies	13063CPM6	CALIFORNIA ST	44,000,000	0.75	0.69	12/9/14	11/1/16	27,500	(2,000)	-	25,500
State/Local Agencies	91411SL16	UNIVERSITY OF CALIFORNIA	37,000,000	0.00	0.55	9/1/16	11/1/16	16,958	-	-	16,958
State/Local Agencies	91412GL45	UNIV OF CALIFORNIA CA REVENUE	5,505,000	0.65	0.65	6/30/16	5/15/17	2,982	-	-	2,982
State/Local Agencies	91412GUU7	UNIV OF CALIFORNIA CA REVENUE	3,250,000	1.22	1.22	4/10/14	5/15/17	3,310	-	-	3,310
State/Local Agencies	718814XY7	PHOENIX AZ	20,000,000	3.50	0.76	9/27/16	7/1/17	7,778	(5,990)	-	1,788
State/Local Agencies	13063CFC9	CALIFORNIA ST	16,500,000	1.75	1.66	11/5/13	11/1/17	24,063	(1,213)	-	22,850
State/Local Agencies	13063CPN4	CALIFORNIA ST	5,000,000	1.25	1.22	12/22/14	11/1/17	5,208	(131)	-	5,078
State/Local Agencies	13063CPN4	CALIFORNIA ST	50,000,000	1.25	1.17	11/25/14	11/1/17	52,083	(3,400)	-	48,683
State/Local Agencies	91412GL52	UNIV OF CALIFORNIA CA REVENUE	2,470,000	0.99	0.99	6/30/16	5/5/18	2,044	-	-	2,044
State/Local Agencies	646065QQ8	NEW JERSEY ST EDUCNTL FACS A	5,000,000	5.00	0.85	9/29/16	7/1/18	1,389	(1,127)	-	262
State/Local Agencies	91412GL60	UNIV OF CALIFORNIA CA REVENUE	2,000,000	1.23	1.23	6/30/16	5/15/19	2,047	-	-	2,047
State/Local Agencies	91412GSB2	UNIV OF CALIFORNIA CA REVENUE	4,180,000	1.80	1.57	10/5/15	7/1/19	6,256	(757)	-	5,499
State/Local Agencies	91412GSB2	UNIV OF CALIFORNIA CA REVENUE	16,325,000	1.80	1.56	10/2/15	7/1/19	24,433	(2,997)	-	21,437
State/Local Agencies	6055804W6	MISSISSIPPI ST	8,500,000	6.09	1.38	4/23/15	10/1/19	43,130	(31,767)	-	11,364
State/Local Agencies	977100CW4	WISCONSIN ST GEN FUND ANNUA	18,000,000	1.45	1.45	8/16/16	5/1/20	21,690	-	-	21,690
State/Local Agencies	91412GF59	UNIV OF CALIFORNIA CA REVENUE	1,769,000	1.91	1.40	8/9/16	5/15/21	2,816	(719)	-	2,097
Subtotals			\$ 264,499,000					\$ 253,382	\$ (50,100)	\$ -	\$ 203,283
Public Time Deposits	PP5Z1EJS4	MISSION NATIONAL BK SF	\$ 240,000	0.86	0.86	2/19/16	2/21/17	\$ 169	\$ -	\$ -	\$ 169
Public Time Deposits	PP600XGA1	TRANS-PAC NATIONAL BK	240,000	1.05	1.05	3/21/16	3/21/17	208	-	-	208
Public Time Deposits	PPF00EG62	BANK OF SAN FRANCISCO	240,000	0.89	0.89	4/11/16	4/11/17	178	-	-	178
Public Time Deposits	PPQJ03J86	PREFERRED BANK LA CALIF	240,000	0.85	0.85	5/16/16	5/16/17	168	-	-	168
Public Time Deposits	PP7C0E3S1	UMPQUA BANK	240,000	0.79	0.79	6/29/16	6/29/17	158	-	-	158
Subtotals			\$ 1,200,000					\$ 882	\$ -	\$ -	\$ 882
Negotiable CDs	06427E3U3	BANK OF MONTREAL CHICAGO	\$ -	0.64	0.64	6/28/16	9/21/16	\$ 8,889	\$ -	\$ -	\$ 8,889
Negotiable CDs	06366CA32	BANK OF MONTREAL CHICAGO	-	0.78	0.78	3/31/15	9/23/16	23,866	-	-	23,866
Negotiable CDs	06366CA32	BANK OF MONTREAL CHICAGO	-	0.78	0.78	3/31/15	9/23/16	11,933	-	-	11,933
Negotiable CDs	06417HUW4	BANK OF NOVA SCOTIA HOUS	-	0.84	0.84	9/25/14	9/23/16	25,723	-	-	25,723
Negotiable CDs	06366CC48	BANK OF MONTREAL CHICAGO	-	0.78	0.78	4/7/15	10/7/16	20,391	-	5,400	25,791
Negotiable CDs	06417HVR4	BANK OF NOVA SCOTIA HOUS	-	0.86	0.86	10/7/14	10/7/16	22,618	-	6,517	29,134
Negotiable CDs	78009NB96	ROYAL BANK OF CANADA NY	-	0.85	0.85	4/20/16	10/17/16	8,802	-	5,443	14,245
Negotiable CDs	89113EE69	TORONTO DOMINION BANK NY	25,000,000	0.93	0.93	10/16/15	10/17/16	19,356	-	-	19,356
Negotiable CDs	89113EL79	TORONTO DOMINION BANK NY	-	1.00	0.97	2/12/16	11/8/16	10,417	3,833	7,542	21,791
Negotiable CDs	78009NXP6	ROYAL BANK OF CANADA NY	50,000,000	1.17	1.17	12/3/15	12/2/16	48,509	-	-	48,509

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Negotiable CDs	89113EU20	TORONTO DOMINION BANK NY	50,000,000	1.16	1.16	12/7/15	12/7/16	47,216	-	-	47,216
Negotiable CDs	78009NSX5	ROYAL BANK OF CANADA NY	-	0.83	0.83	12/15/14	12/15/16	32,375	-	21,506	53,881
Negotiable CDs	96121TH27	WESTPAC BANKING CORP NY	-	0.99	0.99	12/22/15	12/28/16	27,606	-	8,870	36,476
Negotiable CDs	96121TH27	WESTPAC BANKING CORP NY	25,000,000	0.99	0.99	12/22/15	12/28/16	35,199	-	6,381	41,580
Negotiable CDs	78009NB54	ROYAL BANK OF CANADA NY	50,000,000	0.96	0.96	4/8/16	1/4/17	40,000	-	-	40,000
Negotiable CDs	78009NZD1	ROYAL BANK OF CANADA NY	25,000,000	1.04	1.04	1/25/16	1/25/17	21,553	-	-	21,553
Negotiable CDs	06427EM65	BANK OF MONTREAL CHICAGO	25,000,000	1.00	1.00	4/29/16	2/1/17	20,760	-	-	20,760
Negotiable CDs	89113E2G0	TORONTO DOMINION BANK NY	50,000,000	1.02	1.02	1/11/16	2/1/17	42,634	-	-	42,634
Negotiable CDs	89113WFC5	TORONTO DOMINION BANK NY	25,000,000	1.07	1.07	7/28/16	2/1/17	22,359	-	-	22,359
Negotiable CDs	96121TK64	WESTPAC BANKING CORP NY	50,000,000	1.02	1.02	2/4/16	2/3/17	42,500	-	-	42,500
Negotiable CDs	89113WAL0	TORONTO DOMINION BANK NY	40,000,000	1.00	1.00	5/11/16	2/15/17	33,333	-	-	33,333
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	25,000,000	1.10	1.10	2/23/15	2/23/17	22,856	-	-	22,856
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	25,000,000	1.10	1.10	2/23/15	2/23/17	22,856	-	-	22,856
Negotiable CDs	06427EX55	BANK OF MONTREAL CHICAGO	25,000,000	1.03	1.03	6/8/16	3/6/17	21,458	-	-	21,458
Negotiable CDs	78009NZW9	ROYAL BANK OF CANADA NY	50,000,000	1.03	1.03	3/10/16	3/10/17	42,746	-	-	42,746
Negotiable CDs	06427EDJ7	BANK OF MONTREAL CHICAGO	25,000,000	0.93	0.93	9/17/15	3/17/17	19,101	-	-	19,101
Negotiable CDs	78009ND94	ROYAL BANK OF CANADA NY	25,000,000	0.96	0.96	7/1/16	3/27/17	20,000	-	-	20,000
Negotiable CDs	89113EC79	TORONTO DOMINION BANK NY	50,000,000	1.10	1.10	10/2/15	3/28/17	37,356	-	-	37,356
Negotiable CDs	89113E5Z5	TORONTO DOMINION BANK NY	25,000,000	1.10	1.10	4/8/16	4/12/17	22,917	-	-	22,917
Negotiable CDs	06427K3A3	BANK OF MONTREAL CHICAGO	25,000,000	1.16	1.16	8/3/16	5/3/17	24,148	-	-	24,148
Negotiable CDs	89113WJJ6	TORONTO DOMINION BANK NY	40,000,000	1.32	1.32	9/9/16	6/15/17	32,267	-	-	32,267
Negotiable CDs	06417HUR5	BANK OF NOVA SCOTIA HOUS	50,000,000	1.13	1.13	9/25/14	9/25/17	39,425	-	-	39,425
Negotiable CDs	06427EK91	BANK OF MONTREAL CHICAGO	-	1.24	1.24	4/25/16	10/25/17	36,295	-	473	36,767
Subtotals			\$ 780,000,000					\$ 907,465	\$ 3,833	\$ 62,130	\$ 973,427
Commercial Paper	19416EJ24	COLGATE-PALMOLIVE CO	\$ -	0.00	0.32	9/1/16	9/2/16	\$ 158	\$ -	\$ -	\$ 158
Commercial Paper	06538BJ79	BANK TOKYO-MIT UFJ NY	-	0.00	0.54	7/5/16	9/7/16	2,700	-	-	2,700
Commercial Paper	06538BJK0	BANK TOKYO-MIT UFJ NY	-	0.00	0.56	7/12/16	9/19/16	11,200	-	-	11,200
Commercial Paper	06538BKH5	BANK TOKYO-MIT UFJ NY	-	0.00	0.89	4/19/16	10/17/16	11,125	-	9,300	20,425
Commercial Paper	06538BKX0	BANK TOKYO-MIT UFJ NY	25,000,000	0.00	0.90	5/3/16	10/31/16	18,750	-	-	18,750
Commercial Paper	06538BKX0	BANK TOKYO-MIT UFJ NY	25,000,000	0.00	0.90	5/4/16	10/31/16	18,750	-	-	18,750
Commercial Paper	06538BMF7	BANK TOKYO-MIT UFJ NY	-	0.00	0.94	6/20/16	12/15/16	18,800	-	7,733	26,533
Commercial Paper	89233GQ33	TOYOTA MOTOR CREDIT CORP	25,000,000	0.00	1.02	6/6/16	3/3/17	21,042	-	-	21,042
Commercial Paper	89233GQ66	TOYOTA MOTOR CREDIT CORP	25,000,000	0.00	1.01	6/9/16	3/6/17	20,833	-	-	20,833
Commercial Paper	89233GQ74	TOYOTA MOTOR CREDIT CORP	25,000,000	0.00	1.01	6/10/16	3/7/17	20,833	-	-	20,833
Commercial Paper	89233GR73	TOYOTA MOTOR CREDIT CORP	40,000,000	0.00	1.06	7/13/16	4/7/17	35,000	-	-	35,000
Commercial Paper	06538BRM7	BANK TOKYO-MIT UFJ NY	50,000,000	0.00	1.22	7/26/16	4/21/17	50,417	-	-	50,417
Commercial Paper	89233APL7	TOYOTA MOTOR CREDIT CORP	25,000,000	1.07	1.07	7/28/16	4/21/17	22,373	-	-	22,373
Commercial Paper	06538BS53	BANK TOKYO-MIT UFJ NY	25,000,000	0.00	1.32	8/9/16	5/5/17	27,292	-	-	27,292
Commercial Paper	06538BS53	BANK TOKYO-MIT UFJ NY	40,000,000	0.00	1.34	8/10/16	5/5/17	44,333	-	-	44,333
Commercial Paper	06538BSC8	BANK TOKYO-MIT UFJ NY	25,000,000	0.00	1.35	8/17/16	5/12/17	27,917	-	-	27,917
Commercial Paper	06538BT29	BANK TOKYO-MIT UFJ NY	40,000,000	0.00	1.38	9/7/16	6/2/17	36,533	-	-	36,533
Commercial Paper	89233GT63	TOYOTA MOTOR CREDIT CORP	25,000,000	0.00	1.25	9/9/16	6/6/17	18,944	-	-	18,944
Subtotals			\$ 395,000,000					\$ 407,000	\$ -	\$ 17,033	\$ 424,034
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK	\$ -	1.12	0.41	12/15/14	9/9/16	\$ 4,697	\$ (1,087)	\$ -	\$ 3,610
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK	-	1.12	0.41	3/2/15	9/9/16	5,955	(1,488)	-	4,467
Medium Term Notes	9612E0DB0	WESTPAC BANKING CORP	-	0.77	0.77	10/10/14	10/7/16	22,264	-	4,357	26,621
Medium Term Notes	073928S46	BEAR STEARNS COS LLC	6,450,000	1.20	1.83	2/10/16	11/21/16	6,455	1,080	-	7,535
Medium Term Notes	36967FAB7	GENERAL ELECTRIC CO	20,000,000	0.94	0.94	1/9/15	1/9/17	15,743	-	-	15,743
Medium Term Notes	064159AM8	BANK OF NOVA SCOTIA	10,000,000	2.55	1.03	10/20/15	1/12/17	21,250	(12,367)	-	8,883

Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	1,500,000	1.10	0.96	2/11/16	1/30/17	1,375	(175)	-	1,200
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	6,900,000	1.10	0.84	7/1/16	1/30/17	6,325	(1,477)	-	4,848
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	8,515,000	1.10	1.00	2/12/16	1/30/17	7,805	(695)	-	7,111
Medium Term Notes	90331HMC4	US BANK NA CINCINNATI	10,000,000	1.10	0.90	6/24/16	1/30/17	9,167	(1,664)	-	7,503
Medium Term Notes	36962G2F0	GENERAL ELECTRIC CO	3,791,000	0.99	1.08	4/8/15	2/15/17	3,118	82	-	3,200
Medium Term Notes	36962G2F0	GENERAL ELECTRIC CO	4,948,000	0.99	1.20	4/1/15	2/15/17	4,070	229	-	4,299
Medium Term Notes	89236TCC7	TOYOTA MOTOR CREDIT CORP	-	1.01	1.01	2/20/15	2/16/17	28,007	-	23,170	51,176
Medium Term Notes	89236TCC7	TOYOTA MOTOR CREDIT CORP	-	1.01	0.88	4/14/15	2/16/17	5,601	4,730	(1,666)	8,665
Medium Term Notes	91159HHD5	US BANCORP	3,090,000	1.65	1.09	2/3/16	5/15/17	4,249	(1,407)	-	2,841
Medium Term Notes	459200JD4	IBM CORP	25,000,000	1.25	1.25	2/19/16	8/18/17	26,068	-	-	26,068
Medium Term Notes	459200GJ4	IBM CORP	1,325,000	5.70	1.04	3/22/16	9/14/17	6,294	(5,012)	-	1,282
Medium Term Notes	911312AP1	UNITED PARCEL SERVICE	2,000,000	1.13	1.01	1/28/16	10/1/17	1,875	(185)	-	1,690
Medium Term Notes	459200HK0	IBM CORP	11,450,000	1.25	0.90	5/6/16	2/8/18	11,927	(3,248)	-	8,679
Medium Term Notes	89236TCY9	TOYOTA MOTOR CREDIT CORP	-	1.04	1.04	4/8/16	4/6/18	23,318	-	98,720	122,038
Subtotals			\$ 114,969,000					\$ 215,564	\$ (22,684)	\$ 124,580	\$ 317,460
Money Market Funds	09248U718	BLACKROCK LIQUIDITY FUNDS T-F	\$ 80,008,496	0.21	0.21	1/15/13	10/1/16	\$ 1,763	\$ -	\$ -	\$ 1,763
Money Market Funds	31607A703	FIDELITY INSTITUTIONAL MONEY M	345,466,894	0.31	0.31	11/4/15	10/1/16	77,328	-	-	77,328
Money Market Funds	61747C707	MORGAN STANLEY INSTITUTIONAL	250,231,977	0.31	0.31	12/31/12	10/1/16	12,429	-	-	12,429
Subtotals			\$ 675,707,368					\$ 91,520	\$ -	\$ -	\$ 91,520
Supranationals	45905UXQ2	INTL BK RECON & DEVELOP	\$ 25,000,000	0.65	0.65	7/27/16	1/26/18	\$ 13,324	\$ -	\$ -	\$ 13,324
Supranationals	459058ER0	INTL BK RECON & DEVELOP	25,000,000	1.00	1.07	10/7/15	10/5/18	20,833	1,165	-	21,999
Subtotals			\$ 50,000,000					\$ 34,157	\$ 1,165	\$ -	\$ 35,323
Grand Totals			\$7,324,758,368					\$ 4,928,325	\$ (230,870)	\$ 203,742	\$ 4,901,197

¹ Yield to maturity is calculated at purchase

Investment Transactions Pooled Fund

For month ended September 30, 2016

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	9/1/2016	10/1/2016	Money Market Funds	BLACKROCK LIQUIDITY FUND	09248U718	\$ 945	0.22	0.22	\$ 100.00	\$ -	\$ 945
Purchase	9/20/2016	10/1/2016	Money Market Funds	FIDELITY INSTITUTIONAL M	31607A703	50,000,000	0.31	0.31	100.00	-	50,000,000
Purchase	9/20/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	40,000,000	0.31	0.31	100.00	-	40,000,000
Purchase	9/23/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	80,000,000	0.31	0.31	100.00	-	80,000,000
Purchase	9/28/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	50,000,000	0.31	0.31	100.00	-	50,000,000
Purchase	9/29/2016	10/1/2016	Money Market Funds	BLACKROCK LIQUIDITY FUND	09248U718	75,000,000	0.21	0.21	100.00	-	75,000,000
Purchase	9/29/2016	10/1/2016	Money Market Funds	FIDELITY INSTITUTIONAL M	31607A703	25,000,000	0.31	0.31	100.00	-	25,000,000
Purchase	9/29/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	100,000,000	0.31	0.31	100.00	-	100,000,000
Purchase	9/30/2016	10/1/2016	Money Market Funds	FIDELITY INSTITUTIONAL M	31607A703	77,328	0.31	0.31	100.00	-	77,328
Purchase	9/30/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	12,429	0.31	0.31	100.00	-	12,429
Subtotals						\$ 420,090,703	0.29	0.29	\$ 100.00	\$ -	\$ 420,090,703
Sale	9/12/2016	10/1/2016	Money Market Funds	FIDELITY INSTITUTIONAL M	31607A703	\$ 40,000,000	0.31	0.31	\$ 100.00	\$ -	\$ 40,000,000
Sale	9/15/2016	12/15/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NSX5	100,000,000	0.83	0.83	100.02	-	100,021,506
Sale	9/16/2016	10/17/2016	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538BKH5	30,000,000	0.00	0.89	99.95	-	29,986,308
Sale	9/16/2016	10/17/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NB96	25,000,000	0.85	0.85	100.02	87,434	25,092,877
Sale	9/16/2016	11/8/2016	Negotiable CDs	TORONTO DOMINION BANK NY	89113EL79	25,000,000	1.00	0.97	100.05	214,583	25,227,248
Sale	9/19/2016	12/15/2016	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538BMF7	40,000,000	0.00	0.94	99.79	-	39,916,867
Sale	9/19/2016	4/6/2018	Medium Term Notes	TOYOTA MOTOR CREDIT CORP	89236TCY9	45,000,000	1.04	1.04	100.22	97,158	45,195,877
Sale	9/20/2016	10/7/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CC48	50,000,000	0.78	0.78	100.01	14,071	50,019,471
Sale	9/20/2016	10/7/2016	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417HVR4	50,000,000	0.86	0.86	100.01	89,281	50,095,798
Sale	9/21/2016	2/16/2017	Medium Term Notes	TOYOTA MOTOR CREDIT CORP	89236TCC7	10,000,000	1.01	0.88	100.05	10,083	10,014,716
Sale	9/21/2016	2/16/2017	Medium Term Notes	TOYOTA MOTOR CREDIT CORP	89236TCC7	50,000,000	1.01	1.01	100.05	50,413	50,073,582
Sale	9/21/2016	12/28/2016	Negotiable CDs	WESTPAC BANKING CORP NY	96121TH27	50,000,000	0.99	0.99	100.02	30,367	50,039,237
Sale	9/22/2016	10/25/2017	Negotiable CDs	BANK OF MONTREAL CHICAGO	06427EK91	50,000,000	1.24	1.24	100.00	48,393	50,048,865
Sale	9/22/2016	12/28/2016	Negotiable CDs	WESTPAC BANKING CORP NY	96121TH27	25,000,000	0.99	0.99	100.03	15,874	25,022,255
Sale	9/22/2016	10/7/2016	Medium Term Notes	WESTPAC BANKING CORP	9612E0DB0	50,000,000	0.77	0.77	100.01	16,028	50,020,384
Sale	9/26/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	25,000,000	0.31	0.31	100.00	-	25,000,000
Subtotals						\$ 665,000,000	0.77	0.87	\$ 100.02	\$ 673,684	\$ 665,774,991
Call	9/14/2016	6/14/2019	Federal Agencies	FREDDIE MAC	3134G9QP5	\$ 11,500,000	1.00	1.00	100	\$ 28,750	\$ 11,528,750
Call	9/28/2016	9/28/2018	Federal Agencies	FANNIE MAE	3136G2NZ6	25,000,000	0.75	0.75	100	-	25,000,000
Call	9/28/2016	9/28/2018	Federal Agencies	FANNIE MAE	3136G2NZ6	25,000,000	0.75	0.75	100	-	25,000,000
Subtotals						\$ 61,500,000	0.80	0.80	\$ 100.00	\$ 28,750	\$ 61,528,750
Maturity	9/1/2016	9/1/2016	Federal Agencies	FARMER MAC	31315PQB8	\$ 7,000,000	1.50	0.70	100	\$ 52,500	\$ 7,052,500
Maturity	9/1/2016	9/1/2016	State/Local Agencies	UNIVERSITY OF CALIFORNIA	91411SJ19	37,000,000	0.00	0.45	100	-	37,000,000
Maturity	9/7/2016	9/7/2016	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538BJ79	30,000,000	0.00	0.54	100	-	30,000,000
Maturity	9/9/2016	9/9/2016	Federal Agencies	FEDERAL HOME LOAN BANK	3130A6BD8	15,000,000	0.51	0.35	100	38,250	15,038,250
Maturity	9/9/2016	9/9/2016	Federal Agencies	FEDERAL HOME LOAN BANK	313370TW8	25,000,000	2.00	1.39	100	250,000	25,250,000
Maturity	9/9/2016	9/9/2016	Medium Term Notes	TORONTO-DOMINION BANK	89114QAL2	18,930,000	1.12	0.43	100	54,017	18,984,017
Maturity	9/9/2016	9/9/2016	Medium Term Notes	TORONTO-DOMINION BANK	89114QAL2	24,000,000	1.12	0.41	100	68,485	24,068,485
Maturity	9/12/2016	9/12/2016	State/Local Agencies	UNIVERSITY OF CALIFORNIA	91411SJC5	9,450,000	0.00	0.44	100	-	9,450,000
Maturity	9/19/2016	9/19/2016	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538BJK0	40,000,000	0.00	0.56	100	-	40,000,000
Maturity	9/21/2016	9/21/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06427E3U3	25,000,000	0.64	0.64	100	37,778	25,037,778
Maturity	9/23/2016	9/23/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CA32	25,000,000	0.78	0.78	100	16,814	25,016,814
Maturity	9/23/2016	9/23/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CA32	50,000,000	0.78	0.78	100	33,629	50,033,629
Maturity	9/23/2016	9/23/2016	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417HUW4	50,000,000	0.84	0.84	100	107,570	50,107,570
Maturity	9/29/2016	9/29/2016	Federal Agencies	FEDERAL HOME LOAN BANK	3130A7KH7	5,495,000	0.53	0.42	100	14,562	5,509,562
Maturity	9/30/2016	9/30/2016	U.S. Treasuries	US TSY NT	912828RJ1	75,000,000	1.00	1.05	100	375,000	75,375,000
Subtotals						\$ 436,875,000	0.71	0.73	\$ 100.00	\$ 1,048,605	\$ 437,923,605

Investment Transactions

Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	9/1/2016	10/1/2016	Money Market Funds	BLACKROCK LIQUIDITY FUND	09248U718	\$ 5,008,496	0.22	0.22	\$ -	\$ -	\$ 945
Interest	9/1/2016	2/1/2017	Negotiable CDs	TORONTO DOMINION BANK NY	89113E2G0	50,000,000	0.99	0.99	-	-	42,793
Interest	9/2/2016	3/2/2017	Federal Agencies	FEDERAL HOME LOAN BANK	3130A8D83	25,000,000	0.52	0.52	-	-	11,108
Interest	9/2/2016	6/2/2020	Federal Agencies	FARMER MAC	3132X0AT8	41,000,000	0.64	0.64	-	-	22,451
Interest	9/2/2016	2/2/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEMH0	4,000,000	0.55	0.55	-	-	1,880
Interest	9/2/2016	2/2/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEMH0	35,000,000	0.55	0.59	-	-	16,453
Interest	9/2/2016	1/2/2019	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGDM4	25,000,000	0.66	0.66	-	-	14,120
Interest	9/2/2016	12/2/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NXP6	50,000,000	1.02	1.02	-	-	129,797
Interest	9/3/2016	5/3/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEU40	69,000,000	0.53	0.54	-	-	31,723
Interest	9/5/2016	2/5/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEAN0	25,000,000	0.54	0.54	-	-	11,558
Interest	9/5/2016	2/5/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEAN0	25,000,000	0.56	0.59	-	-	11,558
Interest	9/5/2016	2/5/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEAN0	50,000,000	0.56	0.59	-	-	23,117
Interest	9/5/2016	10/5/2017	Federal Agencies	FANNIE MAE	3135G0F57	25,000,000	0.51	0.53	-	-	10,912
Interest	9/7/2016	10/7/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CC48	50,000,000	0.76	0.76	-	-	31,600
Interest	9/7/2016	12/7/2016	Negotiable CDs	TORONTO DOMINION BANK NY	89113EU20	50,000,000	1.01	1.01	-	-	129,330
Interest	9/7/2016	10/7/2016	Medium Term Notes	WESTPAC BANKING CORP	9612E0DB0	50,000,000	0.75	0.75	-	-	31,183
Interest	9/8/2016	6/8/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFCT2	25,000,000	0.55	0.55	-	-	11,913
Interest	9/8/2016	6/8/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFCT2	50,000,000	0.55	0.55	-	-	23,827
Interest	9/9/2016	2/9/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFNK9	25,000,000	0.58	0.60	-	-	12,570
Interest	9/9/2016	8/9/2019	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGED3	25,000,000	0.69	0.69	-	-	14,830
Interest	9/9/2016	8/9/2019	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGED3	25,000,000	0.69	0.69	-	-	14,830
Interest	9/10/2016	3/10/2017	Federal Agencies	FEDERAL HOME LOAN BANK	3133782N0	15,000,000	0.88	0.93	-	-	65,625
Interest	9/10/2016	3/10/2017	Federal Agencies	FEDERAL HOME LOAN BANK	3133782N0	22,185,000	0.88	0.72	-	-	97,059
Interest	9/10/2016	3/10/2017	Federal Agencies	FEDERAL HOME LOAN BANK	3133782N0	50,000,000	0.88	0.82	-	-	218,750
Interest	9/11/2016	6/11/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEW48	50,000,000	0.56	0.56	-	-	24,031
Interest	9/12/2016	3/10/2017	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NZW9	50,000,000	1.02	1.02	-	-	46,837
Interest	9/13/2016	11/13/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEBR0	25,000,000	0.54	0.57	-	-	11,574
Interest	9/14/2016	9/14/2017	Medium Term Notes	IBM CORP	459200GJ4	1,325,000	5.70	1.04	-	-	37,763
Interest	9/15/2016	12/15/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NSX5	100,000,000	0.83	0.83	-	-	212,750
Interest	9/16/2016	4/16/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEZC7	50,000,000	0.56	0.57	-	-	23,967
Interest	9/16/2016	8/16/2017	Federal Agencies	FANNIE MAE	3135G0F24	25,000,000	0.52	0.54	-	-	11,122
Interest	9/17/2016	10/17/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGFK6	25,000,000	0.64	0.64	-	-	13,723
Interest	9/17/2016	10/17/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGFK6	25,000,000	0.64	0.64	-	-	13,723
Interest	9/19/2016	3/17/2017	Negotiable CDs	BANK OF MONTREAL CHICAGO	06427EDJ7	25,000,000	0.91	0.91	-	-	20,796
Interest	9/19/2016	3/19/2019	Federal Agencies	FARMER MAC	3132X0ED9	40,000,000	0.72	0.72	-	-	73,252
Interest	9/19/2016	6/19/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EAUW6	50,000,000	0.62	0.62	-	-	78,472
Interest	9/19/2016	10/19/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EETS9	30,000,000	0.54	0.54	-	-	14,056
Interest	9/19/2016	7/19/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGBQ7	25,000,000	0.64	0.64	-	-	13,866
Interest	9/19/2016	7/19/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGBQ7	25,000,000	0.64	0.64	-	-	13,866
Interest	9/20/2016	6/20/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGGC3	25,000,000	0.63	0.63	-	-	13,615
Interest	9/21/2016	3/21/2017	Public Time Deposits	TRANS-PAC NATIONAL BK	PP600XGA1	240,000	1.06	1.06	-	-	635
Interest	9/22/2016	3/22/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEN71	50,000,000	0.55	0.56	-	-	23,570
Interest	9/23/2016	8/23/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEFX3	50,000,000	0.57	0.57	-	-	24,587
Interest	9/24/2016	7/24/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ECV92	50,000,000	0.56	0.56	-	-	24,205
Interest	9/24/2016	3/24/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDP30	26,000,000	0.56	0.50	-	-	12,586
Interest	9/24/2016	12/24/2020	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFTX5	100,000,000	0.85	0.85	-	-	73,381
Interest	9/25/2016	2/25/2019	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGBU8	50,000,000	0.70	0.70	-	-	30,113
Interest	9/26/2016	9/25/2017	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417HUR5	50,000,000	0.91	0.91	-	-	115,027
Interest	9/26/2016	3/26/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEQ86	50,000,000	0.50	0.53	-	-	63,292
Interest	9/26/2016	3/26/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEQ86	50,000,000	0.50	0.53	-	-	63,292
Interest	9/26/2016	3/26/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFWG8	25,000,000	0.69	0.69	-	-	14,638
Interest	9/26/2016	1/25/2017	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NZD1	25,000,000	1.03	1.03	-	-	22,986
Interest	9/27/2016	2/27/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDFW7	50,000,000	0.59	0.59	-	-	24,922

Investment Transactions Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	9/28/2016	9/28/2018	Federal Agencies	FANNIE MAE	3136G2NZ6	25,000,000	0.75	0.75	-	-	93,750
Interest	9/28/2016	9/28/2018	Federal Agencies	FANNIE MAE	3136G2NZ6	25,000,000	0.75	0.75	-	-	93,750
Interest	9/28/2016	3/28/2017	Negotiable CDs	TORONTO DOMINION BANK NY	89113EC79	50,000,000	0.87	0.87	-	-	111,627
Interest	9/28/2016	12/28/2016	Negotiable CDs	WESTPAC BANKING CORP NY	96121TH27	25,000,000	0.99	0.99	-	-	20,015
Interest	9/29/2016	3/29/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDZW5	25,000,000	0.54	0.55	-	-	11,707
Interest	9/29/2016	3/29/2019	Federal Agencies	FANNIE MAE	3136G3FC4	6,250,000	1.00	1.00	-	-	31,250
Interest	9/29/2016	9/29/2017	Federal Agencies	FREDDIE MAC	3137EADL0	25,000,000	1.00	1.22	-	-	125,000
Interest	9/29/2016	6/29/2017	Public Time Deposits	UMPQUA BANK	PP7C0E3S1	240,000	0.80	0.80	-	-	486
Interest	9/30/2016	10/1/2016	Money Market Funds	BLACKROCK LIQUIDITY FUND	09248U718	80,010,259	0.21	0.21	-	-	1,763
Interest	9/30/2016	10/1/2016	Money Market Funds	FIDELITY INSTITUTIONAL M	31607A703	345,466,894	0.31	0.31	-	-	77,328
Interest	9/30/2016	10/1/2016	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	250,231,977	0.31	0.31	-	-	12,429
Interest	9/30/2016	3/31/2017	U.S. Treasuries	US TSY NT	912828SM3	50,000,000	1.00	1.07	-	-	250,000
Subtotals						\$2,870,957,627	0.62	0.62	\$ -	\$ -	\$ 2,925,687
Grand Totals		10	Purchases								
		(16)	Sales								
		(18)	Maturities / Calls								
		(24)	Change in number of positions								

Non-Pooled Investments

As of September 30, 2016

Type of Investment	CUSIP	Issue Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	Market Value
			Date	Date					Book Value	
State/Local Agencies	797712AD8	SFRDA SOUTH BEACH HARBOR	1/20/12	12/1/16	0.17	3.50	\$ 675,000	\$ 675,000	\$ 675,000	\$ 677,201
Subtotals					0.17	3.50	\$ 675,000	\$ 675,000	\$ 675,000	\$ 677,201
Grand Totals					0.17	3.50	\$ 675,000	\$ 675,000	\$ 675,000	\$ 677,201

NON-POOLED FUNDS PORTFOLIO STATISTICS

	Current Month		Prior Month	
	Fiscal YTD	September 2016	Fiscal YTD	August 2016
Average Daily Balance	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000
Net Earnings	\$ 5,906	\$ 1,969	\$ 3,938	\$ 1,969
Earned Income Yield	3.47%	3.55%	3.43%	3.43%

Note: All non-pooled securities were inherited by the City and County of San Francisco as successor agency to the San Francisco Redevelopment Agency. Book value and amortized book value are derived from limited information received from the SFRDA and are subject to verification.

From: Board of Supervisors, (BOS)
To: BOS-Supervisors; Wong, Linda (BOS); Young, Victor
Subject: FW: HCV Grant - Grant #15-10965 GEHM17000208
Attachments: Copy of FY16-17 Goal 2 budget (Revised) 10-10-16.xlsx; Copy of FY16-17 Goal 3 budget (Revised) 10-10-16.xlsx; HCD139-17 Budget Revision Letter to BoS.docx

From: Zhou, Christina (DPH)
Sent: Monday, October 17, 2016 10:54 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Gosiengfiao, Rachel (BOS) <rachel.gosiengfiao@sfgov.org>
Cc: Mok, Jack (CON) <jack.mok@sfgov.org>; Alvarado, Orealis (CON) <orealis.alvarado@sfgov.org>; Wu, Jing (CON) <jing.wu@sfgov.org>; Wan, Cherie (CON) <cherie.wan@sfgov.org>
Subject: FW: HCV Grant - Grant #15-10965 GEHM17000208

Good morning Everyone,

The approved budget for Hepatitis C Virus Testing & Linkage is attached. The line items have more than 15% change. A copy of the budget revision letter is attached to notify the Board of Supervisor.

Let me know if you have any questions.

Thank you,

Christina Zhou
1380 Howard St. 4th FL
San Francisco, CA 94103
(415)255-3461

From: Shaikh, Sajid (DPH)
Sent: Tuesday, October 11, 2016 10:16 AM
To: Zhou, Christina (DPH)
Subject: Re: HCV Grant - Grant #15-10965

approved budgets

thanks
Sajid Shaikh
Budget & Finance
1380 Howard St, suite 423A
San Francisco, CA 94103
p: 415-255-3512
F: 415-503-4710

From: Shaikh, Sajid (DPH)
Sent: Tuesday, October 11, 2016 10:13 AM
To: Zhou, Christina (DPH)
Subject: Fw: HCV Grant - Grant #15-10965

Receive permission for quarterly invoice.

Need to submit zero invoice for first quarter.

thanks
Sajid Shaikh
Budget & Finance
1380 Howard St, suite 423A
San Francisco, CA 94103
p: 415-255-3512
F: 415-503-4710

From: Johnson, Christine (CDPH-CID-DCDC-STD) <Christine.Johnson@cdph.ca.gov>
Sent: Tuesday, October 11, 2016 9:50 AM
To: Shaikh, Sajid (DPH)
Subject: RE: HCV Grant - Grant #15-10965

Here you go!

Christine Johnson
Contract/Procurement Analyst
California Department of Public Health
STD Control Branch, MS 7320
P.O. Box 997377
Sacramento, CA 95899-7377
Tel: (916) 552-9796 / Fax: (916) 440-5361
E-mail: christine.johnson@cdph.ca.gov

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From: Shaikh, Sajid (DPH) [<mailto:sajid.shaikh@sfdph.org>]
Sent: Tuesday, October 11, 2016 8:42 AM
To: Johnson, Christine (CDPH-CID-DCDC-STD)
Subject: Re: HCV Grant - Grant #15-10965

Hi Christine,

Thank you for making the changes. The formulas were not setup correctly.

Please forward revise invoice template.

thanks
Sajid Shaikh
Budget & Finance
1380 Howard St, suite 423A
San Francisco, CA 94103
p: 415-255-3512
F: 415-503-4710

From: Johnson, Christine (CDPH-CID-DCDC-STD) <Christine.Johnson@cdph.ca.gov>
Sent: Monday, October 10, 2016 4:18 PM
To: Shaikh, Sajid (DPH)
Subject: RE: HCV Grant - Grant #15-10965

Hi,

I looked over the budgets and I had to tweak your subcontractors' budgets. It appears one of them applied a 15% IDR for all direct costs. Allowable IDR for San Francisco County is up to 25% of total personnel costs. The other subcontractor's budget and SF's budget did not calculate correctly when I ran the figures through an adding machine. I went ahead and made a few adjustments which I highlighted in yellow. Would you review and let me know if you and your subcontractors are agreeable to the changes I made? Thanks!

Christine Johnson
Contract/Procurement Analyst
California Department of Public Health
STD Control Branch, MS 7320
P.O. Box 997377
Sacramento, CA 95899-7377
Tel: (916) 552-9796 / Fax: (916) 440-5361
E-mail: christine.johnson@cdph.ca.gov

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From: Shaikh, Sajid (DPH) [<mailto:sajid.shaikh@sfdph.org>]
Sent: Wednesday, October 05, 2016 8:58 AM
To: Johnson, Christine (CDPH-CID-DCDC-STD)
Subject: HCV Grant - Grant #15-10965

Good Morning Christine,

Attached is FY16-17 budget for both Goal 2 and Goal 3.

Please let us know if you approve and if yes please forward updated electronic invoice template.

Per the contract we are suppose to bill monthly. As of Sept 2016 no subcontractors have billed or expenditures posted. Does the state require us to submit monthly "Zero" invoices or should we bill quarterly or when we want to be reimbursed?

thanks

Sajid Shaikh

Budget & Finance

1380 Howard St, suite 423A

San Francisco, CA 94103

p: 415-255-3512

F: 415-503-4710

GLIDE
Goal 2 Subcontractor Budget
Year 2
July 1, 2016 – June 30, 2017

PERSONNEL				
<u>Classification</u>	<u>Monthly Salary</u>	<u>Percent of Time</u>	<u>Months on Project</u>	<u>Budget</u>
HIV Program Manager	\$6,186	0.05	12	\$3,712
Health Systems Navigator/Phlebotomist - TBH	\$4,167	1.00000	12	\$50,004
Health Systems Navigator - TBH	\$4,167	1.00000	12	\$50,004
Community Health Outreach Worker	\$3,816	0.50000	12	\$22,896
Program Administrator	\$3,085	0.25	12	\$9,256
Total Personnel				\$135,872
Fringe Benefits @ 25%				\$33,968
Total Personnel & Benefits				\$169,840
OPERATING EXPENSES				
Rent & Utilities				\$3,000
General Office Expense (Paper, pen, pencils, \$77/mo x 12 mo)				\$924
Duplication/Printing (Educational materials for HCV prevention/education events)				\$1,000
Health Visit Incentives (Walgreen Gift Cards (\$10*3visit*30=900); incentives will be tracked as specified on p. 24 of RFA)				\$900
Testing Incentives (Walgreen Gift Cards (\$10 per test*500 tests); incentives will be tracked as specified on p. 24 of RFA)				\$5,000
Minor Equipment (1 computer with software)				\$1,500
TRAVEL				\$0
Total Operating Expenses				\$12,324
Total Direct Costs				\$182,164
INDIRECT COSTS (15%)				\$ 27,837
BUDGET GRAND TOTAL				\$210,000

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C

PERSONNEL				
Classification	Monthly Salary	Percent of Time	Months on Project	Budget
Primary Care-Based HCV Treatment Champion & Southeast Health Center HCV Treatment Lead (Colleen Lynch, 2230 Physician Specialist)	\$18,311	0.05	12	\$10,987
Registered Nurse, SFGH OTOP (TBH, P103)	\$12,653	0.97	12	\$147,194
Centralized Pharmacist (Vivian Lian & Anusha McNamara, 2454 Pharmacist)	\$13,534	0.05	12	\$8,121
Project Coordinator Analyst (TBH, 9910)	\$3,813	0.40	12	\$18,304
In Kind DPH:				
Chief Medical Officer, SFDPH Primary Care, SFGH (Cathy James)		0.02	12	\$0
Pharmacist (Betty Dong)		0.02	12	\$0
HCV Prescribing Clinicians (Soraya Azari, Carolyn Chu)		0.04	12	\$0
Methadone Clinic Medical Directors (Catherine Olson, 2230 Physician Specialist; Brad Shapiro)		0.04	12	\$0
Total Personnel				\$184,606

Fringe Benefits @ 17.709%				\$32,692
Total Personnel & Benefits				\$217,298
OPERATING EXPENSES				\$0
Total Operating Expenses				\$0
SUBCONTRACTORS				
Total Subcontractors				\$0
INDIRECT COSTS (25% OF PERSONNEL)				
BUDGET GRAND TOTAL				\$217,298

SFDPH Primary Care Section
Goal 3 SubContractor Budget
Year 2
July 1, 2016 – June 30, 2017

DESCRIPTION OF EXPENSE
<p>Duties and Responsibilities: Dr. Lynch will serve as the clinical lead on this grant, working closely with Dr. Eagen. She will manage and guide the overall vision and progress, and be accountable for all grant reporting and deliverables. Dr. Lynch will provide direct supervision of the Project Coordinator/Analyst. She will review screening and treatment data periodically, and implement any improvements needed in order to achieve grant goals and objectives. Dr. Lynch will also respond to (or triage, as appropriate) all HCV e-Referrals from SFDPH primary care providers requesting consultation on treatment, regimen selection, etc. Lastly, she will oversee on-site treatment at BVHP Foundation for SEHC primary care patients who receive methadone there, in addition to treating primary care (non-methadone) patients at SEHC. For this grant, Dr. Lynch will be accountable to Dr. Hali Hammer, SFDPH Director of Primary Care.</p>
<p>Duties and Responsibilities: This nurse will provide directly observed therapy (DOT) and day-to-day care coordination for HCV-positive patients on site at SFGH OTOP. The initial assessment and treatment plan will be developed by the primary care clinician, and the nurse will provide all follow-up support - medication administration, adherence support for non-DOT treated patients, retention support, monitoring of adverse medication effects, communication with primary care clinician as needed, and referring and linking patients to social workers and other wrap around services (e.g., counseling, substance use treatment, housing). The nurse will be supervised by Dr. Brad Shapiro, OTOP Medical Director.</p>
<p>Duties and Responsibilities: The Centralized Pharmacist will support the regimen selection process for all SFHN primary care clinicians treating HCV. The Pharmacist currently spends 10% of her time on HCV regimen selection; this grant will support an additional 10% of her time for this activity, given the planned primary care treatment scale-up. The Pharmacist will be accessed through the e-Referral system coordinated by Dr. Lynch. The Pharmacist is supervised by Dr. David Woods, SFDPH Chief Pharmacy Officer.</p>
<p>Duties and Responsibilities: The Project Coordinator Analyst will be responsible for managing data systems that track the HCV treatment outcomes, and providing evaluation support to participating sites in order to coordinate reporting to CDPH. This position will be supervised by Dr. Kelly Eagen.</p>
<p><i>In kind</i> Duties and Responsibilities: Dr. Cathy James will support the overall primary care-based HCV treatment Initiative, providing administrative oversight to Dr. Eagen and Dr. Lynch.</p>
<p><i>In kind</i> Duties and Responsibilities: Dr. Betty Dong will support regimen selection for Family Health Center patients, thus reducing the time needed from the Centralized Pharmacist.</p>
<p><i>In kind</i> Duties and Responsibilities: Drs. Azari and Chu will serve as the General Medicine Clinic and Family Health Center prescribing physicians, respectively, for patients served by this grant.</p>
<p><i>In kind</i> Duties and Responsibilities: Dr. Olson is the Medical Director at BVHP Foundation, and Dr. Shapiro is the Medical Director at OTOP. They will coordinate grant activities at their respective sites, and provide supervision and oversight to the nurses funded under this grant.</p>

Budgeted at 17% of personnel costs (wages), payroll taxes and fringe benefits include employer's share of Federal, State, and locally mandated payroll taxes; health, vision and dental insurance premiums; unemployment, and disability insurance premiums; and employer's contribution to employee retirement plans.



City and County of San Francisco
Department of Public Health
POPULATION HEALTH AND PREVENTION

1380 Howard Street, Rm. 448
San Francisco, CA 94103-2614
415.255.3450 FAX 415.255.3675

Date: 10/17/2016
To: Clerk of the Board of Supervisors
CC: Controller's Office Operations Unit
From: Christina Zhou
Subject: Grant Budget Revision
Grant name: HCD139-1700 & 1701 Hepatitis C Virus Testing & Linkage

In accordance with Administrative Code Section 10.170-1(H), this memo serves to notify the Board of Supervisors of a 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

BOS-11 page
COB LEGDep.

SMALL BUSINESS COMMISSION
MARK DWIGHT, PRESIDENT
REGINA DICK-ENDRIZZI, DIRECTOR



CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2016 OCT 13 PM 4:17
BY [Signature]

October 12, 2016

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

RE: Administrative Code Section 2A.242, Legacy Business Registry and Administrative Code Section 2A.243(b) Legacy Business Registry Historical Preservation Fund – Grants To Legacy Businesses.

Dear Ms. Calvillo,

Administrative Code Section 2A.242 (e) and 2A.243(d) states that after holding a noticed public hearing, the Small Business Commission may adopt rules, regulations and forms to establish the procedures to implement Sections 2A.242 and 2A.243. Any rules and regulations adopted under the authority of the Small Business Commission shall be subject to disapproval of the Board of Supervisors by ordinance. The Small Business Commission shall provide written notice to the Clerk of the Board of Supervisors of its adoption of any rule or regulation, along with a copy of said rule or regulation. If a Member of the Board of Supervisors does not introduce an ordinance to disapprove the rule or regulation within 30 days of the date of delivery of such notice to the Clerk of the Board of Supervisors, or if such an ordinance is introduced within the 30-day period but the ordinance is not enacted by the Board of Supervisors within 90 days of the date of the Commission's delivery of notice to the Clerk of the Board of Supervisors, the rule or regulation shall go into effect.

The Small Business Commission on October 3, 2016 held a noticed public hearing pursuant to the Small Business Commission's Rules of Order, Article I, Section 2:

The Small Business Commission may adopt such rules and regulations consistent with this Charter and ordinances of the City and County as are necessary for the conduct of its business. No rule or regulation shall be adopted, amended or repealed, without a public hearing. At least 10 days public notice shall be given for such public hearing. All such rules and regulations shall be available for public review and comment for 10 days before they are finally adopted by the Commission.

At the October 3, 2016, notice public hearing the Small Business Commission officially adopted Resolution No. 2016-002-SBC: Resolution approving the rules and regulations for Administrative Code Section 2A.242, Legacy Business Registry and Administrative Code Section 2A.243(b) Legacy Business Registry Historical Preservation Fund – Grants To Legacy Businesses.



SMALL BUSINESS COMMISSION
MARK DWIGHT, PRESIDENT
REGINA DICK-ENDRIZZI, DIRECTOR



CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

This letter constitutes the Small Business Commission's written notice to the Clerk of the Board of Supervisors of its official adoption of the rules and regulations of Administrative Code Section 2A.242, Legacy Business Registry and Administrative Code Section 2A.243(b) Legacy Business Registry Historical Preservation Fund – Grants to Legacy Businesses.

Please find enclosed a copy of Resolution No. 2016-002-SBC (Attachment A); the rules, process procedures and application form for the Legacy Business Registry (Attachment B); and the rules and regulations, and application for the Legacy Business Registry Historical Preservation Fund – Grants to Legacy Businesses (Attachment C).

It is to be noted that the submitted Legacy Business Registry rules, process procedures and application form are currently used to place business on the Legacy Business Registry. The Small Business Commission however did not formally adopt the rules and procedure per the Administrative Code Section 2A.242(e). To ensure compliance with Administrative Code Section 2A.242 (e), the Small Business Commission officially adopted rules, process procedures and application on October 3, 2016 to submit to the Clerk of the Board of Supervisors as required.

Enclosed is a copy for each member of the Board of Supervisors along with a cover letter.

Sincerely,

Regina Dick-Endrizzi
Director, Office of Small Business



**Legacy
Business
Program**

Attachment A

- . SBC Resolution**



SMALL BUSINESS COMMISSION
OFFICE OF SMALL BUSINESS



CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

MARK DWIGHT, PRESIDENT
STEPHEN ADAMS, VICE PRESIDENT
KATHLEEN DOOLEY, COMMISSIONER
WILLIAM ORTIZ-CARTAGENA, COMMISSIONER
PAUL TOUR-SARKISSIAN, COMMISSIONER
IRENE YEE RILEY, COMMISSIONER
MIRIAM ZOZOUNIS, COMMISSIONER

October 3, 2016

Resolution No. 2016-002-SBC

**Legacy Business Program- Legacy Business Registry –
Historical Preservation Fund Business- Assistance Grant Program**

**Resolution approving the rules and regulations for Administrative Code Section 2A.242,
Legacy Business Registry and Administrative Code Section 2A.243(b) Legacy Business
Registry Historical Preservation Fund – Grants To Legacy Businesses.**

WHEREAS, the Office of Small Business operates under the Small Business Commission, which oversees grants and programs concerning and benefiting small businesses in San Francisco; and

WHEREAS, In 2015, the voters adopted Proposition J, codified at Administrative Code Sections 2A.242-243, which seeks to recognize longstanding, community-serving businesses by directing OSB to establish and maintain a Registry of the Legacy Businesses in San Francisco; and

WHEREAS, Proposition J defines a Legacy Business as a business that the Small Business Commission following a noticed hearing has found meets certain criteria, as detailed in Administrative Code Section 2A.242(b), following a nomination by the Mayor or a Member of the Board of Supervisors; and

WHEREAS, Proposition J defines in Administrative Code Section 2A.242(e) that the Small Business Commission after a noticed hearing may adopt rules, regulations, and forms necessary to implement the Administrative Code Section 2A.242, Legacy Business Registry; and



SMALL BUSINESS COMMISSION
OFFICE OF SMALL BUSINESS



CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

WHEREAS, Proposition J established Administrative Code Section 2A.243, the Legacy Business Historic Preservation Fund (the "Fund"); and

WHEREAS, The Fund consist of two grant programs, Administrative Code Section 2A.243(b), Grants To Legacy Businesses (Business Assistance Grants) and Administrative Code Section 2A.243(c), Grants to Landlords (Rent Stabilization Grants); and

WHEREAS, Proposition J defines in Administrative Code Section 2A.243(d) that the Small Business Commission after a noticed hearing may adopt rules, regulations, and forms necessary to implement the Administrative Code Section 2A.243(b), Grants To Legacy Businesses; and

WHEREAS, Proposition J defines in Administrative Code Section 2A.242(e) and Administrative Code Section 2A.243(d) that after adoption of such rules, regulations, and forms necessary to implement the Administrative Code Sections 2A.242 and 2A243(b), the Small Business Commission shall provide written notice to the Clerk of the Board of Supervisors of its adoption of any rule or regulation under Administrative Code Sections 2A.242(e) and 2A243(d); now, therefore be it

RESOLVED, that the Small Business Commission adopts the rules, regulations, and forms of Administrative Code Section 2A.242, Legacy Business Registry and Administrative Code Section 2A.243(b) Legacy Business Registry Historical Preservation Fund, Grants To Legacy Businesses approved at the September 26, 2016, Small Business Commission meeting; and be it

FURTHER RESOLVED, that Small Business Commission directs the Office of Small Business to give written notice to the Clerk of the Board of Supervisors of its adoption of the rules and regulations, along with a copy of said rule or regulations, as stated under Administrative Code Sections 2A.242(e) and 2A243(d).



SMALL BUSINESS COMMISSION
OFFICE OF SMALL BUSINESS



CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

I hereby certify that the Small Business Commission ADOPTED the foregoing Resolution on October 3, 2016.

Regina Dick-Endrizzi
Director, Office of Small Business

Ayes - 6: Dwight, Dooley, Ortiz-Cartagena, Tour-Sarkissian, Yee Riley, Zouzounis

Nays - 0

Absent – 1: Adams

**Legacy
Business
Registry**

Attachment B

- **Instructions for Nominators**
- **Process for Nominees**
- **Application Form**

Legacy Business Registry

Instructions for Nominators

Legacy Business Registry is authorized by Section 2A.242 of the San Francisco Administrative Code. The registration process includes the nomination by the Mayor or a member of the Board of Supervisors, a written application, an advisory recommendation from the Historical Preservation Commission, and approval of the Small Business Commission.

ABOUT THE LEGACY BUSINESS REGISTRY

The purpose of the Legacy Business Registry is to recognize that longstanding, community-serving businesses are valuable cultural assets to the City. In addition, the City intends that the Registry be an opportunity for providing educational and promotional assistance to Legacy Businesses to encourage their continued viability and success. Businesses on the Legacy Businesses Registry are eligible to participate in the Legacy Business Preservation Fund.

NOMINATOR: Is the Mayor of San Francisco or a member of the San Francisco Board of Supervisors.

There is no limit on the number of nominations that may be made by the Mayor or a Member of the Board of Supervisors. There is an annual limit of 300 nominations for the Registry per fiscal year (July 1 through June 30).

- The nomination date is the date the Office of Small Business/Small Business Commission receives the nomination in writing from a member of the Board of Supervisors or the Mayor.
- Nominations received after the close of business on June 30 shall be considered received in the following fiscal year.

HOW TO NOMINATE: The Nominator submits on nominator letterhead the Name of the Business, a paragraph that notes the businesses eligibility criteria, the business address, and contact information. Submit letter to LegacyBusiness@sfgov.org.

BUSINESS ELIGIBILITY CRITERIA

A Legacy Business is a business that has been nominated by the Mayor or a member of the Board of Supervisors, and that the Small Business Commission, after a noticed hearing, has determined it is a legacy based on the following criteria:

1. The business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years. If the business has operated in San Francisco for more than 20 years but less than 30 years it may still satisfy this criteria if the Small Business Commission finds that the business has significantly contributed to the history or identity of a particular neighborhood or community and, if not included in the Registry, the business would face a significant risk of displacement.
2. The business has contributed to the neighborhood's history and/or the identity of a particular neighborhood or community.
3. The business is committed to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms.

THE LEGACY BUSINESS PROGRAM MANAGER WILL:

1. Contact and provide the Nominee with the Legacy Business Application Instructions and Application Form.
2. Provide monthly updates to confirm the status of each nominee's application and hearing dates and number of registered Legacy Business to date.

Legacy Business Registry

Process for Nominees

Legacy Business Registry is authorized by Section 2A.242 of the San Francisco Administrative Code. The registration process includes the nomination by the Mayor or a member of the Board of Supervisors, a written application, an advisory recommendation from the Historical Preservation Commission, and approval of the Small Business Commission.

The purpose of the Legacy Business Registry is to recognize that longstanding, community-serving businesses are valuable cultural assets San Francisco and its rich and unique history.

BUSINESS ELIGIBILITY CRITERIA

A Legacy Business is a business that has been nominated by the Mayor or a member of the Board of Supervisors, and that the Small Business Commission, after a noticed hearing, has determined it is a legacy based on the following criteria:

1. The business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years. If the business has operated in San Francisco for more than 20 years but less than 30 years it may still satisfy this criteria if the Small Business Commission finds that the business has significantly contributed to the history or identity of a particular neighborhood or community and, if not included in the Registry, the business would face a significant risk of displacement.
2. The business has contributed to the neighborhood's history and/or the identity of a particular neighborhood or community.
3. The business is committed to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms.

THE REGISTRATION PROCESS

1. The Mayor or a member of the Board of Supervisors submits a letter of nomination to the Office of Small Business (OSB).
2. Upon nomination the Legacy Business Program Manager will contact the Nominee and provide the Nominee with the Application Instructions and Application Form.
3. The Nominee submits the completed application to the Office of Small Business along with the non-refundable application fee.
4. Once the application is determined to be completed, the application is routed to the Historic Preservation Commission (HPC) for an advisory recommendation as to whether the business meets the requirements of item number two under the Business Eligibility Criteria.
5. The Historic Preservation Commission has 30 days to provide an advisory recommendation. If the Historic Preservation Commission does not provide an advisory recommendation within 30 days of receipt of the request, it shall be considered a recommendation that meet all the requirements of item #2 of the business eligibility requirements. The HPC staff will inform the Nominee of the Historical Preservation hearing date.
6. After HPC review and comment of the application, a final hearing is scheduled at the Small Business Commission. The Legacy Business Program Manager will inform the Nominee of the hearing date at the Small Business Commission.
7. At a publically noticed hearing, the Nominee will present their application and historical narrative to the Small Business Commission. The SBC will hear public testimony and determine if the business meets the criteria for legacy business registration. The Commission will then vote whether to certify the business for the Legacy Business Registry.
8. Upon approval of the Small Business Commission the nominated business is placed on the San Francisco Legacy Business Registry.

Legacy Business Registry

Application

Legacy Business Registry is authorized by Section 2A.242 of the San Francisco Administrative Code. The registration process includes the nomination by a member of the Board of Supervisors or the Mayor, a written application, an advisory recommendation from the Historical Preservation Commission, and approval of the Small Business Commission.

ELIGIBILITY CRITERIA AND APPLICATION INSTRUCTIONS:

ABOUT THE LEGACY BUSINESS REGISTRY

The purpose of the Legacy Business Registry is to recognize that longstanding, community-serving businesses can be valuable cultural assets to the City. In addition, the City intends that the Registry be a tool for providing educational and promotional assistance to Legacy Businesses to encourage their continued viability and success. Businesses on Legacy Businesses Registry are eligible to participate in the Legacy Business Preservation Fund.

BUSINESS ELIGIBILITY CRITERIA

A Legacy Business is a business¹ that has that has been nominated by a member of the Board of Supervisors or the Mayor, and that the Small Business Commission, after a noticed hearing, determines meeting the following criteria:

1. The business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years.

Exception: If the business has operated in San Francisco for more than 20 years but less than 30 years it may still satisfy this criteria if the Small Business Commission finds that the business has significantly contributed to the history or identity of a particular neighborhood or community and, if not included in the Registry, the business would face a significant risk of displacement.
2. The business has contributed to the neighborhood's history and/or the identity of a particular neighborhood or community.
3. The business is committed to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms. (e.g. business model)

¹ Definition of a business includes a non-profit entity directly serving the community. As defined in [version 2](#) of BOS File 141038, 02/24/2015, Establishing Legacy Business Registry and Fee.

APPLICATION FEE

There is a \$50.00 non-refundable application fee. This can be paid by check payable to: City and County of San Francisco - Office of Small Business or (CCSF-OSB)

COMPLETE ALL SECTIONS OF THE APPLICATION

The application consists of the following sections:

- 1) Business and Applicant Information;
- 2) Business Location(s);
- 3) Disclosure Statement;
- 4) Written Historical Narrative; and
- 5) Supplemental Historical Documents (photo, articles, etc.).

Sections Four and Five must be submitted with application. The details of what is required for these two sections are listed on pages 6, 7 and 8. Incomplete applications cannot be processed. The Legacy Business Program Manager will contact applicants with incomplete applications and let them know what is needed to make the application complete.

APPLICATION SUBMISSION**Mail Completed Application and \$50.00 Non-Refundable Fee To:**

Office of Small Business
Attn: Legacy Business Registration Application
City Hall, Room 110
1 Dr. Carlton B. Goodlett Place
San Francisco, 94102

You will receive an email confirming receipt of your application and a follow-up response within two weeks of the application receipt.

QUESTIONS?

If you have any of the questions or need assistance regarding the application requirements and process, please contact Office of Small Business staff by phone at (415) 554-6481 or by email at LegacyBusiness@sfgov.org.

Section One:

Business / Applicant Information. Provide the following information:

- The name, mailing address, and other contact information of the business;
- The name of the person who owns the business. For businesses with multiple owners, identify the person(s) with the highest ownership stake in the business;
- The name, title, and contact information of the applicant;
- The business's San Francisco Business Account Number and entity number with the Secretary of State, if applicable.

NAME OF BUSINESS:		
BUSINESS OWNER(S) (identify the person(s) with the highest ownership stake in the business)		
CURRENT BUSINESS ADDRESS:		TELEPHONE:
		()
		EMAIL:
WEBSITE:	FACEBOOK PAGE:	YELP PAGE

APPLICANT'S NAME	
<input type="checkbox"/> Same as Business	
APPLICANT'S TITLE	
APPLICANT'S ADDRESS:	TELEPHONE:
	()
	EMAIL:

SAN FRANCISCO BUSINESS ACCOUNT NUMBER:	SECRETARY OF STATE ENTITY NUMBER (if applicable):

OFFICIAL USE - Completed by OSB Staff	
NAME OF NOMINATOR:	DATE OF NOMINATION:

Section Two:

Business Location(s).

List the business address of the original San Francisco location, the start date of business, and the dates of operation at the original location. Check the box indicating whether the original location of the business in San Francisco is the founding location of the business. If the business moved from its original location and has had additional addresses in San Francisco, identify all other addresses and the dates of operation at each address. For businesses with more than one location, list the additional locations in section three of the narrative.

ORIGINAL SAN FRANCISCO ADDRESS:	ZIP CODE:	START DATE OF BUSINESS
IS THIS LOCATION THE FOUNDING LOCATION OF THE BUSINESS?	DATES OF OPERATION AT THIS LOCATON	
<input type="checkbox"/> No <input type="checkbox"/> Yes		

OTHER ADDRESSES (if applicable):	ZIP CODE:	DATES OF OPERATION
		Start:
		End:

OTHER ADDRESSES (if applicable):	ZIP CODE:	DATES OF OPERATION
		Start:
		End:

OTHER ADDRESSES (if applicable):	ZIP CODE:	DATES OF OPERATION
		Start:
		End:

OTHER ADDRESSES (if applicable):	ZIP CODE:	DATES OF OPERATION
		Start:
		End:

OTHER ADDRESSES (if applicable):	ZIP CODE:	DATES OF OPERATION
		Start:
		End:

OTHER ADDRESSES (if applicable):	ZIP CODE:	DATES OF OPERATION
		Start:
		End:

Section Three:

Disclosure Statement.

San Francisco Taxes, Business Registration, Licenses, Labor Laws and Public Information Release.

This section is verification that all San Francisco taxes, business registration, and licenses are current and complete, and there are no current violations of San Francisco labor laws. This information will be verified and a business deemed not current in with all San Francisco taxes, business registration, and licenses, or has current violations of San Francisco labor laws, will not be eligible to apply for the Business Assistance Grant.

In addition, we are required to inform you that all information provided in the application will become subject to disclosure under the California Public Records Act.

Please read the following statements and check each to indicate that you agree with the statement. Then sign below in the space provided.

- I am authorized to submit this application on behalf of the business.
- I attest that the business is current on all of its San Francisco tax obligations.
- I attest that the business's business registration and any applicable regulatory license(s) are current.
- I attest that the Office of Labor Standards and Enforcement (OLSE) has not determined that the business is currently in violation of any of the City's labor laws, and that the business does not owe any outstanding penalties or payments ordered by the OLSE.
- I understand that documents submitted with this application may be made available to the public for inspection and copying pursuant to the California Public Records Act and San Francisco Sunshine Ordinance.
- I hereby acknowledge and authorize that all photographs and images submitted as part of the application may be used by the City without compensation.
- I understand that the Small Business Commission may revoke the placement of the business on the Registry if it finds that the business no longer qualifies, and that placement on the Registry does not entitle the business to a grant of City funds.

Name (Print):

Date:

Signature:

Section Four:

Written Historical Narrative.

Provide a written narrative that describes 30 + year history of the business and establish its eligibility per the *THREE BUSINESSES ELIGIBILITY CRITERIA* noted on page one. The narrative should be **attached and no longer than 4 pages**.

Below are suggested topics and pieces of information that should be covered in the written narrative, it does not have to follow the order of the criteria below. Use the historical narrative guide to ensure you include the key elements required in telling the history of the business. Where applicable, please provide supporting documentation to support the historical narrative.

When making claims such as the “The first”, “The only”, “The original”. Please provide information that substantiates the claim.

Business nominated under the exception of Criterion 1 also needs to explain in the historical narrative the significant risk of displacement.

Historical Narrative Criteria and Guide.

Criterion 1: The business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years.

Historical Narrative Guide.

- a. *Provide a short history of the business from the date the business opened in San Francisco to the present day, including the ownership history. For businesses with multiple locations, include the history of the original location in San Francisco (including whether it was the business's founding and or headquartered location) and the opening dates and locations of all other locations.*
- b. *Describe any circumstances that required the business to cease operations in San Francisco for more than six months?*
- c. *Is the business a family owned business? If so, give the generational history of the business.*
- d. *Describe the ownership history when the business ownership is not the original owner or a family owned business.*
- e. *When the current ownership is not the original owner and has owned the business for less than 30 years, the applicant will need to provide documentation of the existence of the business prior to current ownership to verify it has been in operation for 30+ years. Please use the list of supplemental documents and/or materials as a guide to help demonstrate the existence of the business prior to current ownership.*
- f. *When the current ownership has owned the business for 30 years, but the current business registration does not reflect 30 years of ownership, please use the list of supplemental documents and/or materials as a guide to help demonstrate the business has been in existence for 30+ years.*
- g. *Note any other special features of the business location, such as, if the property associated with the business is listed on a local, state, or federal historic resources registry.*

Criterion 2: The business has contributed to the neighborhood's history and/or the identity of a particular neighborhood or community. Community does include a business or industry community.

Historical Narrative Guide.

- a. Describe the business's contribution to the history and/or identity of the neighborhood, community or San Francisco.
- b. Is the business (or has been) associated with significant events in the neighborhood, the City, or the business industry?
- c. Has the business ever been referenced in an historical context? Such as in a business trade publication, media, historical documents?
- d. Is the business associated with a significant or historical person?
- e. How does the business demonstrate its commitment to the community?
- f. Provide a description of the community the business serves.
- g. Is the business associated with a culturally significant building/structure/site/ object/or interior?
- h. How would the community be diminished if the business were to be sold, relocated, shut down, etc.?

Criterion 3: The business is committed to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms.

Historical Narrative Guide.

- a. Describe the business and the essential features that define its character.
- b. How does the business demonstrate a commitment to maintaining the historical traditions that define the business, and which of these traditions should not be changed in order to retain the businesses historical character? (e.g. business model, goods and services, craft, culinary, or art forms)
- c. How has the business demonstrated a commitment to maintaining the special physical features that define the business? Describe any special exterior and interior physical characteristics of the space occupied by the business (e.g. signage, murals, architectural details, neon signs, etc.). Does the building occupied by the business relate to the immediate neighborhood?
- d. When the current ownership is not the original owner and has owned the business for less than 30 years; the applicant will need to provide documentation that demonstrates the current owner has maintained the physical features or traditions that define the business, including craft, culinary, or art forms. Please use the list of supplemental documents and/or materials as a guide to help demonstrate the existence of the business prior to current ownership.

Section Five:

Supplemental Historical Documents.

In addition to the narrative, please include as many supplemental historical documents as are available. This information will provide the Commissioners a visual context to build an argument for listing on the Legacy Business Registry.

Materials should include information on all physical features, traditions and practices noted in the written narrative and that identify the business for the Legacy Registry.

Historic Legal Documents, such as:

- Change in Business Ownership (if current business ownership is less than 30 years)
- San Francisco Business Registration Certificate (original or dating back to 30+ years)

Photographs:

Required

- 1 overall exterior photo (a current photo is fine, including older photos is a plus to help to provide historical context)
- 1 photo of exterior and interior business signage (a current photo is fine, including older photos is a plus to help to provide historical context)
- Additional photos of any unique interior and exterior features of the location called out in the list of "physical features or traditions" that are closely and strongly associated with the significance of the Community engagement

Supplemental If Available

- Historic photos of the business location
- Historical events
- Photos of the unique craft, art, cuisine, or tradition that define the business
- Visual support to what is written in the historical narrative

Ephemera and Memorabilia:

(*Example:* advertising print, audio and video, advertising trade cards, bookmarks, catalog, greeting cards, letters, magazines, matchbooks, menus, pamphlets, postcards, posters, prospectuses, and tickets.)

- Newspaper Clippings from past and present newspapers that support the historical narrative. (please include publication and date of clipping)
- Audio and Video News stories
- Letters of Support

SF Heritage has a Historical Research Guide (<http://www.sfheritage.org/resources-links/researchguide/>) on where to locate possible supplemental documents or materials.

Instructions for Submission

Please submit the following:

Completed application:

The application consists of the following sections:

- 1) Business and Applicant Information;
 - 2) Business Location(s);
 - 3) Disclosure Statement;
 - 4) Written Historical Narrative; and
 - 5) Supplemental Historical Documents (photo, articles, etc.).
- Application fee: \$50.00 non-refundable check.**
Check payable to: "City and County of San Francisco - Office of Small Business or (CCSF-OSB)"

Mail Application to:

Office of Small Business
Attn: Legacy Business Registration Application
City Hall, Room 110
1 Dr. Carlton B. Goodlett Place
San Francisco, 94102

You will receive an email confirming receipt of your application and a follow-up response within two weeks of the application receipt.

QUESTIONS?

If you have any of the questions or need assistance regarding the application requirements and process, please contact Office of Small Business staff by phone at (415) 554-6680 or by email at LegacyBusiness@sfgov.org.

**Legacy
Business
Historic
Preservation
Fund**

Attachment C

Grants to Businesses

- Rules and Regulations**
- Grant Application Form**



Legacy Business Historic Preservation Fund Rules and Regulations for Business Assistance Grants to Legacy Businesses

1. Scope

These rules and regulations apply to Business Assistance Grants to Legacy Businesses, as set forth at Administrative Code Section 2A.243 (b).

2. Application Timeline

For fiscal year 2016-17, the Business Assistance Grant application deadline is extended to December 15, 2016. Funding for approved applications will be issued on or near Feb. 1, 2017. For fiscal year 2017-18 and after, the filing timeline will be July 1 through September 30.

3. Verification of Grant Fund Use

Consistent with the purposes of the Legacy Business Preservation Fund as set forth in Administrative Code section 2A.243 (a), Business Assistance Grant funds shall be used only to promote the long-term stability of Legacy Businesses and to help Legacy Businesses remain in San Francisco. Authorized uses could include tenant improvements, capital improvements, rent, relocation within San Francisco, marketing, professional services, and other activities necessary to support the continuation of the business as a Legacy Business. Each Business Grant application shall include a detailed description showing the intended uses of the grant funds. Failure to demonstrate that grant funds will be used for an authorized use, or failure to demonstrate that grant funds from prior years were used for an authorized use, may result in a denial of a grant application.

4. No Amounts Owed to City

Applicants must certify they do not owe any amounts to the City as a result of fines, penalties, interest, assessments, taxes, fees, or any other financial obligations imposed by law, regulation, or contract that were delinquent as of the date of application.



5. Certification of Full-Time Equivalent Employees (FTEs)

Applicants must verify the number of full-time equivalent employees employed in San Francisco as of the immediately preceding June 30. Full-time equivalent is determined by adding for each employee employed as of June 30, the employee's average weekly hours over the preceding 12 months (July 1-June 30), dividing the result by 40, and rounding to the nearest full employee. Verification of the number of reported full-time equivalent employees may include payroll reports or the equivalent.

6. Business Assessment Questionnaire

The Office of Small Business (OSB) shall prepare a business assessment questionnaire for each Applicant to complete as part of the grant application. The questionnaire shall solicit information related to the financial status of the business and whether the business is receiving other grants (e.g., Nonprofit Mitigation Fund, SF Shines, SF Biz Fit). OSB shall keep individual questionnaires responses confidential but may use the responses to identify additional programs that may help the business and in its regular reporting to this Commission and the Board of Supervisors to the Board of Supervisors.

7. Amount of Grant

The OSB shall award Qualified Legacy Businesses a grant equal to \$500 per full-time equivalent employee employed in San Francisco up to a maximum of 100 full-time equivalent employees. The total combined grants paid to all Qualified Legacy Businesses in a fiscal year (July 1-June 30) shall not exceed the appropriations into the Legacy Business Assistance Account in the Legacy Business Historic Preservation Fund. When the total grants in a fiscal year requested by all Qualified Legacy Businesses exceed the amount of the appropriations into the Legacy Business Assistance Account, the OSB shall allocate the grants to be paid to all Qualified Legacy Businesses proportionately based on the number of full-time equivalent employees employed in San Francisco by each Qualified Legacy Business as of the immediately preceding June 30.

9. Receipt of Grant Payment

To be paid, Grantees must become a City Vendor. The Legacy Business Program Manager shall assist Applicants in completing the registration requirements for becoming City Vendors. Applicants who cannot or refuse to become City Vendors will be paid by a contracted third party vendor selected by OSB.

10. Reapplication requirements

Applicants who wish to reapply for Business Assistance grants shall be required to (1) verify they still qualify as Legacy Businesses; (2) submit an application that complies with these regulations; and (3) submit a grant evaluation survey to be prepared by OSB.



SMALL BUSINESS COMMISSION
MARK DWIGHT, PRESIDENT
REGINA DICK-ENDRIZZI, DIRECTOR



CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

Legacy Business Program
Historical Preservation Grant Fund
Business Assistance Grant Application
2016-17



SMALL BUSINESS ASSISTANCE CENTER / SMALL BUSINESS COMMISSION
1 DR. CARLTON B. GOODLETT PLACE, ROOM 110, SAN FRANCISCO, CALIFORNIA 94102-4681
Small Business Assistance Center (415) 554-6134 / Small Business Commission (415) 554-6408

Instructions

Legacy Business Program

In November 2015, the voters of San Francisco approved Proposition J, which established the Legacy Business Historic Preservation Fund and directed the Office of Small Business (OSB) to award Business Assistance Grants (Administrative Code Section 2A.243(b)) to Legacy Businesses in order to promote the long-term stability of Legacy Businesses and help Legacy Businesses remain in the City.

Legacy Business Registry

To receive a grant under the Legacy Business Program, the business must qualify as a Legacy Business. This requires a written nomination by a member of the Board of Supervisors or the Mayor. Then the Small Business Commission must conduct a hearing to determine whether to approve the business as a Legacy Business, based primarily on (1) how long the business has operated in San Francisco, (2) its contribution to the history or identity of a particular neighborhood or community, and (3) its commitment to maintaining the physical features or traditions that define the business such as craft, culinary, or art forms.

Grant Application Requirements

A Legacy Business seeking a Legacy Business Grant for FY 2016-17 shall submit an application (and any supporting materials) to the OSB on or before December 15, 2016. Applicants are required to certify (1) they are included on the Legacy Business Registry; (2) they have no amounts owing to the City as a result of fines, penalties, interest, assessments, taxes, fees, or any other financial obligations imposed by law, regulation, or contract that were delinquent as of the date of application; (3) the number of full-time equivalent employees (FTE) employed by the business in San Francisco as of the immediately preceding June 30; and (4) how the business will spend the grant funds. The OSB may decline to award a grant if the intended use does not promote the long-term stability of the Legacy Business or help the Legacy Business remain in San Francisco. Applicants will also be required to provide other information requested by OSB as part of the application process. Grants will be awarded on or after February 1, 2017. Applicants seeking Legacy Business Grants for subsequent fiscal years must reapply between July 1 and September 30 of each year.

For more information, review San Francisco Administrative Code 2A.242 and 2A.243 or Small Business Commission Resolution No. 2016-002-SBC. The Legacy Business Registry and Application Process can be reviewed at: www.sfosb.org/legacy-business/apply. The Legacy Business Program Manager can be contacted at legacybusiness@sfgov.org or 415-554-6680.

Application Submission

Mail or Hand-Deliver Completed Application To:

Office of Small Business
Attn: Legacy Business Grant
City Hall, Room 110
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Business Assistance Grant Application

1. Background Information

Business Name: _____

Business Address: _____

Business Owner(s): _____

Business Owner(s) Contact (phone #): _____

Business Owner(s) Contact (email): _____

2. No Amounts Owed to City

Applicant certifies it has no amounts owed to the City as a result of fines, penalties, interest, assessments, taxes, fees, or any other financial obligations imposed by law, regulation, or contract that were delinquent as of the date of application: Yes _____ No _____ Unsure _____

If yes, continue. If no or unsure, Applicant will have 30 days following grant application deadline to settle amounts owed to the City.

3. No Determinations or Violations of Any of City Labor Laws

Applicant certifies it has no current determinations or violation of any of the City's labor laws and does not owe any outstanding penalties or payments ordered by the Office of Labor Standards Enforcement (OLSE):
Yes _____ No _____ Unsure _____

If yes, continue. If no or unsure, Applicant will have 30 days following grant application deadline to settle determinations or violations of any City labor laws.

4. Certification of Full-Time Equivalent Employees (FTEs)

Applicant must certify the number of full-time equivalent employees it has employed in San Francisco by adding, for each employee employed as of June 30, 2016, the employee's average weekly hours over the preceding 12 months (July 1-June 30), dividing the result by 40, and rounding to the nearest full employee. Please use the spreadsheet provided, or similar worksheet, and include it with your application.

Number of FTEs as described above: _____

Please include verification of employee hours. Verification may include payroll reports as of June 30 or the equivalent. If you are not able to provide verification, please contact the Office of Small Business at legacybusiness@sfgov.org or (415) 554-6680.

5. Intended Use of Grant Funds

Consistent with the purpose of the Legacy Business Preservation Fund as set forth in Administrative Code section 2A.243(a), Legacy Business Grant funds shall be used only to promote the long-term stability of Legacy Businesses or to help Legacy Businesses remain in San Francisco. Authorized uses could include tenant improvements, capital improvements, rent, relocation within San Francisco, marketing, professional services, and other activities necessary to support the continuation of the business as a Legacy Business.

Please identify how you will use the grant funds (number of FTEs x \$500) and how that will promote the long-term stability of your business or help your business remain in San Francisco. Attach additional pages and documentation if necessary:

Intended Use of Grant Funds	Amount Requested	Detailed Description
[EXAMPLE] Tenant improvement Façade improvement	[EXAMPLE] \$7,500 \$5,000	[EXAMPLE] Installation of retail shelving and reception counters New awning
Total		

6. Amount of Grant

Applicant acknowledges that the Legacy Business Grant award may be less than \$500 per San Francisco FTE if the total combined grants payable to all grantees would exceed available funds.

Yes _____ No _____

Applicant understands the Legacy Business Grant is an annual grant; and must annually reapply for additional funding in addition to recertifying the number of full-time equivalent employees as of preceding June 30.

Yes _____ No _____

7. Verification

Please verify whether the following statements are correct:

- We/I are/am authorized to submit this application on behalf of the business.
- The business is current on all of its San Francisco tax obligations.
- The business's business registration and applicable regulatory license(s) are current.
- The Office of Labor Standards and Enforcement (OLSE) has not determined that the business is currently in violation of any of the City's labor laws.
- The business has no amounts owing to the City as a result of fines, penalties, interest, assessments, taxes, fees, or any other financial obligations imposed by law, regulation, or contract that were delinquent as of the date of application;
- We/I understand that all information provided in the application may become subject to disclosure under the California Public Records Act and/or San Francisco Sunshine Ordinance.

Declaration

We/I, as owner(s) of _____, affirm that the statements in this application are true and correct to the best of our/my knowledge. We/I understand that a false statement may result in the denial of our/my application for a Business Assistance Grant.

Signature(s)

Business Owner Printed Name

Signature

Date

Business Owner Printed Name

Signature

Date

Checklist

Include the following with your submission:

- Completed and signed Legacy Business Grant Application.
- Verification of full-time equivalent employee hours.
- Documentation that supports the intended use of grant funds, if applicable.
- Completed New Vendor Request Form, if applicable.
- Completed IRS Form W-9, if applicable.

Check if you have completed the following, which do not need to be included with your submission:

- Business Registration.
- Nondiscrimination in Contracts and Benefits Form.

Application Submission

Mail or hand-deliver completed application to:

Office of Small Business
Attn: Legacy Business Grant
City Hall, Room 110
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Addendum:

Business Assessment Questionnaire and City Vendor Registration Information

I. Business Stabilization Grants (REQUIRED)

To help the City and County of San Francisco identify other existing funding sources, please indicate any other business stabilization grants you have received within the past three fiscal years or intend to apply for (e.g., Nonprofit Mitigation Fund; SF Shines; Invest in Neighborhoods. Do not include grants for general or program operations)

Currently not receiving other business stabilization grant(s).

Grantor: _____

Grant Name: _____

Amount or Anticipated Amount: _____

Grant Term: _____

Grantor: _____

Grant Name: _____

Amount or Anticipated Amount: _____

Grant Term: _____

Grantor: _____

Grant Name: _____

Amount or Anticipated Amount: _____

Grant Term: _____

Attach an extra sheet listing additional business stabilization grants if necessary.

II. Financial Assessment (OPTIONAL) The Office of Small Business will treat the following information as confidential and exempt from disclosure under the Public Records Act and/or Sunshine Ordinance.

The City has free, confidential consulting services and/or training workshops to help you manage and grow your business. The information from the following optional financial assessment questions will be used by

OSB to determine whether your business may benefit from these services. You may engage with these services independently from the grant.

- 1. Do you have financial statements (income statement, balance sheet, and cash flow statement) for the last five years?

2015 Financial Statements	Yes _____	No _____
2014 Financial Statements	Yes _____	No _____
2013 Financial Statements	Yes _____	No _____
2012 Financial Statements	Yes _____	No _____
2011 Financial Statements	Yes _____	No _____

- 2. For-profits: What were your annual gross sales each year for the last five years?
Nonprofits: What was your total annual revenue from all sources for the last five years?

2015	\$ _____
2014	\$ _____
2013	\$ _____
2012	\$ _____
2011	\$ _____

- 3. For-profits: What was your Cost of Goods Sold each year for the last five years?
Nonprofits: What were your total annual expenses for each of the last five years?

2015	\$ _____
2014	\$ _____
2013	\$ _____
2012	\$ _____
2011	\$ _____

- 4. For-profits: What were your profits each year for the last five years?
Nonprofits: What was your net profit (i.e., change in net assets) for the last five years?

2015	\$ _____
2014	\$ _____
2013	\$ _____
2012	\$ _____
2011	\$ _____

5. How much cash does the business have on hand?

\$ _____

6. How many full-time employees does the business currently employ? How many part-time?

Full-Time _____

Part-Time _____

7. How many years of industry experience does each manager/supervisor possess?

Owner: _____ Years of industry experience: _____

Manager/Supervisor: _____ Years of industry experience: _____

Attach an extra sheet listing additional Managers/Supervisors if necessary.

8. Will the business be expanding during the next twelve months? If so, have projections or a budget been developed?

Expanding? Yes _____ No _____

Projections or Budget? Yes _____ No _____

9. From your perspective, is your industry growing, stable or declining? At what rate per year?

Select one: Growing _____ Stable _____ Declining _____

Rate: _____%

For nonprofits, your industry is not the "nonprofit industry," but the Major Group related to the National Taxonomy of Exempt Entities (<http://nccs.urban.org/classification/ntee.cfm>), e.g., Major Group A: Arts, Culture and Humanities.

10. How many years do you have left on your lease? Do you have an option to renew?

Years Left on Lease: _____

Option to Renew: Yes _____ No _____

11. Are you interested in receiving one-on-one business consulting or business training from the San Francisco Small Business Development Center? (Nonprofits: Are you interested in receiving services from an equivalent entity?) Yes _____ No _____

The San Francisco Small Business Development Center helps individuals start, manage and grow their businesses. They provide free, confidential one-on-one customized consulting services and training workshops in English, Spanish, Mandarin and Cantonese to established businesses and certain start-ups in San Francisco. Their team of professional consultants are not only counselors but also business owners with diverse backgrounds and specializations.

Services Include:

- Business Management
- Strategic Planning
- Financial Projections & Budgeting
- Technology Integration
- Marketing and Sales
- Human Resource Management
- Access to Capital
- More...

By checking yes to #11, you are agreeing to the following:

INFORMATION NOTICE OMB Approval No.:3245-0324

I request business counseling service from the Northern California Small Business Development Center (SBDC) Network, a Small Business Administration (SBA) Resource Partner. I agree to cooperate should I be selected to participate in surveys designed to evaluate SBDC services. I understand that any information disclosed will be held in strict confidence. (The SBDC will not provide your personal information to commercial entities.) I authorize the SBDC to furnish relevant information to the assigned Business Advisor(s). I further understand that the advisor(s) agree not to:

- 1) recommend goods or services from sources in which he/she has an interest, and
- 2) accept fees or commissions developing from this counseling relationship.

In consideration for the counselor(s) furnishing management or technical assistance, I waive all claims against SBA personnel, its Resource Partners, host organizations, and SBDC Advisors arising from this assistance.

III. City Vendor Registration (OPTIONAL)

Please complete the following forms to sign up as a vendor with the City and County of San Francisco. Applicants who cannot or refuse to become City Vendors will be paid by a contracted third party vendor selected by OSB.

1. Is your business registered as a vendor with the City and County of San Francisco?

Yes _____ No _____

If yes, what is your vendor number? _____

If no, please submit the following forms:

- a) New Vendor Request Form:

Establishes basic vendor information.

<http://sfgsa.org/modules/showdocument.aspx?documentid=8291>

For Reference – Vendor Profile Application Instructions:

<http://www.sfgsa.org/Modules/ShowDocument.aspx?documentID=11130>

For Reference – Commodity Codes

<http://www.sfgsa.org/Modules/ShowDocument.aspx?documentid=772>

- b) IRS Form W-9:

Establishes federal and state tax status.

<http://www.irs.gov/pub/irs-pdf/fw9.pdf>

- c) Business Registration:

Required for all entities that conduct business in SF and determines your tax responsibilities.

<https://newbusiness.sfgov.org/vendor/>

- d) Nondiscrimination in Contracts and Benefits:

Establishes how firm provides benefits to employees with spouses and to employees with domestic partners.

<http://sfgov.org/cmd/sites/default/files/FileCenter/Documents/12835-CMD-12B-101Fillable.pdf>

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Public Access to Crystal Springs Watershed
Attachments: CSW Public Access Memo to SF PUC - 12 Oct 2016.docx

From: SID LIEBES [mailto:sidliebes@comcast.net]
Sent: Wednesday, October 12, 2016 1:02 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Public Access to Crystal Springs Watershed

Attached, for your information, is a memo sent today (Oct. 12, 2016) to the members of the San Francisco Public Utilities Commission concerning the issue of public access to the Crystal Springs Watershed.

The memo 1) summarizes the history behind the action, in 1969, whereby the City and County of San Francisco did "grant and convey in perpetuity to the United States of America" a Scenic Easement to 19,000 westerly acres of the 23,000 acres Crystal Springs Watershed and a Scenic and Recreation Easement to 4,000 easterly acres; and 2) notes the explicit distinction between the two Easements regarding the matter of public access.

- Sid

Sidney Liebes
98 Monte Vista Ave.
Atherton, CA 94027
(650) 322-4719

*"Technological progress without an equivalent
advance in human institutions can doom us."
- Barack Obama (2016)*

To: San Francisco Public Utilities Commission
commissioners@sfwater.org

From: Sidney Liebes
98 Monte Vista Ave.
Atherton, CA 94027
Tel: (650) 322-4719
e-mail: sidliebes@comcast.net

CC: Harlan Kelly, San Francisco General Manager of Public Utilities
hkelly@sfwater.org
Steve Ritchie, SF PUC, Asst. General Mgr. of the Water Enterprise
sritchie@sfwater.org
Tim Ramirez, SF PUC, Land and Resources Management Manager
tramirez@sfwater.org
Aaron Roth, Acting Superintendent, GGNRA
aaron_roth@nps.gov
Brian Aviles, Chief of Planning, GGNRA
brian_aviles@nps.gov
Lennie Roberts, Legislative Advocate, Committee for Green
Foothills
lennie@darwin.ptvy.ca.us

Date: October 12, 2016

Re: Public Access to the Crystal Springs Watershed

Half a century ago, San Francisco's General Manager of Public Utilities and members of the San Francisco Public Utilities Commission initiated a battle, the 1969 settlement terms of which included, in addition to revision of California Highway Department's alignment plans for Interstate-280 through the Crystal Springs Watershed, one of the most consequential preservation outcomes in Peninsula conservation history: San Francisco's granting to the United States of America, for the then one-acre residentially-zoned 23,000-acre Crystal Springs Watershed: a 19,000-acre Scenic Easement, and a 4,000-acre Scenic and a Recreation Easement.

Proposals and responses of the past few years, continuing to the present, regarding public access to the Scenic Easement portion of the Crystal Springs Watershed, suggest that relatively few members of the general

public, or of responsible governmental entities in San Francisco or San Mateo counties, are familiar with, or, if so, thoroughly acknowledge the public access mandate articulated in section 8c) of the Scenic Easement:

The grant herein contained does not in any way and shall not be construed to grant to the public any right to enter the premises for any purpose.

In 1964, James K. Carr resigned his position as U.S. Under Secretary of Interior to accept appointment as San Francisco General Manager of Public Utilities. At his urging, the San Francisco Public Utilities Commission rescinded approval previously granted to the State Division of Highways to run Interstate-280 through the heart of the southern portion of the Watershed – where Cañada Road now lies. It being too late to move the alignment completely out of the Watershed, Carr insisted on an alternative Ridge Route displaced as far up the hills to the east as possible. He declared that, in addition to the threat posed to the water supply from vehicular accidents on the State's lakeside lower route,

I want to make it plain that we consider a great part of the Watershed to be of tremendous value because of its wilderness character.

In that battle, I served as representative and spokesperson jointly for the Committee for Green Foothills and the Sierra Club in support of the Ridge Route - lobbying at local, State and Federal levels, working for support by citizens of San Mateo County, and striving for crucial approval by the San Mateo County Board of Supervisors.

The five year battle ended with two momentous declarations on the part of the Federal Government: 1) The 92% of Federal funding provided for Interstate Highway construction would be available only for the Ridge Route; and 2) in exchange for Federal support for the more expensive Ridge Route, the City and County of San Francisco would be required to "grant and convey in perpetuity to the United States of America" a Scenic Easement to 19,000 westerly acres of the 23,000 acres Crystal Springs Watershed and a Scenic and Recreation Easement to 4,000 easterly acres.

Critical distinction between the two Easements is succinctly articulated in their respective sections 8c):

Section 8c) of the Scenic Easement reads:

The grant herein contained does not in any way and shall not be construed to grant to the public any right to enter the premises for any purpose.

Section 8c) of the Scenic and Recreation Easement reads:

The general public shall have the right, subject to rules and regulations as may be imposed and be published by Grantor, to enter the premises for recreational purposes.

Actions by the San Francisco Public Utilities Commission, and the San Francisco and San Mateo County Boards of Supervisors regarding public access to the Crystal Springs Watershed must be in conformity with the terms of the two Easements, signed in 1969 by San Francisco General Manager of Public Utilities, James K. Carr; U.S. Secretary of Interior, Stewart Udall; Mayor of San Francisco, Joseph Alioto; President of the San Francisco Public Utilities Commission, William E. McDonnell; and representatives of the San Francisco and San Mateo County Boards of Supervisors.

Section 8c) articulations must become embedded in the institutional memories of governmental bodies entrusted with the preservation of the semi-wilderness character of the 19,000-acre of Scenic Easement portion of the Crystal Springs Watershed, and with decisions regarding public access to the 4,000-acre Scenic and Recreation portion.

From: Jamey Frank <jameyfrank@me.com>
Sent: Friday, October 14, 2016 9:09 AM
To: Board of Supervisors, (BOS); Wiener, Scott; Peskin, Aaron (BOS); Yee, Norman (BOS); Farrell, Mark (BOS); Breed, London (BOS); Lee, Mayor (MYR); Tang, Katy (BOS); Avalos, John (BOS); Kim, Jane (BOS); Mar, Eric (BOS); Cohen, Malia (BOS); Campos, David (BOS)
Subject: We love Airbnb

Dear BOS,

I and my husband love Airbnb. It is our primary way of travel accommodations, offering a local experience and far better amenities. Please stop punishing owners!

Airbnb is not the problem of the SF housing shortage, accounting for less than 1% of rentals, and a way to allow many owners to stay in SF.

You seem to listen to vocal minorities, rather than the majority on issues such as housing, transit, and homelessness. In 30 years here, I've only seen these issues get FAR worse as you seek to bend others to your views.

That's not representative government, its tyranny by the minority.

--Jamey ✉

BOS-11
C page 1 L-08 249



CITY & COUNTY OF SAN FRANCISCO

ROBERT BECK
TREASURE ISLAND DIRECTOR

TREASURE ISLAND DEVELOPMENT AUTHORITY
ONE AVENUE OF THE PALMS,
2ND FLOOR, TREASURE ISLAND
SAN FRANCISCO, CA 94130
(415) 274-0660 FAX (415) 274-0299
WWW.SFTREASUREISLAND.ORG

October 7, 2016

City and County of San Francisco
Attn: Mayor Ed Lee
1 Dr. Carlton B. Goodlett Place
City Hall, Room 200
San Francisco, CA 94102

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

San Francisco Planning Commission
The Planning Department
Attn: Commission Secretary
1650 Mission Street, Suite 400
San Francisco, CA 94103

To Whom It May Concern:

Re: *City and County of San Francisco Infrastructure and Revitalization Financing District No. 1 (Treasure Island)*

On Tuesday, September 27, 2016, a "Resolution of Intention to establish City and County of San Francisco Infrastructure and Revitalization Financing District No. 1 (Treasure Island) and project areas therein to finance the construction and/or acquisition of facilities on Treasure Island and Yerba Buena Island; to provide for annexation; to call a public hearing on the formation of the district and project areas therein and to provide public notice thereof; and determining other matters in connection therewith." ("Resolution of Intention") was introduced at the meeting of the Board of Supervisors of the City and County of San Francisco (the "City"). Under the Resolution of Intention, the Board of Supervisors states its intention to form the "City and County of San Francisco Infrastructure and Revitalization Financing District No. 1 (Treasure Island)" (the "IRFD") pursuant to Government Code Section 53369 et seq. (the "IRFD Law").

The City is proposing formation of the IRFD for the purpose of financing public improvements of communitywide significance on Treasure Island and Yerba Buena Island.

As part of the formation process, the City must prepare a draft Infrastructure Financing Plan for the IRFD. The City must also distribute the draft Infrastructure Financing Plan, along with any report required by the California Environmental Quality Act ("CEQA") relating to the proposed

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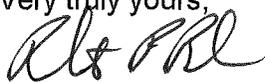
public facilities to be funded by the IRFD and the proposed private development projects within the boundaries of the IRFD, to each governmental taxing agency that levied or had levied on its behalf a property tax on the property in the proposed IRFD in the fiscal year prior to the designation of the IRFD.

The draft Resolution of Intention and the draft Infrastructure Financing Plan are enclosed with this letter. The environmental reports required by CEQA ("Relevant EIRs") for the project and any associated private development projects, which Relevant EIRs are described in the remaining portion of this paragraph, are incorporated in their entirety by this reference and are available on the website of the San Francisco Planning Department. On April 21, 2011, the San Francisco Planning Commission by Motion No. 18325 and the Board of Directors of the Treasure Island Development Authority, by Resolution No. 11-14-04/21, as co-lead agencies, certified the completion of the Final Environmental Impact Report for the project, and unanimously approved a series of entitlement and transaction documents relating to the project, including certain environmental findings under CEQA, a mitigation and monitoring and reporting program (the "MMRP"), and other transaction documents. On June 7, 2011, in Motion No. M11-0092, the Board of Supervisors of the City unanimously affirmed certification of the Final Environmental Impact Report. On that same date, the Board of Supervisors, in Resolution No. 246-11, adopted CEQA findings and the MMRP, and made certain environmental findings under CEQA (collectively, the "FEIR").

Formation of the proposed IRFD will require, among other actions, adoption of the Resolution of Intention and approval of an Infrastructure Financing Plan by the Board of Supervisors; these approvals are required before the Board of Supervisors can adopt an ordinance to allocate a portion of the City's incremental property tax revenue to the IRFD. Although subject to change, adoption of the Resolution of Intention is currently scheduled for consideration on Tuesday, October 25, 2016, with potential adoption of the Infrastructure Financing Plan to follow on Tuesday, December 6, 2016.

I am sending you this letter in order to comply with the requirements of the IRFD Law. By this letter, I am also requesting the Clerk of the Board of Supervisors to make the Infrastructure Financing Plan and the Relevant EIRs available for public inspection, as required by Section 53369.15 of the IRFD Law.

Very truly yours,



Robert P. Beck
Treasure Island Director

Infrastructure Financing Plan

**Infrastructure and
Revitalization Financing
District No. 1
(Treasure Island)**

*Prepared for:
City and County of San Francisco*

August 15, 2016

Infrastructure Financing Plan

**Infrastructure and
Revitalization Financing
District No. 1
(Treasure Island)**

*Prepared for:
City and County of San Francisco*

August 15, 2016

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Appendix A – Boundary Map and Legal Description of the IRFD

Appendix B – Fiscal Impact Analysis of City

Appendix C – IRFD Improvements

Appendix D – Net Available Increment and Conditional City Increment

I. INTRODUCTION

General. This Infrastructure Financing Plan has been prepared at the direction of the Board of Supervisors (the "**Board**") of the City and County of San Francisco (the "**City**") in connection with the proposed "City and County of San Francisco Infrastructure and Revitalization Financing District No. 1 (Treasure Island)" (the "**IRFD**").

The IRFD will be funded solely from a portion of the property tax increment that would otherwise be distributed to the General Fund of the City. No other taxing agency's revenues will be affected by or available to the IRFD. Consequently, this Infrastructure Financing Plan will discuss the tax increment of the City only.

Summary of Infrastructure Financing Plan. As required by California Government Code Section 53369 et seq. (the "**IRFD Law**"), including Section 53369.14 therein, this Infrastructure Financing Plan contains the following information:

- A. A map and legal description of the proposed IRFD. Pursuant to the Resolution of Intention,¹ the Board approved a map of the proposed boundaries of the IRFD, which is attached hereto as Appendix A. After formation of the IRFD, property may be annexed to the IRFD in the manner set forth in Section IV.
- B. A description of the facilities required to serve the development proposed in the area of the IRFD including those to be provided by the private sector, those to be provided by governmental entities without assistance under the IRFD Law, those improvements and facilities to be financed with assistance from the proposed IRFD, and those to be provided jointly. The description shall include the proposed location, timing, and costs of the improvements and facilities. See Section V for more details. As used herein, the facilities to be financed from the IRFD consist of both facilities (herein, "**Facilities**") and affordable housing (as defined herein, "**Housing Costs**" and together with the Facilities, the "**IRFD Improvements**").
- C. A finding that the IRFD Improvements are of communitywide significance (see Section VI for more details).

¹ The term "**Resolution of Intention**" refers to Resolution No. ____-16, adopted by the Board of Supervisors of the City and County of San Francisco on _____, 2016.

- D. A financing section, which shall contain all of the following information (see Section VII for more details):
1. A specification of the maximum portion of the incremental tax revenue of the City proposed to be committed to the IRFD for each year during which the IRFD will receive incremental tax revenue. The portion may change over time.
 2. A projection of the amount of tax revenues expected to be received by the IRFD in each year during which the IRFD will receive tax revenues. **This is a projection and for illustrative purposes only based on currently expected land uses and development schedules; it is not a limit on the amount of tax increment that can be allocated to the IRFD on an annual basis. Actual results may vary.**
 3. A plan for financing the IRFD Improvements, including a detailed description of any intention to incur debt.
 4. A limit on the total number of tax increment dollars that may be allocated to the IRFD pursuant to this Infrastructure Financing Plan.
 5. A date on which the IRFD will cease to exist, by which time all tax allocation, including any allocation of net available revenue, to the IRFD will end. The date shall not be more than 40 years from the date on which the ordinance forming the IRFD is adopted, or a later date, if specified by the ordinance on which the allocation of tax increment will begin. As discussed more completely in Section VII, the IRFD will consist of multiple project areas with varying tax increment commencement dates, so the IRFD will terminate on the same date as the final project area in the IRFD terminates. As set forth herein, the Board reserves the right to amend this Infrastructure Financing Plan to extend the 40-year duration of Project Areas and the period for allocation of tax increment within a Project Area if the IRFD Law is amended to allow a longer period. No further vote of the qualified electors in the IRFD shall be required if the law is changed and the Board approves such an extension by ordinance.
 6. An analysis of the costs to the City of providing facilities and services to the area of the IRFD while the area is being developed and after the area is developed. The plan shall also include an analysis of the tax, fee, charge, and other revenues expected to be received by the City as a result of expected development in the area of the IRFD. **The analyses described in the two preceding sentences and set forth in this Infrastructure Financing Plan reflect certain assumptions and projections and,**

accordingly, are merely estimates for illustrative purposes only. Actual results may vary.

7. An analysis of the projected fiscal impact of the IRFD and the associated development upon the City. **The analysis described in the preceding sentence and set forth in this Infrastructure Financing Plan reflects certain assumptions and projections and, accordingly, is merely an estimate for illustrative purposes only. Actual results may vary.**
 8. A plan for financing any potential costs that may be incurred by reimbursing a developer of a project that is both located entirely within the boundaries of the IRFD and qualifies for the Transit Priority Project Program, pursuant to California Government Code Section 65470, including any permit and affordable housing expenses related to the project.
- E. If any dwelling units occupied by persons or families of low or moderate income are proposed to be removed or destroyed in the course of private development or facilities construction within the area of the IRFD, a plan providing for replacement of those units and relocation of those persons or families consistent with the requirements of Section 53369.6 of the IRFD Law. See Section VII for a further discussion of the replacement housing plan.

Future Amendments of this Infrastructure Financing Plan. The Board reserves the right, and nothing in this Infrastructure Financing Plan limits the ability of the Board, to update or amend this Infrastructure Financing Plan and the Development Agreements (as defined herein) in accordance with and subject to applicable law. In addition, and in furtherance of the foregoing, the Board reserves the right to amend this Infrastructure Financing Plan by ordinance, and without any public hearing or vote of the qualified electors of the IRFD or other proceedings, for the following purposes:

(a) to extend the 40-year duration of Project Areas and the period for allocation of tax increment within a Project Area, if and to the extent the IRFD Law is amended to allow a longer period;

(b) to increase the maximum amount of bonded indebtedness and other debt for the IRFD based on the increased period of tax increment allocation described in the preceding clause (a);

(c) to allocate to the IRFD all or any portion of the ad valorem property tax revenue annually allocated to the City pursuant to Section 97.70 of the Revenue and Taxation Code, if and to the extent the IRFD Law is amended to permit such an allocation;

(d) to adopt any alternative amendment or annexation procedure with respect to the IRFD that is permitted by an amendment to the IRFD Law; and

(e) to amend the list of IRFD Facilities as long as the Board finds that the resulting IRFD Facilities are permitted by the IRFD Law, will serve the development in the IRFD and are of communitywide significance.

II. DESCRIPTION OF TREASURE ISLAND PROJECT

The Treasure Island project (the "**Project**") is currently intended to be comprised of approximately nine future development stages on the islands known as Treasure Island and Yerba Buena Island (collectively, "**Treasure Island**"). As detailed on Table 1, it is currently anticipated that the Project will include up to a total of 5,827 market rate residential units, 2,173 below market rate units, 451,000 square feet of retail, 100,000 square feet of commercial space, and 500 hotel rooms.

Appendix A contains a map of Yerba Buena Island and Treasure Island. It is anticipated that the territory planned to be developed as part of the Project that is not initially part of the IRFD will be annexed to the IRFD in the future, in accordance with the procedures set forth in the IRFD Law, the Resolution of Intention, and this Infrastructure Financing Plan. If the anticipated future annexations to the IRFD occur as expected, the ultimate boundaries of the IRFD will encompass the entirety of the development parcels in the Project. A map and the legal description of the property initially contained in the IRFD is set forth in Appendix A.

The Project is being developed by Treasure Island Community Development, LLC, or permitted transferees, as the master developer ("**TICD**" or "**Developer**"). In connection with the development of the Project, (i) TICD and the Treasure Island Development Authority, a California non-profit public benefit corporation ("**TIDA**"), entered into the Disposition and Development Agreement dated June 28, 2011 (the "**TIDA DDA**") and (ii) TICD and the City entered into the Development Agreement dated June 28, 2011 (the "**City DA**" and along with the TIDA DDA, collectively, the "**Development Agreements**"). Attached to both the TIDA DDA and the City DA is the Financing Plan (the "**DDA Financing Plan**"), which discusses, among other things, facilities and Housing Costs (as such term is defined in the DDA Financing Plan) to be financed by the formation of an infrastructure financing district. Although the DDA Financing Plan discusses infrastructure district financing through legislation that is different than the IRFD Law (because the

IRFD Law had not been created at the time), the City finds that the IRFD Law is a better vehicle for financing the Project and all references in the DDA Financing Plan to "IFD" or "IFD Act" shall mean "IRFD" and "IRFD Law," respectively, and that the IRFD will be used to comply with the requirements of the DDA Financing Plan. Except for the change from IFD to IRFD and from IFD Act to IRFD Law, which has been agreed to by the Developer, nothing in this Infrastructure Financing Plan is intended to amend the Development Agreements.

The entirety of Treasure Island (not including certain lands retained by the U.S. Government) is entitled for development. Development will occur in Major Phases and Sub-Phases, as such terms are defined in and as completed in accordance with the TIDA DDA, as it may be revised from time to time.

Major Phase 1, which includes Yerba Buena, Stage 1, Stage 2, and Stage 3, has been approved by TIDA. The Major Phase application outlines the development plan for approximately 3,474 market rate residential homes, 827 below market rate units, 451,000 square feet of retail, 100,000 square feet of commercial space and 500 hotel rooms. The first two stages of Major Phase 1 – i.e., Yerba Buena and Stage 1 - have received sub-phase approval from TIDA, and development has commenced in these areas. It is these two stages of Major Phase 1 that comprise the Initial Project Areas (as defined herein) of the IRFD.

As Annexation Territory (as defined in Section IV) is annexed to the IRFD, information similar to the paragraph immediately above will be contained in the Annexation Supplement (as defined in Section IV) for each annexation of Annexation Territory.

The scope and timing of future stages are conceptual at this time, and will be determined by the demand for the finished homes on Treasure Island and based on the phasing of development consistent with the Development Agreements.

All new development is anticipated to be complete and fully absorbed by 2035. It is anticipated that there may be an approximate 2-year lag between the date that development is completed and the date the full assessed value of such development is reflected on the tax roll.

Table 1 – Projected Treasure Island Development – Project-Wide

Development*	Market Rate Units ("MRU")	Inclusionary Below Market Rate Units ("Inclusionary BMR")	TIDA Below Market Rate Units ("TIDA BMR")	Anticipated Construction Commencement Date for MRU and Inclusionary BMR (but not TIDA BMR)	Total Residential Square Footage	Hotel Rooms	Retail Square Footage	Commercial Square Footage
Yerba Buena Island	285	15	0	2017	528,000	50		
Stage 1	1825	96	196	2017	2,367,350	200		
Stage 2	745	19	107	2018	990,000	250	451,000	100,000
Stage 3	619	53	341	2019	1,101,800			
Stage 4	416	20	0	2020	479,600			
Stage 5	486	30	353	2022	961,000			
Stage 6	378	16	61	2022	515,500			
Stage 7	527	29	499	2023	1,211,900			
Stage 8	546	29	309	2026	971,400			
Totals	5,827	307	1,866		9,126,550	500	451,000	100,000

* Projected residential and Hotel developments may also include incidental commercial/retail improvements.

THE ANALYSIS DESCRIBED IN THIS SECTION AND SET FORTH IN THIS INFRASTRUCTURE FINANCING PLAN REFLECTS CERTAIN ASSUMPTIONS AND PROJECTIONS AND, ACCORDINGLY, IS MERELY AN ESTIMATE FOR ILLUSTRATIVE PURPOSES ONLY. ACTUAL RESULTS MAY VARY.

THE TYPE OF DEVELOPMENT AND THE NUMBER OF UNITS AND SQUARE FOOTAGE OF RETAIL/COMMERCIAL SPACE ARE BASED ON CURRENT PROJECTIONS; ACTUAL DEVELOPMENT MAY, AND WILL LIKELY, VARY. NOTHING IN THIS INFRASTRUCTURE FINANCING PLAN SHALL LIMIT THE ABILITY OF THE DEVELOPER TO REVISE THE SCOPE AND TIMING OF THE PROJECT.

Project Areas A-E. The IRFD will be initially formed over the property identified in the boundary map attached as Appendix A in five project areas (herein, each a “**Project Area**” and, collectively, the “**Initial Project Areas**”) - Project Area A (consisting of Yerba Buena Island), Project Area B (consisting of part of Treasure Island Stage 1), Project Area C (consisting of part of Treasure Island Stage 1), Project Area D (consisting of part of Treasure Island Stage 1), and Project Area E (consisting of part of Treasure Island Stage 1). The anticipated maximum development in Project Areas A-E is shown in Table 2 below.

Table 2 – Treasure Island Private Development in Project Areas A-E						
	Project Area A (Yerba Buena Island)	Project Area B (Treasure Island Stage 1)	Project Area C (Treasure Island Stage 1)	Project Area D (Treasure Island Stage 1)	Project Area E (Treasure Island Stage 1)	Totals
Townhomes	220	32	0	0	0	252
Low-Rise Residential	0	266	0	0	0	266
Mid-Rise Residential	80	159	0	0	0	239
High-Rise Residential	0	0	556	620	0	1,176
High-Rise Branded Condominiums	0	0	0	0	193	193
Rental Apartments	0	95	0	0	0	95
Total Residential Units	300	552	556	620	193	2,221
Market Rate Units	285 (95%)	497 (90%)	556 (100%)	579 (93%)	193 (100%)	2,110 (95%)
Inclusionary BMR Units ²	15 (5%)	55 (10%)	0 (0%)	41 (7%)	0 (0%)	111 (5%)
Hotel Rooms	50	0	0	0	200	250
Total Residential Square Footage ²	528,000	616,900	611,600	682,000	241,250	2,679,750

² Does not include the projected affordable units to be constructed by TIDA on TIDA-owned land (which will be exempt from taxation).

The numbers in Table 2 represent the current maximum density for the Initial Project Areas. *The type of development and the number of units and square footage of retail/commercial space are based on current projections; actual development may, and will likely, vary. The Net Available Increment allocated to the IRFD will be based on the actual development within the IRFD.*

As Annexation Territory is annexed to the IRFD, information similar to Table 2 will be contained in the Annexation Supplement for each annexation of Annexation Territory.

III. DESCRIPTION OF THE PROPOSED IRFD

A. Boundaries of the IRFD

The map showing the boundaries of the IRFD (the "**Boundary Map**"), including each of the Initial Project Areas, and the legal description of the property in the IRFD, is attached hereto as Appendix A.

B. Project Areas

Pursuant to Section 53369.5 of the IRFD Law, the IRFD may be divided into separate Project Areas, each with distinct limitations. As shown on the Boundary Map, the IRFD will initially consist of five (5) Project Areas. Pursuant to Section IV herein, additional Project Areas may be designated in connection with the annexation of additional property to the IRFD.

C. Approval of Boundaries

Pursuant to Section 53369.10 of the IRFD Law, the Boundary Map was preliminarily approved by the Board in the Resolution of Intention.

IV. PROCEDURE FOR ANNEXATION OF PROPERTY TO THE IRFD

A. Authority for Project Areas and Annexation

Section 53369.5(b) of the IRFD Law provides as follows:

A district may include areas that are not contiguous. A district may be divided into project areas, each of which may be subject to distinct limitations established under this chapter. The legislative body may, at any time, add territory to a district or amend the infrastructure financing plan for the district by conducting the same procedures for the formation of a district or approval of bonds, if applicable, as provided pursuant to this chapter.

B. Findings of the Board

The Board hereby finds and determines as follows:

- The IRFD Law allows the annexation of property into an IRFD subsequent to the initial formation of the IRFD.
- The IRFD Law allows the creation of Project Areas within the boundaries of the IRFD that may have distinct limitations, and any tax increment generated from a Project Area is allocated to the IRFD.
- When property is annexed into the IRFD, a vote shall be required of the qualified electors of the territory to be annexed only.
- Property that is annexed into the IRFD may annex into an existing Project Area, in which case it will be subject to the limitations applicable to that Project Area, or into a separate and newly-created Project Area with unique limitations that are set forth in the Annexation Supplement (as defined below).
- This Infrastructure Financing Plan defines the procedures for the annexation of property into the IRFD, and such procedures are consistent with the Resolution of Intention and the IRFD Law.

C. Initiation of Annexation

Annexation of property to the IRFD shall be initiated by a petition executed by the owners of the property desiring to annex into the IRFD (the "**Annexation Territory**"). The petition shall include (i) the name of the owner(s) of the Annexation Territory, (ii) the legal description of the Annexation Territory (which may be by reference to Assessor's Parcel Numbers or lots on a recorded map), (iii) either the identity of the existing Project Area into which the Annexation Territory is to be annexed or a request to designate the Annexation Territory as a new Project Area, (iv) if the Annexation Territory is to be designated as a new Project Area, the Commencement Year (as defined in Section VII) for the new Project Area, (v) the anticipated amount of additional Bonds (as defined herein) that may be issued as a result of the allocation of the tax increment derived from the Annexation Territory, and (vi) authorization to use the Net Available Increment derived from the Annexation Territory and any additional Bond proceeds for purposes of financing the IRFD Improvements described in Section V.

D. Procedures for Annexation

This section summarizes the procedures for annexation of Annexation Territory to the IRFD. The intent of this section is to establish a clear process for each and every annexation of Annexation Territory, subject to any changes in the IRFD Law or any changes to this Infrastructure Financing Plan. Numerous annexations over time are expected.

1. Adopt a Resolution of Intention to Annex. Within sixty (60) days following the receipt of a petition for annexation, the Board shall adopt a resolution of intention to annex the applicable Annexation Territory into the IRFD (the "**Resolution of Intention to Annex**"). Each Resolution of Intention to Annex shall do all of the following:

a. State that annexation of the Annexation Territory to the IRFD is proposed under the terms of the IRFD Law and this Infrastructure Financing Plan and describe the boundaries of the Annexation Territory, which may be accomplished by reference to a map on file in the office of the clerk of the City, and shall include a legal description of the Annexation Territory.

b. Identify the existing Project Area into which the Annexation Territory is proposed to be annexed, or, if the property owners have requested that the Annexation Territory be annexed into the IRFD as a new Project Area, identify the name and location of the new Project Area.

c. Identify the Base Year for determining the Net Available Increment to be derived from the Annexation Territory, which shall be Fiscal Year 2016-17.

d. State that upon annexation of the Annexation Territory to the IRFD, the IRFD Improvements described in this Infrastructure Financing Plan may be financed with the Net Available Increment derived from the Annexation Territory, including any additional Bond proceeds that may be generated as the result of the increased allocation of Net Available Increment derived from the Annexation Territory.

e. If a new Project Area is requested, establish (i) the Commencement Year for when Net Available Increment from the Annexation Territory will commence to be allocated to the IRFD, which shall be the same as the Commencement Year identified in the petition of the landowners, unless the landowners of the Annexation Territory agree in writing to an alternative Commencement Year, and (ii) the termination date, which shall be 40 years after the Commencement Year (or such longer period permitted by the IRFD Law and approved by the Board).

f. Pursuant to resolution, the Board approved the issuance of Bonds for the Initial Project Areas of the IRFD in a maximum principal amount of (i) \$780 million plus (ii) the amount approved by the Board and the qualified electors of the Annexation Territory in connection with each annexation of Annexation Territory to the IRFD. Therefore, each Resolution of Intention to Annex will state that the annexation of the Annexation Territory to the IRFD will include an authorization to issue a maximum additional principal amount of Bonds above the \$780 million authorized for the Initial Project Areas. Such additional Bonds will be issued upon the same terms, and subject to the same limitations, as the Bonds set forth in the resolutions forming the IRFD.

g. State that Annexation Territory, if annexed to the IRFD, will be subject to the appropriations limit established for the IRFD.

h. Fix a time and place for a public hearing on the proposed annexation with the date of the public hearing to be no sooner than 60 days after the proposed Annexation Supplement (as defined below) of this Infrastructure Financing Plan has been sent to the Clerk of the Board.

2. Resolution of Intention to Issue Bonds. For each annexation, the Board shall adopt a resolution stating its intent to issue additional Bonds secured by the Net Available Increment for the IRFD as a whole as a result of the additional bonding capacity derived from the addition of the Annexation Territory. Any bonds issued in the IRFD will be secured by all of the property in the IRFD, including all Project Areas. The resolution shall contain the information described in Section 53369.41 of the IRFD Law.

3. Annexation Supplement. After adopting a Resolution of Intention to Annex, the Board will adopt a resolution designating and directing TIDA to prepare an appendix to this Infrastructure Financing Plan for the applicable Annexation Territory (each an “**Annexation Supplement**”). Upon its completion, each Annexation Supplement will be sent to each landowner in the Annexation Territory, and the Board, as the legislative body of the only affected taxing entity, will approve such Annexation Supplement, and such Annexation Supplement will be a permanent part of this Infrastructure Financing Plan.

4. Distribution of Copies of Resolution of Intention to Annex; Notice of Public Hearing. The clerk of the Board shall mail a copy of each Resolution of Intention to Annex to each owner of land within the applicable Annexation Territory and to the Clerk of the Board. In addition, a notice of each public hearing shall be given by publication not less than once a week for four successive weeks in a newspaper of general circulation published in the City. The notice shall state that the IRFD will be used to finance public works, briefly describe the public works, briefly describe the proposed financial arrangements, including the proposed commitment of incremental tax revenue, describe the boundaries of the IRFD and the Annexation Territory and state the day, hour, and place when and where any persons having any objections to the annexation of the Annexation Territory or the proposed Annexation Supplement, or the regularity of any of the prior proceedings, may appear before the Board and object to the annexation of the Annexation Territory or the adoption of the Annexation Supplement by the Board.

5. Conduct Public Hearing. The Board shall conduct a public hearing prior to approving any Annexation Supplement to this Infrastructure Financing Plan and approving the annexation of the Annexation Territory to the IRFD. The public hearing shall be called no sooner than 60 days after the applicable Annexation Supplement has been sent to each owner of property in the Annexation Territory. At the hour set in the required notices, the Board shall proceed to hear and pass upon all written and oral objections. The hearing may be continued from time to time. The Board shall consider all evidence and testimony for and against the annexation of the Annexation Territory and the adoption of the Annexation Supplement.

6. Calling Special Election.

a. At the conclusion of a public hearing on an annexation of Annexation Territory, the Board may adopt a resolution proposing such annexation and proposing adoption of the Annexation Supplement, or it may abandon the proceedings. In the resolution of annexation, the Board will submit the proposal to annex the Annexation Territory to the IRFD, the authorization to issue Bonds for the IRFD (as increased by the inclusion of the Annexation Territory), and the appropriations limit of the IRFD to the qualified electors of the Annexation Territory in an election that complies with Sections 53369.20-53369.22 of the IRFD Law.

b. For each annexation, the qualified electors for the election shall be the qualified electors for the applicable Annexation Territory only, as defined in Section 53369.20 of the IRFD Law.

7. Adoption of an Ordinance. After the canvass of returns of any election on the annexation of property to the IRFD, and if two-thirds of the votes cast by the qualified electors in the Annexation Territory upon the question of annexing the Annexation Territory to the IRFD are in favor of such annexation, the Board shall, by ordinance, adopt the Annexation Supplement and order the annexation of the Annexation Territory to the IRFD with full force and effect of law. The ordinance shall identify the Commencement Year if the Annexation Territory is designated as a new Project Area and the principal amount of the Bonds added to the maximum aggregate principal amount of Bonds for the IRFD as a result of the annexation. If two-thirds of the votes cast by the qualified electors in the Annexation Territory upon the question of annexing the Annexation Territory to the IRFD are not in favor of such annexation, the Board shall take no further action with respect to the proposed annexation of such Annexation Territory for one year from the date of the election.

V. DESCRIPTION OF THE FACILITIES REQUIRED TO SERVE THE PROJECT

Based on the information available to the City as of the date of this Infrastructure Financing Plan and subject to change, the following is a description of the facilities required to serve the Project.

A. Facilities to be Provided by the Private Sector

The Facilities required to serve development that will be provided by the private sector are as follows:

- Improvements to strengthen the perimeter of Treasure Island.
- Interior soil stabilization and raising the level of Treasure Island.
- Public infrastructure on Treasure Island, including roads and highways, curbs and gutters, sidewalks, streetlights, storm drains, water improvements, fire protections, recycled water improvements, storm drains, retaining walls, landscaping, conduit and cables, and other public utilities.
- Open space, parks and shoreline improvements.
- Improvements to the Ferry Terminal.
- Improvements required for development of the Project.

These Facilities are described in more detail in Appendix C.

These Facilities will be constructed throughout Treasure Island as development progresses (currently estimated to continue through 2035).

Some, but not all, of these Facilities are anticipated to be financed or reimbursed through the IRFD, consistent with the DDA Financing Plan. All of the Facilities listed in Appendix C under the caption "Facilities to be Provided by the Private Sector" are to be constructed by the Developer of the Project. To the extent not financed by the IRFD (or other forms of public finance, including Mello-Roos Financings (see subsection C of Section VII)), the costs listed in Appendix C under the caption "Facilities to be Provided by the Private Sector" will be borne by the Developer.

B. Facilities to be Provided by Governmental Entities Without Assistance from the IRFD

The City will construct a Wastewater Treatment Plant on Treasure Island expected to cost approximately \$65 million. This Wastewater Treatment Plan will not be financed with assistance from the IRFD.

C. Facilities to be Financed with Assistance from the Proposed IRFD

The housing to be developed by TIDA and the Facilities required to serve development in the area of the IRFD, including anticipated Annexation Territories, are summarized in Appendix C. The Facilities include both those provided by the private sector and those provided by the public sector, and the Housing Costs include affordable housing to be provided by TIDA.

As set forth in Section VII and the DDA Financing Plan:

- 82.5% of Net Available Increment will be used to finance Facilities (directly or through Bonds);
- 17.5% of the Net Available Increment will be dedicated to TIDA to be used for Housing Costs (directly or through Bonds); and
- Once Developer has been paid or reimbursed for all Qualified Project Costs to which it is entitled for the Project as a whole (not just the Initial Project Areas) as defined in and in accordance with the Development Agreements, the City may dedicate 100% of the Net Available Increment to TIDA for Housing Costs or Facilities set forth on Appendix C as may be updated and approved by the TIDA Board and the City's Board.

As shown, the total cost of the Facilities for the entire Project to be provided by the private sector in current dollars is estimated at approximately \$1.9 billion.

As shown, the estimated Housing Costs to be incurred by TIDA in current dollars is approximately \$970 million. Housing Costs of affordable housing built by TIDA will be financed out of the 17.5% of the Net Available Increment allocated to TIDA for affordable housing until the Developer has been paid or reimbursed for all Qualified Project Costs to which it is entitled for the Project as a whole (not just the Initial Project Areas) under the Development Agreements; thereafter, 100% of the Net Available Increment may be used to financing Housing Costs to be incurred by TIDA.

As shown, the total cost of Facilities to be provided by TIDA or the City in current dollars is estimated at approximately \$250 million.

By mutual agreement, the City and Developer may agree to issue Facilities-only or affordable housing-only bonds to finance only Facilities or affordable housing, respectively, or divide the allocation in some other manner depending on the timing of construction expenditures, provided the overall allocation must satisfy the requirements of the DDA Financing Plan.

D. Facilities to be Provided Jointly by the Private Sector and Governmental Entities

None.

VI. COMMUNITYWIDE BENEFITS OF IRFD-FUNDED FACILITIES

The IRFD Improvements will substantially benefit not just the immediate Treasure Island neighborhood, but the City as a whole. Treasure Island will be transformed from its current condition into a new and vibrant neighborhood, with all new utility connections, streets, landscaping, passive and active open space, and transportation upgrades, as well as new commercial and residential uses. These new and improved amenities will both support the new community as well as draw visitors from within San Francisco as well as neighboring areas. The Treasure Island neighborhood is unique in that it contains a concentration of streets of citywide and regional importance because of its proximity to the Bay Bridge and the bridge's on- and off-ramps in the neighborhood, in addition to its proximity to the downtown, the City's major job center.

Treasure Island has been targeted as a key part of the City to absorb future growth per the Development Agreements. Funding the IRFD Improvements on Treasure Island will support and catalyze planned growth in the City. Should these IRFD Improvements not be funded and

constructed, housing development on Treasure Island will be less robust and will be a less desirable area for growth, pushing development pressures into outlying areas of the City and the region, contrary to existing local and regional policies, which would exacerbate local and regional congestion, greenhouse gas emissions, and job-housing imbalance locally and regionally. By supporting growth on Treasure Island with necessary public infrastructure and improvements, future residents will be provided the option of taking the ferry or public transit to the East Bay or into the City center, and from there to take Muni, BART, or Caltrans. The transit hub on Treasure Island will be located within walking distance of every residence on Treasure Island and an on-island shuttle will bring residents from around Treasure Island to the Transit Hub, thereby reducing the need for any residents to drive. The construction of affordable housing will serve a significant communitywide benefit in helping to alleviate the regional housing crisis, particularly the significant need for affordable housing located near job centers. The open space program includes a 25-plus acre Sports Park providing flexible-programming athletic fields capable of supporting a variety of active recreational activities and team sports to foster healthy and active lifestyles for residents and visitors as well as providing needed regional service sports facilities and space for large gatherings and events. Additionally, passive uses of open space will be added, including urban farms, walking trails, and parks.

As described above, the construction of affordable housing will serve a significant communitywide benefit in helping to alleviate the regional housing crisis, particularly the significant need for affordable housing located near job centers.

The City and TIDA found that the IRFD Improvements are of community-wide significance in Section 3.2(b) of the DDA Financing Plan. The Board of Supervisors also found that the IRFD Improvements are of community-wide significance in the Resolution of Intention.

VII. FINANCING SECTION

The financing plan delineated in this Infrastructure Financing Plan is based on the best information available regarding the scope, timing, and value of future development. However, given the time horizon for the entire Project development and the conceptual nature of some of the planned developments, actual values may be different than the projections contained herein.

The IRFD will receive incremental property tax revenue that would otherwise be allocated to the City. No other taxing entity is affected by or participating in the IRFD. Consequently, the tax increment revenues as discussed in this Infrastructure Financing Plan means only the City Portion, as shown in Table 3 below:

Table 3 – Distribution of 1% Property Tax Rate Among Taxing Agencies

<i>Distribution of 1% Property Tax Rate in City and County of San Francisco</i>		
City Portion		
<ul style="list-style-type: none"> City Pledged Portion 	IRFD	56.69%
<ul style="list-style-type: none"> City Portion Not Dedicated to IRFD but Pledged as Conditional City Increment 	City and County General Fund (unless needed by the IRFD as set forth in the DDA Financing Plan)	8.00%
ERAF Portion		
	Education Revenue Augmentation Fund	25.33%
Other Taxing Agencies		
	San Francisco Unified School District	7.70%
	San Francisco Community College Fund	1.44%
	Bay Area Rapid Transit District	0.63%
	Bay Area Air Quality Management District	0.21%
	Total Other Taxing Agencies	9.98%
	Total	100.00%

As used in this Infrastructure Financing Plan, and consistent with the DDA Financing Plan, the “City Pledged Portion” of the property tax amounts that are dedicated to the IRFD and shown in Table 3 above shall be referred to as **“Net Available Increment”** and the City Portion not dedicated to the IRFD but pledged if and as needed to pay debt service on Bonds shall be referred to as the **“Conditional City Increment”**.

The IRFD will be funded solely from a diversion of the Net Available Increment that would otherwise be distributed to the General Fund. However, pursuant to the Development Agreements, the Conditional City Increment is pledged for the payment of Bonds issued by the IRFD to the extent Net Available Increment is not available to make a debt service payment (see Section VIII for a discussion of the pledge of the Conditional City Increment). Tax increment revenues payable to ERAF and the Other Taxing Agencies are not affected by or pledged to the IRFD.

As described herein, there are five Initial Project Areas in the IRFD. Each Project Area has its own limitations under the IRFD Law. The base year for the IRFD and each proposed and future Project Area shall be Fiscal Year 2016-2017, but the tax increment revenues will be allocated to each Project Area commencing in the applicable Commencement Year described below in Table 4 (the **“Commencement Year”**).

The Commencement Year shall be calculated separately for each Project Area. Tax increment shall be allocated to a Project Area on the first day of the fiscal year that follows the fiscal year in which at a certain amount of tax increment (i.e., the “**trigger amount**”) is generated in the Project Area and received by the City, and ending 40 years thereafter (or such longer period, if permitted by the IRFD Law and approved by the Board). The trigger amount for each Initial Project Area is shown in Table 4.

Table 4 – Project Areas and Limitations

Project Area	Location	Base Year	Commencement Year	Last Year
A	Yerba Buena Island	2016-17	The Fiscal Year that follows the Fiscal Year in which at least \$150,000 of tax increment is generated in the Project Area and received by the City.	40 years ³ following the Commencement Year
B	Treasure Island Stage 1	2016-17	The Fiscal Year that follows the Fiscal Year in which at least \$150,000 of tax increment is generated in the Project Area and received by the City.	40 years ³ following the Commencement Year
C	Treasure Island Stage 1	2016-17	The Fiscal Year that follows the Fiscal Year in which at least \$300,000 of tax increment is generated in the Project Area and received by the City.	40 years ³ following the Commencement Year
D	Treasure Island Stage 1	2016-17	The Fiscal Year that follows the Fiscal Year in which at least \$300,000 of tax increment is generated in the Project Area and received by the City.	40 years ³ following the Commencement Year
E	Treasure Island Stage 1	2016-17	The Fiscal Year that follows the Fiscal Year in which at least \$150,000 of tax increment is generated in the Project Area and received by the City.	40 years ³ following the Commencement Year

³ Or such longer period if allowed by the IRFD Law and approved by the Board.

A table similar to Table 4 shall be set forth in the Annexation Supplement for each annexation of Annexation Territory.

A. Maximum portion of the incremental tax revenue of the City proposed to be committed to the IRFD for each year during which the IRFD will receive incremental tax revenue

As shown above in Table 3, the City receives 64.69% of property tax increment generated within the IRFD, including 56.69% which it dedicated and pledged in the DDA Financing Plan as Net Available Increment to finance the IRFD Improvements and 8.0% which is dedicated as Conditional City Increment, but will accrue to the City's General Fund if not required for repayment of Bonds (as defined herein). Separately for each Project Area of the IRFD, property tax increment is calculated by applying the 1% base tax levy to incremental assessed property value⁴ of the property in a Project Area. Incremental assessed property value is the difference between future assessed value of the property in the Project Area during any year for the Project Area and the aggregate assessed value of the Project Area's properties as shown upon the assessment roll used in connection with the taxation of the property by the City, last equalized prior to the effective date of the ordinance creating the IRFD pursuant to the IRFD Law, and referred to as the base year for the applicable Project Area (as shown in Table 4).

In the Development Agreements and by this Infrastructure Financing Plan, the City has agreed to allocate 100% of the Net Available Increment to the financing of the IRFD Improvements that qualify under the IRFD Law, until all of such IRFD Improvements are financed in full. **Therefore, the maximum portion of incremental tax revenue of the City proposed to be annually committed to the IRFD for each year during which the IRFD will receive incremental tax revenue is 56.69% of the 1% base property tax levy, as shown above in Table 3 (subject to an additional contribution of the Conditional City Increment if needed as set forth in the DDA Financing Plan).**

Under the DDA Financing Plan, the Developer and the City agreed that 17.5% of the Net Available Increment will be allocated to TIDA for Housing Costs. Section 53369.3 of the IRFD Law allows the financing of Housing Costs from tax increment. Consequently, 17.5% of all tax increment revenues that are allocated to the IRFD (as collected and paid annually and as collected from the proceeds of each sale of Bonds, unless otherwise agreed by the City) shall

⁴ While the current total property tax rate is 1.18%, voter-approved overrides comprise .18%. Therefore, the taxes that are potentially available for distribution are calculated from the 1% County-wide rate.

be put in a segregated account to be used by TIDA for Housing Costs. The remaining 82.5% will be used to finance the private sector improvements constituting a portion of the IRFD Improvements. As set forth above in Section V, once the Developer has been paid or reimbursed for all Qualified Project Costs to which it is entitled for the Project as a whole (not just the Initial Project Areas) under the Development Agreements, the City may dedicate 100% of the Net Available Increment to TIDA for Housing Costs or Facilities set forth on Appendix C approved by the TIDA Board and the City's Board.

For the Initial Project Areas, the base year aggregated assessed value of each Initial Project Area in the IRFD properties is anticipated to be \$0. The new development anticipated within the Initial Project Areas of the IRFD is anticipated to be valued at \$4.24 billion upon build-out, resulting in an estimated \$42.4 million of annual property tax increment and \$24.1 million of annual Net Available Increment.

82.5% of Net Available Increment will be used to finance Facilities and 17.5% will be available to TIDA for Housing Costs.

As Annexation Territory is annexed to the IRFD, information similar to the preceding paragraphs in this Section will be contained in the Annexation Supplement for each annexation of Annexation Territory.

B. Projection of the amount of tax revenues expected to be received by the IRFD in each year during which the IRFD will receive tax revenues

The anticipated incremental assessed value, property tax increment, Net Available Increment, and Conditional City Increment for the Initial Project Areas of the IRFD are summarized in Table 5 below. The anticipated incremental assessed value, property tax increment, Net Available Increment, and Conditional City Increment for each individual Initial Project Area of the IRFD are summarized in Tables 5A – 5E below in nominal dollars.

The amounts shown in Table 5 and in Tables 5A – 5E are based on the best information available regarding the scope, timing, and value of future development. However, given the time horizon for the entire Project development and the conceptual nature of some of the planned developments, actual values may be different than the projections contained herein. In addition, because the commencement years and final years for receiving Net Available Increment is dependent on the timing of generation and receipt of Net Available Increment within each Project Area, the commencement and final years shown in Table 5 and Tables 5A – 5E are estimates only; actual dates for each Project Area may differ.

Table 5 – Projected IRFD Assessed Value and Allocation of Tax Increment to IRFD

Aggregate – Initial Project Areas (A-E)						
Fiscal Year	Estimated Incremental Assessed Value (\$000)	1% Tax Increment (\$000)	Net Available Increment -100% of City Pledged Portion (\$000)	Net Available Increment to be Used for Housing Costs - 17.5% (\$000)	Net Available Increment to be Used for Facilities - 82.5% (\$000)	Conditional City Increment Available for Bond Debt Service Coverage - 8.00% of TI (\$000)
2018/19 (Commencement Yr)	26,085	261	148	26	122	21
2019/20	187,965	1,880	1,066	187	879	150
2020/21	517,005	5,170	2,931	513	2,418	414
2021/22	789,244	7,892	4,475	783	3,692	631
2022/23	1,155,480	11,555	6,552	1,147	5,405	924
2023/24	1,572,223	15,722	8,915	1,560	7,354	1,258
2024/25	2,051,977	20,520	11,635	2,036	9,599	1,642
2025/26	2,392,416	23,924	13,565	2,374	11,191	1,914
2026/27	2,818,156	28,182	15,979	2,796	13,183	2,255
2027/28	3,275,178	32,752	18,570	3,250	15,320	2,620
2028/29	3,691,970	36,920	20,933	3,663	17,270	2,954
2029/30	3,989,524	39,895	22,621	3,959	18,662	3,192
2030/31	4,155,143	41,551	23,560	4,123	19,437	3,324
2031/32	4,244,730	42,447	24,068	4,212	19,856	3,396
2032/33	4,336,250	43,362	24,587	4,303	20,284	3,469
2033/34	4,429,744	44,297	25,117	4,395	20,721	3,544
2034/35	4,525,254	45,253	25,658	4,490	21,168	3,620
2035/36	4,622,824	46,228	26,211	4,587	21,624	3,698
2036/37	4,722,499	47,225	26,777	4,686	22,091	3,778
2037/38	4,824,323	48,243	27,354	4,787	22,567	3,859
2038/39	4,928,344	49,283	27,944	4,890	23,054	3,943
2039/40	5,034,609	50,346	28,546	4,996	23,551	4,028
2040/41	5,143,165	51,432	29,162	5,103	24,058	4,115
2041/42	5,254,064	52,541	29,791	5,213	24,577	4,203
2042/43	5,367,354	53,674	30,433	5,326	25,107	4,294
2043/44	5,483,088	54,831	31,089	5,441	25,649	4,386
2044/45	5,601,318	56,013	31,759	5,558	26,202	4,481
2045/46	5,722,098	57,221	32,444	5,678	26,767	4,578
2046/47	5,845,484	58,455	33,144	5,800	27,344	4,676
2047/48	5,971,532	59,715	33,859	5,925	27,933	4,777
2048/49	6,100,298	61,003	34,589	6,053	28,536	4,880
2049/50	6,231,842	62,318	35,335	6,184	29,151	4,985
2050/51	6,366,223	63,662	36,096	6,317	29,780	5,093
2051/52	6,503,503	65,035	36,875	6,453	30,422	5,203
2052/53	6,643,744	66,437	37,670	6,592	31,078	5,315
2053/54	6,787,011	67,870	38,482	6,734	31,748	5,430
2054/55	6,933,368	69,334	39,312	6,880	32,433	5,547
2055/56	7,082,883	70,829	40,160	7,028	33,132	5,666
2056/57	7,235,622	72,356	41,026	7,180	33,846	5,788
2057/58	7,391,657	73,917	41,911	7,334	34,576	5,913
2058/59	6,228,846	62,288	35,318	6,181	29,137	4,983
2059/60	2,815,585	28,156	15,964	2,794	13,171	2,252
2060/61	803,495	8,035	4,556	797	3,759	643
2061/62	820,555	8,206	4,653	814	3,838	656
Cumulative Total Initial Project Areas	\$820,555	\$1,906,237	\$1,080,836	\$189,146	\$891,690	\$152,499

Table 5A – Projected IRFD Assessed Value and Allocation of Tax Increment for Project Area A

Project Area A - Yerba Buena Island						
Fiscal Year	Estimated Incremental Assessed Value (\$000)	1% Tax Increment (\$000)	Net Available Increment - 100% of City Pledged Portion (\$000)	Net Available Increment to be Used for Housing Costs - 17.5% (\$000)	Net Available Increment to be Used for Facilities - 82.5% (\$000)	Conditional City Increment Available for Bond Debt Service Coverage - 8.00% of TI (\$000)
2018/19 (Commencement Yr)	26,085	261	148	26	122	21
2019/20	85,054	851	482	84	398	68
2020/21	245,663	2,457	1,393	244	1,149	197
2021/22	369,072	3,691	2,093	366	1,726	295
2022/23	525,421	5,254	2,979	521	2,458	420
2023/24	628,252	6,283	3,562	623	2,939	503
2024/25	641,750	6,417	3,639	637	3,002	513
2025/26	655,537	6,555	3,717	650	3,066	524
2026/27	669,621	6,696	3,797	664	3,132	536
2027/28	684,007	6,840	3,878	679	3,200	547
2028/29	698,703	6,987	3,962	693	3,268	559
2029/30	713,714	7,137	4,047	708	3,339	571
2030/31	729,049	7,290	4,134	723	3,410	583
2031/32	744,713	7,447	4,223	739	3,484	596
2032/33	760,714	7,607	4,313	755	3,558	609
2033/34	777,058	7,771	4,406	771	3,635	622
2034/35	793,754	7,938	4,501	788	3,713	635
2035/36	810,810	8,108	4,597	805	3,793	649
2036/37	828,231	8,282	4,696	822	3,874	663
2037/38	846,028	8,460	4,797	839	3,958	677
2038/39	864,206	8,642	4,900	858	4,043	691
2039/40	882,776	8,828	5,005	876	4,129	706
2040/41	901,745	9,017	5,113	895	4,218	721
2041/42	921,122	9,211	5,223	914	4,309	737
2042/43	940,916	9,409	5,335	934	4,401	753
2043/44	961,135	9,611	5,450	954	4,496	769
2044/45	981,788	9,818	5,567	974	4,593	785
2045/46	1,002,886	10,029	5,686	995	4,691	802
2046/47	1,024,438	10,244	5,809	1,016	4,792	820
2047/48	1,046,452	10,465	5,933	1,038	4,895	837
2048/49	1,068,941	10,689	6,061	1,061	5,000	855
2049/50	1,091,912	10,919	6,191	1,083	5,108	874
2050/51	1,115,378	11,154	6,324	1,107	5,217	892
2051/52	1,139,349	11,393	6,460	1,131	5,330	911
2052/53	1,163,834	11,638	6,599	1,155	5,444	931
2053/54	1,188,846	11,888	6,741	1,180	5,561	951
2054/55	1,214,397	12,144	6,886	1,205	5,681	972
2055/56	1,240,496	12,405	7,034	1,231	5,803	992
2056/57	1,267,157	12,672	7,185	1,257	5,927	1,014
2057/58	1,294,391	12,944	7,339	1,284	6,055	1,036
Projected Totals	\$1,294,391	\$335,454	\$190,202	\$33,285	\$156,917	\$26,836

Table 5B – Projected IRFD Assessed Value and Allocation of Tax Increment for Project Area B

Project Area B - Treasure Island Stage 1						
Fiscal Year	Estimated Incremental Assessed Value (\$000)	1% of Tax Increment (\$000)	Net Available Increment- 100% of City Pledged Portion (\$000)	Net Available Increment to be Used for Housing Costs -17.5% (\$000)	Net Available Increment to be Used for Facilities - 82.5% (\$000)	Conditional City Increment Available for Bond Debt Service Coverage - 8.00% of TI (\$000)
2019/20 (Commencement Yr)	71,899	719	408	71	336	58
2020/21	190,598	1,906	1,081	189	892	152
2021/22	337,812	3,378	1,915	335	1,580	270
2022/23	445,554	4,456	2,526	442	2,084	356
2023/24	537,685	5,377	3,049	534	2,515	430
2024/25	646,424	6,464	3,665	641	3,024	517
2025/26	660,326	6,603	3,744	655	3,089	528
2026/27	674,528	6,745	3,825	669	3,155	540
2027/28	689,036	6,890	3,907	684	3,223	551
2028/29	703,855	7,039	3,991	698	3,292	563
2029/30	718,994	7,190	4,077	713	3,363	575
2030/31	734,458	7,345	4,164	729	3,436	588
2031/32	750,255	7,503	4,254	744	3,510	600
2032/33	766,392	7,664	4,345	760	3,585	613
2033/34	782,877	7,829	4,439	777	3,662	626
2034/35	799,716	7,997	4,534	794	3,741	640
2035/36	816,917	8,169	4,632	811	3,821	654
2036/37	834,489	8,345	4,732	828	3,904	668
2037/38	852,438	8,524	4,833	846	3,987	682
2038/39	870,774	8,708	4,937	864	4,073	697
2039/40	889,505	8,895	5,043	883	4,161	712
2040/41	908,639	9,086	5,152	902	4,250	727
2041/42	928,184	9,282	5,263	921	4,342	743
2042/43	948,150	9,482	5,376	941	4,435	759
2043/44	968,546	9,685	5,492	961	4,531	775
2044/45	989,381	9,894	5,610	982	4,628	792
2045/46	1,010,665	10,107	5,730	1,003	4,728	809
2046/47	1,032,406	10,324	5,854	1,024	4,829	826
2047/48	1,054,615	10,546	5,980	1,046	4,933	844
2048/49	1,077,303	10,773	6,108	1,069	5,039	862
2049/50	1,100,478	11,005	6,240	1,092	5,148	880
2050/51	1,124,153	11,242	6,374	1,115	5,259	899
2051/52	1,148,337	11,483	6,511	1,139	5,372	919
2052/53	1,173,041	11,730	6,651	1,164	5,487	938
2053/54	1,198,277	11,983	6,794	1,189	5,605	959
2054/55	1,224,057	12,241	6,940	1,215	5,726	979
2055/56	1,250,391	12,504	7,090	1,241	5,849	1,000
2056/57	1,277,292	12,773	7,242	1,267	5,975	1,022
2057/58	1,304,773	13,048	7,398	1,295	6,103	1,044
2058/59	1,332,844	13,328	7,557	1,323	6,235	1,066
Projected Totals	\$1,332,844	\$348,261	\$197,464	\$34,556	\$162,908	\$27,861

Table 5C – Projected IRFD Assessed Value and Allocation of Tax Increment for Project Area C

Project Area C – Treasure Island Stage 1						
Fiscal Year	Estimated Incremental Assessed Value (\$000)	1% Tax Increment (\$000)	Net Available Increment -100% of City Pledged Portion (\$000)	Net Available Increment to be Used for Housing Costs - 17.5% (\$000)	Net Available Increment to be Used for Facilities - 82.5% (\$000)	Conditional City Increment Available for Bond Debt Service Coverage - 8.00% of TI (\$000)
2020/21 (Commencement Yr)	\$36,972	\$370	\$210	\$37	\$173	\$30
2021/22	\$37,711	\$377	\$214	\$37	\$176	\$30
2022/23	\$90,938	\$909	\$516	\$90	\$425	\$73
2023/24	\$221,541	\$2,215	\$1,256	\$220	\$1,036	\$177
2024/25	\$379,388	\$3,794	\$2,151	\$376	\$1,775	\$304
2025/26	\$510,855	\$5,109	\$2,897	\$507	\$2,390	\$409
2026/27	\$740,918	\$7,409	\$4,201	\$735	\$3,466	\$593
2027/28	\$1,021,746	\$10,217	\$5,793	\$1,014	\$4,779	\$817
2028/29	\$1,043,884	\$10,439	\$5,919	\$1,036	\$4,883	\$835
2029/30	\$1,066,502	\$10,665	\$6,047	\$1,058	\$4,989	\$853
2030/31	\$1,089,609	\$10,896	\$6,178	\$1,081	\$5,097	\$872
2031/32	\$1,113,217	\$11,132	\$6,312	\$1,105	\$5,207	\$891
2032/33	\$1,137,337	\$11,373	\$6,449	\$1,129	\$5,320	\$910
2033/34	\$1,161,979	\$11,620	\$6,588	\$1,153	\$5,435	\$930
2034/35	\$1,187,156	\$11,872	\$6,731	\$1,178	\$5,553	\$950
2035/36	\$1,212,877	\$12,129	\$6,877	\$1,203	\$5,674	\$970
2036/37	\$1,239,156	\$12,392	\$7,026	\$1,230	\$5,796	\$991
2037/38	\$1,266,005	\$12,660	\$7,178	\$1,256	\$5,922	\$1,013
2038/39	\$1,293,435	\$12,934	\$7,334	\$1,283	\$6,050	\$1,035
2039/40	\$1,321,459	\$13,215	\$7,493	\$1,311	\$6,181	\$1,057
2040/41	\$1,350,091	\$13,501	\$7,655	\$1,340	\$6,315	\$1,080
2041/42	\$1,379,343	\$13,793	\$7,821	\$1,369	\$6,452	\$1,103
2042/43	\$1,409,229	\$14,092	\$7,990	\$1,398	\$6,592	\$1,127
2043/44	\$1,439,762	\$14,398	\$8,163	\$1,429	\$6,735	\$1,152
2044/45	\$1,470,957	\$14,710	\$8,340	\$1,460	\$6,881	\$1,177
2045/46	\$1,502,827	\$15,028	\$8,521	\$1,491	\$7,030	\$1,202
2046/47	\$1,535,389	\$15,354	\$8,706	\$1,523	\$7,182	\$1,228
2047/48	\$1,568,656	\$15,687	\$8,894	\$1,556	\$7,338	\$1,255
2048/49	\$1,602,643	\$16,026	\$9,087	\$1,590	\$7,497	\$1,282
2049/50	\$1,637,367	\$16,374	\$9,284	\$1,625	\$7,659	\$1,310
2050/51	\$1,672,843	\$16,728	\$9,485	\$1,660	\$7,825	\$1,338
2051/52	\$1,709,088	\$17,091	\$9,691	\$1,696	\$7,995	\$1,367
2052/53	\$1,746,118	\$17,461	\$9,900	\$1,733	\$8,168	\$1,397
2053/54	\$1,783,951	\$17,840	\$10,115	\$1,770	\$8,345	\$1,427
2054/55	\$1,822,603	\$18,226	\$10,334	\$1,808	\$8,526	\$1,458
2055/56	\$1,862,093	\$18,621	\$10,558	\$1,848	\$8,710	\$1,490
2056/57	\$1,902,438	\$19,024	\$10,787	\$1,888	\$8,899	\$1,522
2057/58	\$1,943,658	\$19,437	\$11,021	\$1,929	\$9,092	\$1,555
2058/59	\$1,985,770	\$19,858	\$11,259	\$1,970	\$9,289	\$1,589
2059/60	\$2,028,795	\$20,288	\$11,503	\$2,013	\$9,490	\$1,623
Projected Totals	\$2,028,795	\$505,263	\$286,484	\$50,135	\$236,349	\$40,421

Table 5D – Projected IRFD Assessed Value and Allocation of Tax Increment for Project Area D

Project Area D – Treasure Island Stage 1						
Fiscal Year	Estimated Incremental Assessed Value (\$000)	1% Tax Increment (\$000)	Net Available Increment -100% of City Pledged Portion (\$000)	Net Available Increment to be Used for Housing Costs - 17.5% (\$000)	Net Available Increment to be Used for Facilities - 82.5% (\$000)	Conditional City Increment Available for Bond Debt Service Coverage - 8.00% of TI (\$000)
2019/20 (Commencement Yr)	\$31,011	\$310	\$176	\$31	\$145	\$25
2020/21	\$43,773	\$438	\$248	\$43	\$205	\$35
2021/22	\$44,648	\$446	\$253	\$44	\$209	\$36
2022/23	\$45,541	\$455	\$258	\$45	\$213	\$36
2023/24	\$46,452	\$465	\$263	\$46	\$217	\$37
2024/25	\$111,750	\$1,118	\$634	\$111	\$523	\$89
2025/26	\$238,487	\$2,385	\$1,352	\$237	\$1,116	\$191
2026/27	\$375,254	\$3,753	\$2,128	\$372	\$1,755	\$300
2027/28	\$478,608	\$4,786	\$2,714	\$475	\$2,239	\$383
2028/29	\$835,222	\$8,352	\$4,736	\$829	\$3,907	\$668
2029/30	\$1,071,304	\$10,713	\$6,074	\$1,063	\$5,011	\$857
2030/31	\$1,174,127	\$11,741	\$6,657	\$1,165	\$5,492	\$939
2031/32	\$1,199,566	\$11,996	\$6,802	\$1,190	\$5,611	\$960
2032/33	\$1,225,557	\$12,256	\$6,949	\$1,216	\$5,733	\$980
2033/34	\$1,252,110	\$12,521	\$7,099	\$1,242	\$5,857	\$1,002
2034/35	\$1,279,239	\$12,792	\$7,253	\$1,269	\$5,984	\$1,023
2035/36	\$1,306,956	\$13,070	\$7,410	\$1,297	\$6,114	\$1,046
2036/37	\$1,335,274	\$13,353	\$7,571	\$1,325	\$6,246	\$1,068
2037/38	\$1,364,204	\$13,642	\$7,735	\$1,354	\$6,381	\$1,091
2038/39	\$1,393,762	\$13,938	\$7,903	\$1,383	\$6,520	\$1,115
2039/40	\$1,423,960	\$14,240	\$8,074	\$1,413	\$6,661	\$1,139
2040/41	\$1,454,813	\$14,548	\$8,249	\$1,444	\$6,805	\$1,164
2041/42	\$1,486,334	\$14,863	\$8,428	\$1,475	\$6,953	\$1,189
2042/43	\$1,518,538	\$15,185	\$8,610	\$1,507	\$7,103	\$1,215
2043/44	\$1,551,439	\$15,514	\$8,797	\$1,539	\$7,257	\$1,241
2044/45	\$1,585,054	\$15,851	\$8,987	\$1,573	\$7,414	\$1,268
2045/46	\$1,619,397	\$16,194	\$9,182	\$1,607	\$7,575	\$1,296
2046/47	\$1,654,484	\$16,545	\$9,381	\$1,642	\$7,739	\$1,324
2047/48	\$1,690,331	\$16,903	\$9,584	\$1,677	\$7,907	\$1,352
2048/49	\$1,726,955	\$17,270	\$9,792	\$1,714	\$8,078	\$1,382
2049/50	\$1,764,372	\$17,644	\$10,004	\$1,751	\$8,253	\$1,411
2050/51	\$1,802,600	\$18,026	\$10,221	\$1,789	\$8,432	\$1,442
2051/52	\$1,841,656	\$18,417	\$10,442	\$1,827	\$8,615	\$1,473
2052/53	\$1,881,559	\$18,816	\$10,668	\$1,867	\$8,801	\$1,505
2053/54	\$1,922,326	\$19,223	\$10,900	\$1,907	\$8,992	\$1,538
2054/55	\$1,963,976	\$19,640	\$11,136	\$1,949	\$9,187	\$1,571
2055/56	\$2,006,529	\$20,065	\$11,377	\$1,991	\$9,386	\$1,605
2056/57	\$2,050,004	\$20,500	\$11,624	\$2,034	\$9,589	\$1,640
2057/58	\$2,094,421	\$20,944	\$11,875	\$2,078	\$9,797	\$1,676
2058/59	\$2,139,800	\$21,398	\$12,133	\$2,123	\$10,009	\$1,712
Projected Totals	\$2,139,800	\$500,314	\$283,678	\$49,644	\$234,034	\$40,025

Table 5E – Projected IRFD Assessed Value and Allocation of Tax Increment for Project Area E

Project Area E – Treasure Island Stage 1						
Fiscal Year	Estimated Incremental Assessed Value (\$000)	1% Tax Increment (\$000)	Net Available Increment -100% of City Pledged Portion (\$000)	Net Available Increment to be Used for Housing Costs - 17.5% (\$000)	Net Available Increment to be Used for Facilities - 82.5% (\$000)	Conditional City Increment Available for Bond Debt Service Coverage - 8.00% of TI (\$000)
2022/23 (Commencement Yr)	48,026	480	272	48	225	38
2023/24	138,292	1,383	784	137	647	111
2024/25	272,665	2,727	1,546	271	1,275	218
2025/26	327,210	3,272	1,855	325	1,531	262
2026/27	357,835	3,578	2,029	355	1,674	286
2027/28	401,781	4,018	2,278	399	1,879	321
2028/29	410,305	4,103	2,326	407	1,919	328
2029/30	419,010	4,190	2,376	416	1,960	335
2030/31	427,900	4,279	2,426	425	2,002	342
2031/32	436,979	4,370	2,478	434	2,044	350
2032/33	446,250	4,463	2,530	443	2,087	357
2033/34	455,719	4,557	2,584	452	2,132	365
2034/35	465,389	4,654	2,639	462	2,177	372
2035/36	475,264	4,753	2,695	472	2,223	380
2036/37	485,349	4,853	2,752	482	2,270	388
2037/38	495,648	4,956	2,810	492	2,319	397
2038/39	506,166	5,062	2,870	502	2,368	405
2039/40	516,908	5,169	2,931	513	2,418	414
2040/41	527,878	5,279	2,993	524	2,469	422
2041/42	539,081	5,391	3,057	535	2,522	431
2042/43	550,521	5,505	3,121	546	2,575	440
2043/44	562,205	5,622	3,188	558	2,630	450
2044/45	574,138	5,741	3,255	570	2,686	459
2045/46	586,324	5,863	3,324	582	2,743	469
2046/47	598,768	5,988	3,395	594	2,801	479
2047/48	611,478	6,115	3,467	607	2,860	489
2048/49	624,457	6,245	3,541	620	2,921	500
2049/50	637,712	6,377	3,616	633	2,983	510
2050/51	651,249	6,512	3,693	646	3,046	521
2051/52	665,073	6,651	3,771	660	3,111	532
2052/53	679,192	6,792	3,851	674	3,177	543
2053/54	693,610	6,936	3,933	688	3,245	555
2054/55	708,335	7,083	4,016	703	3,313	567
2055/56	723,373	7,234	4,102	718	3,384	579
2056/57	738,730	7,387	4,189	733	3,456	591
2057/58	754,414	7,544	4,278	749	3,529	604
2058/59	770,432	7,704	4,368	764	3,604	616
2059/60	786,789	7,868	4,461	781	3,680	629
2060/61	803,495	8,035	4,556	797	3,759	643
2061/62	820,555	8,206	4,653	814	3,838	656
Projected Totals	\$820,555	\$216,945	\$123,008	\$21,526	\$101,481	\$17,356

The Board will allocate the Net Available Increment to the IRFD, which will be applied to meet all of its obligations, including: (A) for 82.5% of the Net Available Increment (i) accumulation and expenditure on Facilities, and (ii) payment of debt service, debt service coverage requirements, and replenishment of any debt service reserve fund for Bonds secured by the 82.5% of the Net Available Increment; and (B) for 17.5% of the Net Available Increment (i) accumulation and expenditure on Housing Costs, and (ii) payment of debt service, debt service coverage requirements, and replenishment of any debt service reserve fund for Bonds secured by the 17.5% of the Net Available Increment.

As Annexation Territory is annexed into the IRFD, the Annexation Supplement shall contain a table similar to the tables above for the tax increment revenues expected from each annexation of Annexation Territory.

C. Plan for financing the IRFD Improvements, including a detailed description of any intention to incur debt

The IRFD Improvements will be financed through a combination of annual tax increment revenue allocated to the IRFD (in the manner permitted by the IRFD Law, including, without limitation, Section 53369.2), as well as indebtedness (herein, "**Bonds**") secured by the property tax increment committed to the IRFD.

Under proceedings to form the IRFD, the IRFD is authorized to issue, in one or more series, up to (i) \$780 million in Bonds, plus (ii) the amount approved by the Board and the qualified electors of the Annexation Territory in connection with each annexation of Annexation Territory to the IRFD. Pursuant to the IRFD Law, the Board intends to issue Bonds, in one or more series, secured by the Net Available Increment generated from all Project Areas in the IRFD. The Bonds may be taxable or tax-exempt, and may be current-interest bonds, capital appreciation bonds, fixed-rate bonds, or variable-rate bonds. Pursuant to Section 53369.14(d)(5) of the IRFD Law, the Board may issue Bonds with a final maturity date of up to 30 years from the date of issuance.

As Annexation Territory is annexed to the IRFD, the Annexation Supplement for each annexation shall estimate the additional bond capacity that results from the tax increment revenue to be generated by the Annexation Territory.

D. Limit on the total number of dollars of taxes that may be allocated to the IRFD pursuant to this Infrastructure Financing Plan

It is estimated that:

- a total of \$1.081 billion of Net Available Increment and \$152 million of Conditional City Increment⁵ will be generated within the Initial Project Areas of the IRFD over the life of the IRFD to finance the IRFD Improvements,
- plus additional amounts of Net Available Increment and Conditional City Increment generated from Annexation Territory annexed to the IRFD following approval of such annexation by the Board and the qualified electors within such Annexation Territory.

The amount generated within the Initial Project Areas represents 100% of the total tax increment that would otherwise be allocated to the General Fund of the City from the properties in the Initial Project Areas of the IRFD over the life of the IRFD. This amount is necessary to fund debt service on the Bonds used to fund the private sector Facilities and is expected to be sufficient to pay any pay-as-you-go administrative and capital expenses for the Initial Project Areas.

The annual allocation of tax increment to the IRFD for purposes of Section 53369.30(b) of the IRFD Law shall be the amount appropriated by the Board for deposit in the special fund or funds established for the IRFD; provided, however, that the Board hereby commits to appropriate and, therefore, allocate Net Available Increment from the Initial Project Areas to (i) to pay debt service on any Bonds issued for the IRFD and to comply with any other covenants related to Bonds issued for the IRFD as set forth in the Development Agreements and the approval actions relating to each Bond issuance and (ii) reimburse the Developer in accordance with the DDA Financing Plan.

After providing an allowance for variations in future inflation, it has been determined that the total nominal number of tax increment dollars to be allocated to the Initial Project Areas of the IRFD over the life of the IRFD shall not exceed \$1.53 billion of Net Available Increment and \$216 million of Conditional City Increment. The combined total of Net Available Increment and Conditional City Increment allocated to the Initial Projects Areas of the IRFD shall not exceed \$1.75 billion. The IRFD cash flow projection assuming these factors is set forth in Appendix D, Table 1 (Net Available Increment) and Table 2 (Conditional City Increment).

⁵ The use of Conditional City Increment is restricted as described in Section VIII.

As Annexation Territory is annexed to the IRFD, the increase in the allocation of tax increment dollars to the IRFD as a result of the annexation of Annexation Territory, along with information similar to that set forth above, shall be included in the Annexation Supplement for each annexation of the Annexation Territory.

E. IRFD termination date by Project Area

Each Initial Project Area of the IRFD will terminate forty (40) years (or such longer period as allowed by the IRFD Law and approved by the Board) from the date specified as the Commencement Year, as shown in Table 4 and in any corresponding table in an Annexation Supplement. As additional land is annexed to the IRFD into its own Project Area, the termination date will be the fortieth (40th) year (or such longer period as allowed by the IRFD Law and approved by the Board) from the date specified in the Annexation Supplement as the Commencement Year (which may be any year selected by the land owner annexing into the IRFD). See Table 4 for a list of the termination dates for the Initial Project Areas.

As Annexation Territory is annexed to the IRFD, a table similar to Table 4 shall be included in the Annexation Supplement for each annexation of Annexation Territory. The IRFD will terminate on the same date as the final Project Area (as may be created by annexation of Annexation Territory) in the IRFD terminates.

F. Analysis of City service costs and revenues to be generated by the Project

An assessment of the annual revenue and cost impacts of the entire Project on the City is presented in Appendix B. As shown, net of revenues allocated to the IRFD, the Project is expected to generate an annual surplus to the City (i.e., the General Fund, the MTA Fund, the Library Fund, and the Children's Fund) during construction and upon buildout. The diversion of revenues to the IRFD is not anticipated to adversely impact the City's ability to provide services to the area. Upon stabilization, the IRFD properties are anticipated to annually generate a net surplus of \$11.1 million to the City after the diversion to the IRFD and payment of all Bonds. The annual surplus upon stabilization to the City's General Fund is anticipated to total \$7.4 million.

G. Analysis of fiscal impact of IRFD on each affected taxing entity

The only taxing entity that is affected by the IRFD is the City. The impacts on the General Fund of the City are detailed in the fiscal impact analysis provided as Appendix B. See Appendix B and subsection F above.

H. Transit Priority Project Program analysis

As part of the Project entitlements, the City created an innovative and robust transit and transportation program designed to reduce private automobile use. The parameters of the

development, including building heights, densities, the affordable housing program and the transportation program, were approved as an integrated whole in June 2011. The City does not currently intend to provide any increase in densities under the Transit Priority Project Program set forth in Government Code Section 65470(c). To the extent that the City and Developer may apply for state or federal funds as a transit priority project under Government Code Section 65470 or any other state or federal law, nothing in this subsection H shall prevent such application or award.

I. Replacement Housing

The plan providing for the replacement of dwelling units occupied by persons or families of low or moderate income proposed to be removed or destroyed in the course of private development or facilities construction within the area of the IRFD and the relocation of such persons or families consistent with Section 53369.6 of the IRFD Law is set forth in the TIDA DDA Housing Plan (the "**Housing Plan**"), which is shown as Exhibit E to the TIDA DDA. Furthermore, in order to comply with Sections 53369.6(d) and 53369.6(e) of the IRFD Law and other applicable laws, TIDA adopted the Transition Housing Rules and Regulations (the "**THRRs**") to provide certain benefits to households legally occupying the housing units at the time they are required to move in connection with the Project, including for pre-DDA households the opportunity to occupy transition units, moving benefits, and down-payment assistance. All occupants are also provided with advisory services in accordance with applicable law. The TIDA DDA provides that, as a mutual condition to close on any Sub-Phase and transfer from TIDA to Developer, the THRRs must be implemented as to all units in that Sub-Phase. Finally, the Housing Plan provides that the Developer shall not have the right to demolish any existing occupied residential units on Yerba Buena Island or Treasure Island until the Transition Requirements, as defined in Section 10.3.3(h) of the TIDA DDA have been satisfied. For the complete terms of the foregoing provisions, reference is hereby made to the TIDA DDA and the Housing Plan.

The Initial Project Areas were transferred to the Developer from TIDA on February 22, 2016. The Developer commenced demolition of improvements in the Initial Project Areas in March, 2016. Demolition on Yerba Buena Island was completed in August, 2016; demolition on Treasure Island is expected to be completed in December, 2016. In the Initial Project Areas, a total of 70 residential units were demolished. These 70 units are the total units demolished in the Initial Project Areas – both market and low-income units. None of these 70 units were occupied at the time of demolition.

Under the Housing Plan, in the Initial Project Areas, the Developer is constructing approximately 111 low-income units, and TIDA is expected to construct approximately 196 low-income units. Accordingly, the number of low-income units being constructed in the Initial Project Areas far exceeds the number of low-income units demolished in such area. A minimum of 70 replacement units will be constructed prior to the end of the 4-year time period required by Section 53369.6 of the IRFD Law.

The Board finds that the satisfaction of the conditions for demolition and replacement housing in the Housing Plan, including the THRRs, satisfies Section 53369.6 of the IRFD Law as it relates to the Initial Project Areas.

As used in this section, the term "**low-income unit**" means a unit occupied by persons or families of low or moderate income at affordable housing cost (as defined in California Health and Safety Code Section 50052.5) or affordable rent (as defined in California Health and Safety Code Section 50053).

As Annexation Territory is annexed to the IRFD, if dwelling units are to be demolished, a section similar to this subsection I shall be included in the Annexation Supplement for each annexation of Annexation Territory.

VIII. MISCELLANEOUS PROVISIONS

A. *Conditional City Increment*

Under Section 3.3(e) of the DDA Financing Plan, the Developer and the City agreed that the City would allocate the "Conditional City Increment" to the IRFD for the limited purpose of paying debt service on Bonds in the event that the Net Available Increment is insufficient for that purpose. The Conditional City Increment is identified in Table 3.

In connection with the issuance of Bonds, the Conditional City Increment shall be added to the Net Available Increment when determining coverage on the Bonds and such amounts shall be pledged to the payment of debt service on the Bonds. However, in any given year, should the Net Available Increment be sufficient to cover the debt service on the Bonds, the Conditional City Increment shall not be remitted to the IRFD, or, if previously remitted to the IRFD, shall be returned to the City.

If the Conditional City Increment is ever used to pay debt service on Bonds, then in future years after first paying or setting aside amounts needed for debt service due during such Fiscal Year on Bonds for the IRFD secured by or payable from Net Available Increment, the IRFD shall repay the City out of Net Available Increment for any Conditional City Increment used to pay debt service on Bonds in an amount equal to the Conditional City Increment used to pay debt service on the Bonds plus interest through the date of repayment of the amount of Conditional City Increment used to pay debt service on the Bonds at the Default Interest Rate (as defined in the DDA Financing Plan).

B. *Limitations on Receipt of Tax Increment Revenues*

The Developer agreed to certain restrictions on the receipt of Net Available Increment under certain circumstances. Accordingly, the limitations on receipt of Net Available Increment described in Sections 3.8 and 3.9 of the DDA Financing Plan are incorporated into this Infrastructure Financing Plan.

C. *Mello-Roos Financing*

Under the DDA Financing Plan, the City and the Developer agreed to form one or more community facilities districts (each a "**CFD**") under the Mello-Roos Community Facilities Act of 1982 (the "**CFD Act**") to finance various facilities. Some of the Facilities are also eligible for financing by the CFD. The Developer and the City intend to use both the CFDs and the IRFD to fund all of the eligible facilities required to be constructed for the Project. In addition, the TIDA Board and the Board may authorize Net Available Increment be used to pay debt service on one or more CFDs.

D. *Validation*

The City will be seeking a validation judgment regarding the IRFD pursuant to Section 860 of the California Code of Civil Procedure.

APPENDIX A: Boundary Map and Legal Description of the IRFD

Legal Description:

Project Area A

- Legal for 1Y

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 19 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for 2Y-H

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 24 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for 3Y

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 21 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for 4Y

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 23 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

Project Area B

- Legal for B1-A

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 15 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for C2.2

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 8 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for C2.3

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 9 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for C3.3

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 3 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for C3.4

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 4 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

Project Area C

- Legal for C1.1

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 12 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for C1.2

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 13 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

Project Area D

- Legal for C2.1

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 7 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for C3.5

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 5 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

- Legal for Park

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 6 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

Project Area E

- Legal for C2.4

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 10 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

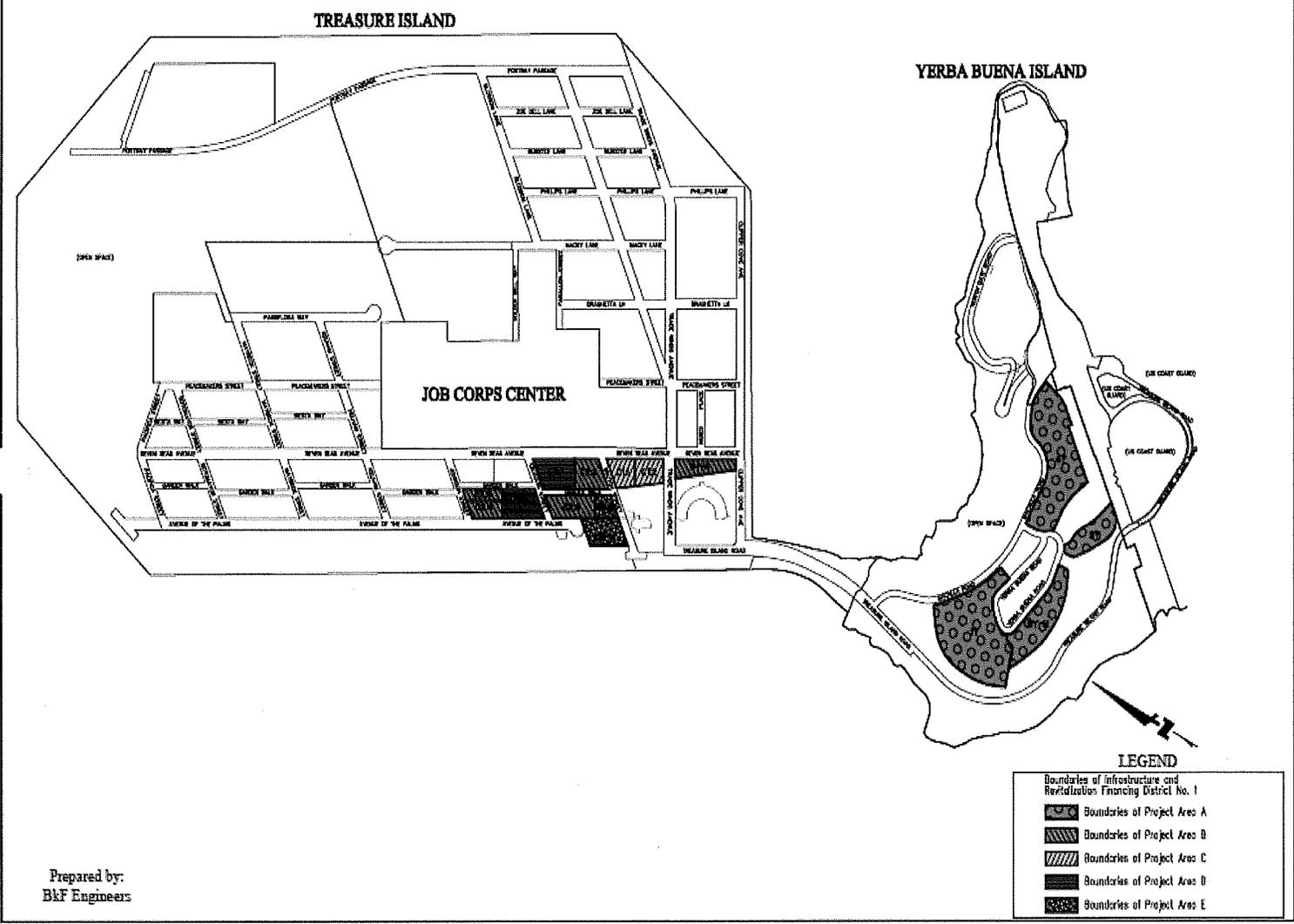
- Legal for C2-H

All that real property situate in the City and County of San Francisco, State of California and being more particularly described as follows:

All of Lot 11 as said Lot is shown on that certain Final Transfer Map No. 8674 filed for record in the Office of the Recorder of the City and County of San Francisco, in Book FF of Survey Maps at Pages 177 thru 192 on December 7th, 2015.

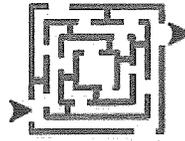
Boundary Map:

PROPOSED BOUNDARIES OF
CITY AND COUNTY OF SAN FRANCISCO
INFRASTRUCTURE AND REVITALIZATION FINANCING DISTRICT NO.1
(TREASURE ISLAND PUBLIC INFRASTRUCTURE)



Prepared by:
B&F Engineers

APPENDIX B: Fiscal Impact Analysis of City



KEYSER MARSTON ASSOCIATES

**ASSESSMENT OF FISCAL IMPACTS
TO THE CITY AND COUNTY OF SAN FRANCISCO
TREASURE ISLAND / YERBA BUENA ISLAND
DEVELOPMENT PROJECT**

Prepared for
City and County of San Francisco

Prepared by
Keyser Marston Associates, Inc.

August 2016

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I. EXECUTIVE SUMMARY

The City and County of San Francisco (CCSF), is considering adopting an Infrastructure and Revitalization Financing District (IRFD) to fund a portion of the cost of developing public facilities and affordable housing that will support the Treasure Island/Yerba Buena Island Development Project (the Project). The process for adopting an IRFD is governed by California Government Code Sections 53369 -53369.49. The fiscal impact analysis presented in this report has been prepared to meet the requirements of Section 53369.14 (d) (6), specifically addressing the following:

“The costs to the city of providing facilities and services to the area of the district while the area is being developed and after the area is developed. The plan shall also include an analysis of the tax, fee, charge, and other revenues expected to be received by the city as a result of expected development in the area of the district.”¹

The Project consists of the development of a mixed use community on Treasure Island and Yerba Buena Island to be undertaken by Treasure Island Community Development LLC (TICD) and the Treasure Island Development Authority (TIDA). It is anticipated that the Project will include 8,000 housing units, two hotels totaling 250 rooms, 451,000 square feet of retail and 100,000 square feet of office. The Project will also contain over 300 acres of privately maintained parks and open space, among other community amenities. Completion and full occupancy of the Project is anticipated by FY2031/32 (16 years). Upon buildout, the Project’s service population is projected to reach 16,326 residents and 2,544 employees.

The IRFD will initially include a portion of the Project, with an estimated 2,221 market rate and inclusionary units and 250 hotel rooms. It is anticipated that additional properties will be added to the IRFD over time. Because City services to the Islands generally cannot be apportioned to the various individual components of the Project, this fiscal impact analysis addresses the impacts of the anticipated entire Project. The analysis reflects the anticipated development program and phasing schedule provided by TICD in March 2016 (27.2% affordable scenario), as well as current fiscal information derived from CCSF’s FY 2015/16 Budget and Appropriation Ordinance.

This analysis updates the fiscal impact estimates contained in the “Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project” prepared by Economic & Planning Systems, Inc. (EPS) in May 2011. The 2011 analysis was approved as part of the approval of the Project’s Development Agreement between TICD and TIDA. Consistent with the approach of the May 2011 analysis, this fiscal analysis addresses the additional General Fund service costs to be generated by the Project beyond the cost of General Fund services that are currently being provided to the Islands. There are some differences in approach, however, which are detailed in Section IIC.

¹ The CCSF is the only taxing agency that is proposed to participate in the IRFD. Therefore, this fiscal analysis addresses only the impacts on the CCSF.

It is anticipated that the IRFD for the entire Project will be comprised of several project areas. Each project area will have a 40-year term, with a start date conditioned upon achievement of an assessed valuation threshold, selected specifically for each project area. Given that the overall term of the IRFD is not known at this time, this fiscal analysis evaluates the impacts of the entire Project over an extended period of time to ensure that the potential aggregate of 40-year terms is captured by the analysis. A 52-year term, extending from FY 2015/16 through FY 2067/68 has been evaluated.

The analysis evaluates the cumulative and annual fiscal impacts on the CCSF General Fund, the Municipal Transit Agency (MTA) Fund (“MTA Fund”), and the Library Preservation Fund (“Library Fund”). The analysis assumes the diversion of 100% of the General Fund’s 56.69% share of base 1% property tax increment to the IRFD throughout the entire study period.²

The analysis is presented in the attached Tables 1 through 26, Appendix Tables A-1 through A-4 and in Section III of this report.

A. Net Fiscal impacts to the General Fund

The Project is anticipated to generate a cumulative surplus to the City’s General Fund over the anticipated window of the term of the IRFD. It is estimated that the cumulative surplus to the City’s General Fund from FY 2015/16 through FY 2067/68 will total approximately \$688.2 million in nominal dollars or \$328.7 million in current (2016) dollars (3% discount rate). The Project is anticipated to generate an annual General Fund surplus throughout the study period, with an estimated annual surplus upon stabilization of \$12.2 million in nominal dollars or \$6.8 million in current (2016) dollars.

Exhibit 1 – Net General Fund Impacts				
	Cumulative Impacts (FY 2015/16 – FY 2067/68)		Annual Impacts Upon Build-out / Stabilization (FY 2035/36)	
	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions
Revenues*	\$981.2	\$2,426.7	\$21.9	\$39.5
Expenditures	(\$652.6)	(\$1,738.5)	(\$15.1)	(\$27.3)
Net Surplus (Expense)	\$328.7	\$688.2	\$6.8	\$12.2

* Includes annual recurring and construction-related revenues

² This is a conservative assumption. A portion of property tax revenue will likely be retained by the City prior to and following the 40-year terms of the individual IRFD project areas.

B. Net Fiscal Impacts to MTA and Library Preservation Funds

The Project is anticipated to generate a cumulative surplus and ongoing annual surpluses after build-out to the MTA and Library Preservation Funds. The sum of operating revenues and General Fund transfers (required by the City’s Charter) to be generated by the Project are anticipated to exceed the estimated cost to the funds of providing enhanced services in all fiscal years and result in a cumulative surplus. The cumulative surplus is estimated to total \$201 million (2016\$). The annual surplus upon stabilization is estimated to total \$3.8 million (2016\$).

Exhibit 2 – Net MTA and Library Fund Impacts				
	Cumulative Impacts (FY 2015/16 – FY 2067/68)		Annual Impacts Upon Buildout / Stabilization (FY 2035/36)	
	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions
Revenues	\$277.8	\$718.6	\$6.4	\$11.6
Expenditures	(\$76.8)	(\$222.8)	(\$2.7)	(\$4.8)
Net Surplus (Expense)	\$201.0	\$495.8	\$3.8	\$6.8

C. Aggregate Net Fiscal Impacts to General Fund, MTA Fund and Library Preservation Fund

The Project’s aggregate impact on the General Fund, MTA Fund and Library Preservation Fund is anticipated to be positive on a cumulative basis and on an annual basis throughout the study period. The cumulative city surplus is estimated to total \$529.6 million (2016\$). The annual city surplus upon stabilization is estimated to total \$10.5 million (2016\$).

Exhibit 3 – Net General Fund, MTA and Library Fund Impacts				
	Cumulative Impacts (FY 2015/16 – FY 2067/68)		Annual Impacts Upon Buildout / Stabilization (FY 2035/36)	
	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions
Revenues	\$1,259.0	\$3,145.3	\$28.3	\$51.1
Expenditures	(\$729.4)	(\$1,961.3)	(\$17.8)	(\$32.1)
Net Surplus (Expense)	\$529.6	\$1,184.0	\$10.5	\$19.0

D. Other City Revenues to be Generated by the Project

The Project will generate additional revenues to the City. These include traditional sources of revenue as well as revenues resulting from the terms of the Development Agreement. Traditional sources include building permit fees, development impact fees and ongoing revenues that are “restricted” to specific purposes. Ongoing “restricted” revenues include General Fund transfers to the Children’s Services Fund, as well as franchise fees, fines, licenses and forfeiture revenues to be generated by the Project. These revenues are presented in Table 2A.

Project specific revenue sources include: a subsidy payment for affordable housing totaling \$17,500 per market rate unit, funding for parks and open space maintenance, funding for community facilities, and funding for transportation. Given that these are limited revenue contributions that will not be available on a recurring basis, and some are payments to mitigate impacts generated by the Project, they have not been quantified and included in this fiscal analysis.

II. INTRODUCTION

The City and County of San Francisco (CCSF), is considering adopting an Infrastructure and Revitalization Financing District (IRFD) to fund a portion of the cost of developing public facilities and affordable housing that will support the Treasure Island/ Yerba Buena Island Development Project (the Project). The process for adopting an IRFD is governed by California Government Code Sections 53369 -53369.49. The fiscal impact analysis presented in this report has been prepared to meet the requirements of Section 53369.14 (d) (6), specifically addressing the following:

“The costs to the city of providing facilities and services to the area of the district while the area is being developed and after the area is developed. The plan shall also include an analysis of the tax, fee, charge, and other revenues expected to be received by the city as a result of expected development in the area of the district.”³

A. Project Description

The subject Project consists of the development of a 360-acre site on Yerba Buena and Treasure Island (the Islands) with residential, commercial and hotel uses, in addition to 300 acres of privately maintained parks and open space. The developer, Treasure Island Community Development LLC (TICD), anticipates the Project to reach completion and full occupancy by FY 2031/32, or within the next 16 years. Exhibit 4 summarizes the anticipated development program, which includes:

- 8,000 housing units, including:
 - 5,521 for sale units, of which 223 are Below Market Rate (BMR) units
 - 613 rental units, of which 84 are BMR units
 - 1,866 additional BMR rental units to be built on sites owned by TIDA and the Treasure Island Homeless Development Initiative (TIHDI)
- Two hotels with a total of 250 rooms
- 451,000 square feet of retail
- 100,000 square feet of office

Pricing of for-sale residential units is anticipated to range from \$1.1 million to \$1.8 million for market rate units and \$175,000 to \$353,000 for BMR units (Exhibit 5).

³ The CCSF is the only taxing agency that is proposed to participate in the IRFD. Therefore, this fiscal analysis addresses only the impacts on the CCSF.

Exhibit 4 – Proposed Development Program (27.2% Affordable scenario)				
Land Use			Total	
Residential				
TIDI Units	<u>Market</u>	<u>BMR</u>		
For Sale	5,298	223	5,521	DU
For Rent	529	84	613	DU
	5,827	307	6,134	
TIDA/TIHDI Units			1,866	DU
			8,000	DU
Hotel				
Full Service Hotel			200	Rms
Spa Hotel			50	Rms
			250	Rms
Commercial				
Retail			451,000	Sq Ft
Office			100,000	Sq Ft
			551,000	Sq Ft

Exhibit 5 – Targeted Pricing of For-Sale Units				
Unit Type	Market Units	Market Sale Price (2016\$)	BMR Units	BMR Sale Price (2016\$)
YBI Townhomes	200	\$1,790,000	10	\$347,000
TI Townhomes	271	\$1,410,000	0	\$353,000
Flats	2,044	\$1,037,000	117	\$288,000
Neighborhood Tower	1,771	\$1,202,000	96	\$226,000
Branded Condo	895	\$1,377,000	0	\$226,000
Highrise	117	\$1,140,000	0	\$175,000
Total Units	5,298		223	

B. Service Population

Upon buildout, the Project's service population is projected to reach 16,326 residents and 2,544 employees (Exhibit 6). Density factors used for estimating employment are referenced in the table below. The total residential population is estimated by unit type based on average household size information from the American Community Survey (2014) for comparable census block groups in San Francisco. The average household size of the Project reflects a factor of 2.04 residents per household, which is slightly below the San Francisco average of 2.10 (Appendix Table A-4). The service population is equivalent to the sum of the resident and employee population (day and evening population).

Exhibit 6 – Project Demographics		
Service Population	Measure	Estimate
Households	<i>99.8% occupied</i>	7,984
Residents	<i>Appendix Table A-4</i>	16,326
Employees		
Retail	<i>3.3 emp/1,000 sf</i>	1,371
Office	<i>3.1 emp/1,000 sf</i>	281
Hotel	<i>0.80 emp/rm</i>	200
Other Employment	<i>Table 8</i>	159
Residential Employment	<i>0.07 emp/du</i>	533
		2,544
Service Population: Day & Evening Population	<i>pop + emp.</i>	18,869

C. Approach

The subject analysis evaluates the marginal impacts of the Project on the CCSF General Fund, Municipal Transit Agency (MTA) Fund, and Library Preservation Fund. The analysis runs from FY 2015/16 through FY 2067/68, which encompasses the full construction period and the duration of the IRFD.⁴

The fiscal impacts are presented net of General Fund tax increment to be diverted to the IRFD. The analysis assumes the diversion of 100% of the General Fund's 56.69% share of base 1% property tax increment for the duration of the study period to the IRFD.⁵

This analysis updates the fiscal impact estimates contained in the "Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project" prepared by Economic & Planning Systems, Inc. (EPS) in May 2011. The 2011 analysis was approved as part of the approval of the Project's Development Agreement between TICD and TIDA. Consistent with the approach of the May 2011 analysis, this fiscal analysis addresses the marginal additional General Fund service costs to be generated by the Project beyond the cost of General Fund services that are

⁴ The IRFD is comprised of multiple project areas. Each project area will have a term of 40 years, with start and termination dates specific to each project area. The termination dates have not yet been established for any of the project areas, but it is likely that none will extend beyond 2067/68.

⁵ This is a conservative assumption. A portion of property tax revenue will likely be retained by the City during the study period, prior to and following the 40-year terms of the individual IRFD project areas.

currently being provided to the Islands. The approach of the subject analysis does, however, differ from the previous analysis in several respects:

1. *Charter-required transfers of aggregate discretionary revenues from the General Fund to the MTA Fund, Children's Services Fund and Library Preservation Fund.* While the previous analysis considered only the General Fund transfer to MTA, the subject analysis reflects the impacts to the General Fund net of the three transfers. The baseline revenue transfers reflected in the analysis are as follows:
 - MTA Fund – 9.19% of General Fund Aggregate Discretionary Revenue (ADR)
 - Library Preservation Fund – 2.29% of ADR
 - Children's Services Fund – 8.76% of ADR
2. *Property tax set-asides from the General Fund to the Open Space Fund, Children's Services Fund and Library Preservation Fund.* In the subject analysis, property tax set-asides to the Open Space Fund, Children's Services Fund and Library Preservation Fund, representing 8% of the base property tax increment, are assumed to be retained by the General Fund to fund General Fund services. Pursuant to the Development Agreement, this revenue shall be available to meet debt coverage requirements for IRFD bonds. The prior analysis apportioned 8% of base property tax increment to the foregoing funds.
3. *Policy changes.* The subject analysis reflects policy changes that have taken effect following the completion of the prior analysis. Proposition B, passed by voters in 2014, stipulates that the baseline revenue transfer amount to the MTA Fund must be adjusted annually to reflect the change in the CCSF service population. This population-based adjustment to the citywide General Fund transfer is calculated as a General Fund expense in the subject analysis. In addition, the subject analysis reflects changes to the allocation of Transit Occupancy Tax (TOT) revenues. TOT revenues that were diverted to the Convention Facilities Fund at the time of the 2011 analysis are now assumed to be retained by the General Fund, per the FY 2015/16 Adopted Budget.
4. *Exclusion of certain General Fund revenue sources.* The subject analysis excludes two revenue categories that were included as General Fund revenues in the 2011 analysis. The Controller's Office has indicated that General Fund revenues categorized as Licenses, Permits and Fees and Fines, Forfeitures and Penalties are generally restricted for specific expenditures not available to fund General Fund service costs. These revenues have been estimated, but not included as General Fund revenues.

Projections contained in the subject analysis are based on a combination of project-specific estimating sources and on average revenue and cost factors derived from the CCSF budget

ordinance. Project-specific estimating sources are derived from information provided by the Developer, such as improvement values, and/or input from CCSF departments regarding the service needs of the Project. Average revenue and cost factors are derived per resident, per employee or per service population unit (residents and employees combined) for the City as a whole and applied to the corresponding population of the Project (as shown on Exhibit 6).

The IRFD will initially include a portion of the Project, with an estimated 2,221 market rate and inclusionary units and 250 hotel rooms. It is anticipated that additional properties will be added to the IRFD over time. Because City services to the Islands generally cannot be apportioned to the various individual components of the Project, this fiscal impact analysis addresses the impacts of the anticipated entire Project. The analysis reflects the anticipated development program and phasing schedule provided by TICD in March 2016 (27.2% affordable scenario), as well as current fiscal information derived from CCSF's FY 2015/16 Budget and Appropriation Ordinance.

The assessed valuation schedule reflected in the subject fiscal analysis does not precisely mirror the schedule contained in the main body of the IRFD's Infrastructure Financing Plan (IFP) because: 1) the IFP projection reflects only a portion of the Project while the fiscal impact analysis reflects the entire project; 2) the IFP reflects a "maximum density" development scenario for the initial five project areas while the fiscal analysis reflects a somewhat lower density scenario for the initial five areas; and 3) the IFP reflects specific 40-year terms for each of the five project areas while the fiscal analysis addresses impacts over a longer time period in order to capture the potential window for all of the project areas to ultimately be annexed to the IRFD.

With the exception of property-based revenues, revenue and service cost factors are assumed to increase at an annual rate of 3% per year. Assessed property values for the purposes of estimating VLF and property tax revenues are based on IRFD assessed value projections. Assessed values are assumed to increase at the Proposition 13 statutory rate of 2% per year.

Annual projections contained in the attached tables are presented in nominal (inflated) dollars, unless otherwise noted. Current (2016) dollar figures are calculated based on a 3% per year discount rate and are included in summary tables for comparison purposes.

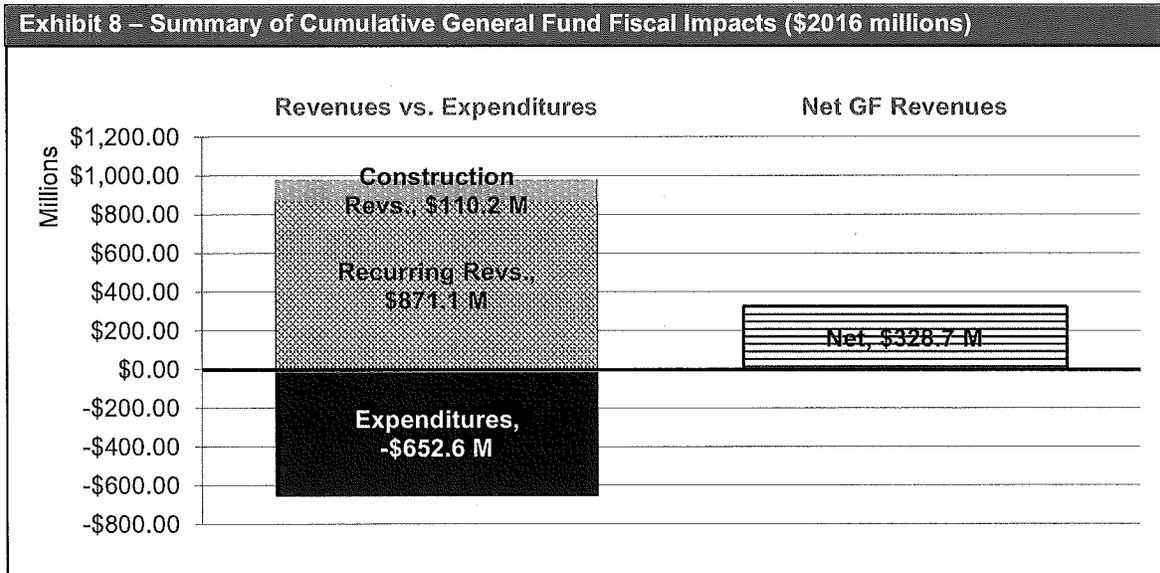
III. FISCAL IMPACTS

A. Summary of Net Fiscal Impacts to the General Fund

Exhibits 7 and 8 and Table 1 (attached) present the revenue and service cost impacts of the Project on the CCSF General Fund after the expected diversion of tax increment to the IRFD.

The Project is anticipated to generate a surplus to the City's General Fund, amounting to \$328.7 million (2016\$) over the full 52-year study period. Per Exhibit 7, the net surplus in stabilized year FY 2035/36 would total \$6.8 million (2016\$).

Exhibit 7 – Summary of General Fund Fiscal Impacts				
General Fund Impact	Cumulative FY 2015/16 – FY 2067/68		Stabilized Year FY 2035/36	
	\$2016 millions	\$nominal	\$2016 millions	\$nominal
Recurring Revenues/Expenditures				
Revenues	\$871.1	\$2,284.4	\$21.9	\$39.5
Expenditures	<u>\$652.6</u>	<u>\$1,738.5</u>	<u>\$15.1</u>	<u>\$27.3</u>
Net Recurring	\$218.5	\$545.9	\$6.8	\$12.2
Construction-Related Revenues				
	<u>\$110.2</u>	<u>\$142.3</u>	<u>\$0.0</u>	<u>\$0.0</u>
Net General Fund Impact	\$328.7	\$688.2	\$6.8	\$12.2



B. General Fund Revenues

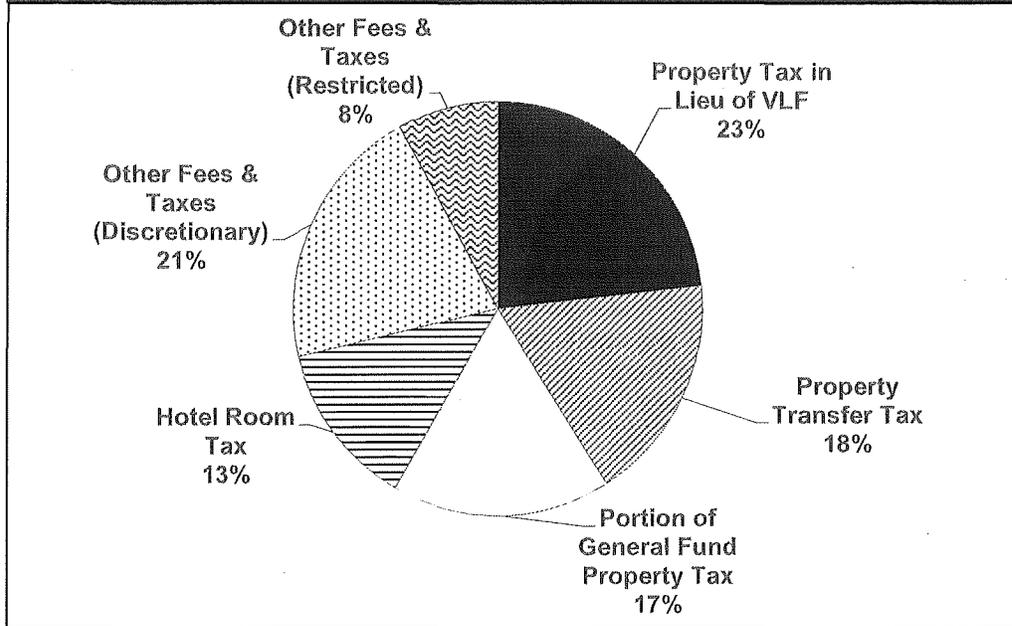
Exhibits 9 through 12 and Tables 2-A and 2-B (attached) provide additional information on the revenue impacts of the Project on the CCSF General Fund after the expected diversion of tax increment to the IRFD. Detailed assumptions are provided on Table 10 and calculations are provided on Tables 11A through 15 (recurring revenues) and Tables 24 through 26 (construction-related revenues).

1. Recurring Revenues

Cumulative recurring General Fund revenues are estimated to total \$871.1 million (2016\$). Upon stabilization, the Project is estimated to generate approximately \$21.9 million in annual General Fund revenues by year FY 2035/36 (2016\$). VLF revenues are expected to be the leading category (23%), followed by property transfer taxes (18%), and the 8% General Fund share of base property taxes (17%). Public Safety Sales Tax revenues are a restricted revenue source; remaining revenue sources are assumed to be discretionary.

Exhibit 9 – Recurring General Fund Revenues					
General Fund Revenues	Cumulative FY 2015/16 - FY 2067/68		Stabilized Year FY 2035/36		% Share
	\$2016 millions	\$nominal	\$2016 millions	\$nominal	
Recurring Revenues					
Portion of General Fund Property Tax	\$125.5	\$305.2	\$3.8	\$6.9	17%
Property Tax in Lieu of VLF	\$186.8	\$489.5	\$5.1	\$9.2	23%
Property Transfer Tax	\$162.6	\$439.0	\$3.9	\$7.0	18%
Sales and Use Tax	\$117.4	\$316.9	\$2.8	\$5.1	13%
Telephone Users Tax	\$21.8	\$58.2	\$0.5	\$0.9	2%
Access Line Tax	\$20.2	\$53.9	\$0.5	\$0.8	2%
Water Users Tax	\$0.5	\$1.4	\$0.0	\$0.0	0%
Gas Electric Steam Users Tax	\$5.7	\$15.3	\$0.1	\$0.2	1%
Gross Receipts Tax	\$24.3	\$65.3	\$0.6	\$1.0	3%
Business License Tax	\$1.7	\$4.6	\$0.0	\$0.1	0%
Hotel Room Tax	<u>\$130.9</u>	<u>\$336.6</u>	<u>\$2.8</u>	<u>\$5.1</u>	<u>13%</u>
Subtotal-Discretionary	\$797.5	\$2,085.8	\$20.1	\$36.4	92%
Public Safety Sales Tax	<u>\$73.6</u>	<u>\$198.6</u>	<u>\$1.8</u>	<u>\$3.2</u>	<u>8%</u>
TOTAL	\$871.1	\$2,284.4	\$21.9	\$39.5	100%

Exhibit 10 – Recurring Revenues by Source in Stabilized Year FY 2035/36



2. One-Time Construction Revenues

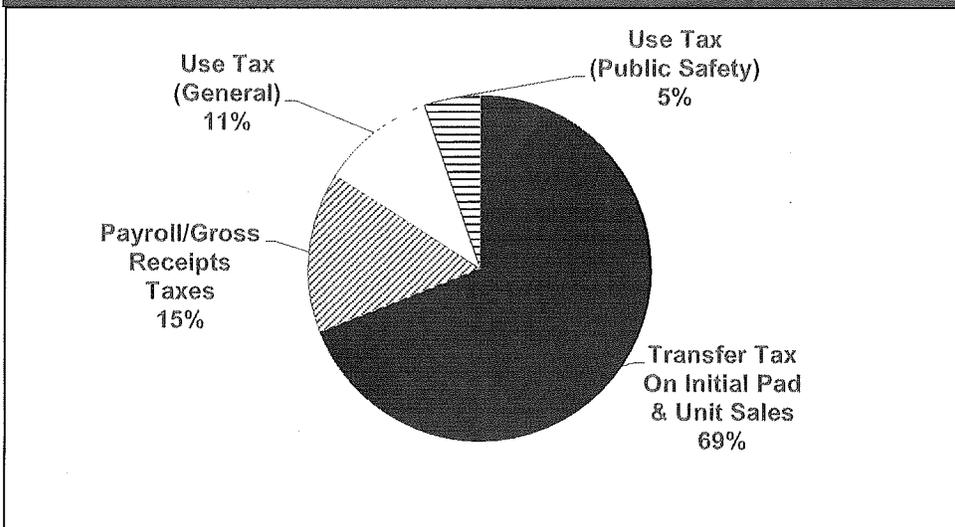
In addition to recurring revenues, the Project will generate one-time, construction-related revenues amounting to \$110.2 million (2016\$) through buildout (Exhibit 11). Exhibit 9 illustrates the distribution of cumulative construction-related revenues. Transfer taxes on initial pad and unit sales account for 69% of revenues, followed by gross receipts taxes paid by contractors (15%) and use tax revenues from purchases of construction materials, including unrestricted use tax revenues (11%) and use tax revenues for public safety purposes (5%). The estimate of gross receipts taxes includes a small amount of payroll taxes to be paid by contractors before the payroll tax fully phases out in 2018.

Exhibit 11 – Construction-Related Revenues

General Fund Revenues (Construction-Related)	Cumulative		% Share
	FY 2015/16 - FY 2031/32		
	\$2016 millions	\$nominal	
Construction Revenues			
Transfer Tax On Initial Pad & Unit Sales	\$76.1	\$99.2	69%
Gross Receipts Taxes / Construction	\$16.0	\$20.3	15%
Payroll Tax / Construction	\$0.6	\$.0.6	1%
Construction Sales Tax (General)	\$11.7	\$14.8	11%
Subtotal-Discretionary	\$104.3	\$134.9	95%
Construction Sales Tax (Public Safety)	\$5.9	\$7.4	5%
Total Construction Revenues	\$110.2	\$142.3	100%

* Payroll tax is phased out in 2018.

Exhibit 12 – Cumulative Construction Revenues by Source (FY 2016 – FY 2032)



3. Property Tax In-Lieu of Motor Vehicle License Fees (VLF) Revenues

Pursuant to SB 1096, the City receives subvention revenues from the State in the form of an allocation of property tax revenues to replace a large portion of the motor vehicle license fee revenues that were distributed proportionate to population prior to the adoption of the legislation in 2004. These subvention payments are based on the growth in assessed value relative to the Citywide assessed value as of 2004/05. Under the State's formula, the City receives \$1.07 per \$1,000 of growth in assessed property values. Revenue from the Project is based on the Project's contribution to growth in assessed values (Tables 10, 11A).

4. Property Transfer Tax Revenues

The CCSF collects a property transfer tax of \$6.80 per \$1,000 of transferred value on transactions between \$250,000 and \$1 million, \$7.50 per \$1,000 on transactions up to \$5 million, \$20.00 per \$1,000 on transactions of up to \$10 million, and \$25.00 per \$1,000 on transactions of \$10 million or more. This analysis estimates property transfer taxes based on sales values of the initial site acquisition, completed pads and residential units, absorption rates, and the assumption that for-sale homes will be resold, on average, every 10 years. The resale value of market rate and below market units is assumed to increase annually by 1% and 3%, respectively. A tax rate of \$20 per \$1,000 is assumed for initial site acquisition and residential pad sales; a rate of \$7.50 per \$1,000 is assumed for hotel pad sales and market rate residential units; finally, a rate of \$6.80 per \$1,000 is assumed for sales of BMR units. Rental and commercial buildings are assumed to be subject to extensive hold periods (Tables 10, 15, 25).

5. 8% Portion of General Fund Property Tax Increment – 8% of 1% Base Property Tax Levy

100% of the General Fund's 56.7% share of property tax increment will be diverted to the IRFD over the life of the IRFD and will not be available to fund General Fund service costs. The General Fund receives an additional 8% of the 1% base tax levy. While the 8% portion of the base tax levy is traditionally set aside for the Open Space Fund, Children's Services Fund and Library Preservation Fund, it is assumed that this "8% Portion of General Fund tax increment" is retained by the General Fund and is used to fund city services. The share of property taxes retained by the General Fund is anticipated to total \$125.5 million through FY2067/68 (2016\$), including \$3.8 million (2016\$) annually upon stabilization.

The property's assessed value in FY 2015/16 is assumed to be \$0. Future assessed values are estimated based on values projected in TICD's pro forma. Values of residential units reflect targeted sales prices presented on Exhibit 2. Assessed values are assumed to increase at the Prop. 13 statutory rate of 2% per year and readjust to market values upon sale (Tables 10, 11A).

6. Transient Occupancy Tax ("Hotel Tax")

Hotel tax revenues reflect room rates and occupancy rates to be achieved by the 50-room hotel on Yerba Buena Island and the 200-room hotel on Treasure Island, based on information provided by TICD and analysis of the performance of competitive hotels in the market place. Based on this information, the Yerba Buena Island hotel would generate approximately \$178,000 in annual revenue per room, assuming an average daily rate of \$650 and stabilized occupancy of 75%. The Treasure Island hotel would generate approximately \$82,000 in annual revenue per room, assuming an average daily rate of \$300 and stabilized occupancy of 75%. The hotel tax rate in San Francisco is 14%, resulting in annual TOT revenues per room of approximately \$11,500 for the Treasure Island hotel and \$25,000 for the Yerba Buena Island hotel. One hundred percent of TOT revenues are assumed to accrue to the General Fund, pursuant to the FY2015/16 Adopted Budget (Tables 10, 11A).

7. Sales and Use Tax Revenues

The CCSF General Fund receives 1% of taxable sales. Recurring sales tax revenues will be generated from on-site retail sales and through spending by Project residents within the City. Construction-related sales tax revenues comprise business-to-business sales generated from the purchase of construction materials. Consistent with the 2011 EPS study, business-to-business taxable sales generated by office tenants are not considered, and employee spending is assumed to be reflected in on-site retail sales. Specific sales tax assumptions by source are summarized below:

- *Retailer-generated:* Taxable sales generated by on-site retailers are estimated assuming gross (taxable and non-taxable) sales productivity of \$600 per rentable square foot, with

80% of sales being taxable. The anticipated sales performance of the Project aligns with that of competitive Class A retail space in San Francisco, such as Stonestown Galleria. Consistent with the 2011 EPS study, on-site sales are reduced by 25% to avoid double-counting of on-site resident expenditures (Tables 10, 13).

- *Hotel-generated:* Non-room revenues are assumed to comprise one-third of total hotel revenues and half of these sales are assumed to be taxable, consistent with the 2011 EPS study. Based on projected room rates, taxable sales per room are estimated to be \$21,000 for the Treasure Island hotel and \$44,000 for the Yerba Buena Island hotel (Tables 10, 13).
- *Resident-generated:* Taxable sales generated by new residents are implied from the estimated household incomes by unit type of Project residents and consumer expenditure data published by the Bureau of Labor Statistics. Estimates are reduced to account for expenditures that are anticipated to occur outside of San Francisco based on the City's existing capture rate of retail expenditure potential, derived from California Board of Equalization and U.S. Census data (Tables 10, 12).
- *Construction-generated:* Use tax revenues generated by construction contractors are estimated based on development costs provided in the TICD development pro forma and typical relationships between "hard" and "soft" development costs and material and labor costs. The revenue estimate reflects the assumption that San Francisco is designated as the point of sale by the general and sub-contractors for 50% of materials purchased for the construction of the Project (Tables 10, 25).

8. Public Safety Sales Tax Revenues

Unlike other General Fund revenue sources included in this analysis, Public Safety Sales Tax revenues are restricted to specific public safety uses. The City and County receives an annual allocation of the half-cent statewide Public Safety Sales Tax (Proposition 172) in proportion to its share of statewide taxable sales. For purposes of this analysis it is assumed that the CCSF disbursement will grow proportionally to the increase in taxable sales supported by the Project (Tables 10, 11, 26). For taxable sales assumptions, refer to the discussion of the general (1%) sales and use tax, above.

9. Payroll/ Gross Receipts Tax Revenues

Passed by voters in November 2012, the gross receipts tax replaces the City and County's payroll tax, and phases in from 2014 to 2018. Consequently, construction contractors are the only businesses expected to generate payroll taxes (Table 10).

Per the San Francisco Business and Tax Regulations Code, Article 12-A-1: Gross Receipts Tax, the tax rate varies by business type and by the amount of gross receipts generated. Businesses generating less than \$1 million each year in gross receipts are exempt from the tax.

Average retail and hotel gross receipts are based on the sales productivity levels used to estimate sales and hotel taxes. Construction and rental and leasing gross receipts are based on the TICD pro forma. Tax rates are assigned to these businesses by selecting the applicable industry and size category from the rate schedule. For office tenants, gross receipts taxes are estimated based on 2015 gross receipts tax revenue generated per employee by all San Francisco firms, adjusted to account for phase-in factors that apply to gross receipts tax rates through 2018 (Tables 10, 14, 25).

Payroll tax rates for fiscal years 2015/16 through 2018/19 are determined in accordance with San Francisco Business and Tax Regulations Code, Article 12-A: Payroll Expense Tax Ordinance. It is assumed that payroll constitutes 40% of construction hard costs and that 25% of payroll expenditures are exempt from taxation (Tables 10, 25).

10. Business Registration Fee Revenues

Per the San Francisco Business and Tax Regulations Code, Article 12: Business Registration, the fee per business is charged by tier based on the level of gross receipts generated. The number of businesses at the project is calculated assuming 3,000 square feet per retail business and 5,000 square feet per office business. Two hotels are assumed. Average gross receipts for office, retail and hotel businesses used to determine applicable fee rates are consistent with gross receipts tax estimating assumptions (Tables 10, 14).

11. Utility Users Tax Revenues

The City and County of San Francisco imposes a 7.5% tax on charges for certain utilities services. These include non-residential telephone, electricity, natural gas, steam, and water services, and both residential and non-residential cellular telephone services. For purposes of this analysis, the utility users tax has been estimated based on CCSF budget factors for FY 2015/16. The budget factors have been calculated on a per employee basis for electricity, natural gas, steam, and water taxes, and on a per service population basis for telephone services (Tables 10, 11).

12. Access Line Tax Revenues

Access line taxes are levied against residential and commercial users. For purposes of this analysis, the access tax is estimated based on CCSF budget factors for FY 2015/16. The budget factors have been calculated on a per service population basis. Based on the City's 2015/16 budget, access line tax revenues total approximately \$31.25 per resident/employee (Tables 10, 11).

13. Licenses, Permits and Franchise Fees and Fines, Forfeitures and Penalties

Licenses, permits, and franchise fees, and fines, forfeitures, and penalties are excluded from the General Fund revenue sources. The Controller's Office has indicated that these revenue

categories are comprised primarily of restricted revenues dedicated to specific expenditures that have not been included in the analysis. For informational purposes, Table 2-A estimates total revenues to be generated by the Project for each category of restricted revenues.

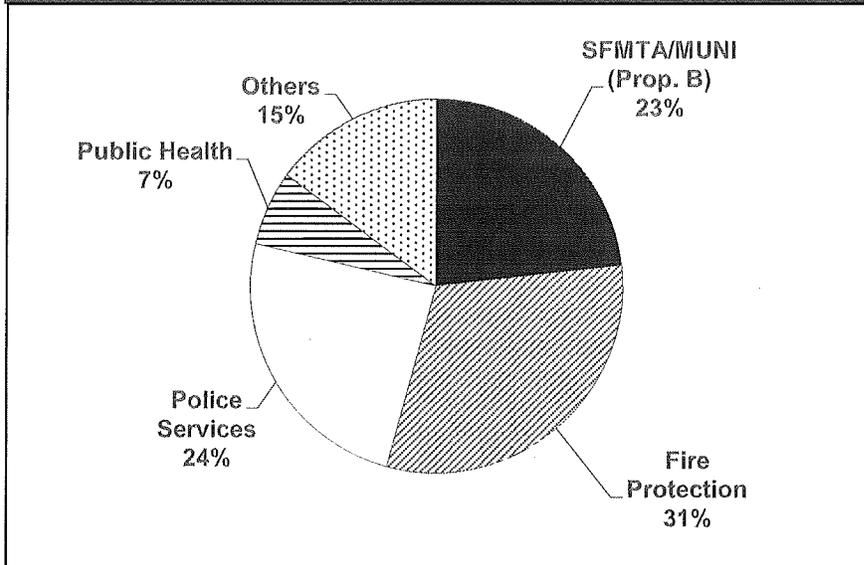
C. General Fund Expenses

Exhibits 13 and 14 and Tables 2-A and 2-B provide information on the expense impacts of the Project on the CCSF General Fund after the expected diversion of tax increment to the IRFD. Detailed expense assumptions are provided on Table 16 and calculations are provided on Tables 17 through 23.

Cumulative General Fund expenses are estimated to total \$652.6 million (2016\$). The Project is estimated to generate approximately \$15.1 million in General Fund expenditures in stabilized year FY 2035/36 (2016\$). Exhibit 14 illustrates the distribution of recurring General Fund expenditures. Fire Protection is expected to be the leading expense category (31%), followed by Police Services (24%) and the population-based transfer to MTA required under Proposition B (23%).

Exhibit 13 – General Fund Expenditures					
General Fund Expenditures – \$2016 millions	Cumulative FY 2015/16 - FY 2067/68		Stabilized Year FY 2035/36		% Share
	\$2016 millions	\$nominal	\$2016 millions	\$nominal	
Recurring Expenditures					
Elections	\$12.1	\$32.2	\$0.3	\$0.5	2%
Assessor/Recorder	\$6.5	\$16.3	\$0.1	\$0.2	1%
311	\$3.6	\$9.5	\$0.1	\$0.1	1%
Police Services	\$151.6	\$414.0	\$3.7	\$6.7	24%
Fire Protection	\$208.7	\$547.9	\$4.7	\$8.5	31%
911 Emergency Response	\$18.4	\$49.0	\$0.4	\$0.8	3%
Public Health	\$42.3	\$112.6	\$1.0	\$1.8	6%
Public Works	\$40.5	\$108.6	\$1.0	\$1.7	6%
Library/Community Facilities	\$17.9	\$45.4	\$0.4	\$0.7	2%
MTA/MUNI (Prop. B)	<u>\$151.0</u>	<u>\$402.9</u>	<u>\$3.5</u>	<u>\$6.3</u>	<u>23%</u>
Total	\$652.6	\$1,738.5	\$15.1	\$27.3	100%

Exhibit 14 – Expenditures by Source in Stabilized Year FY 2035/36



1. General Fund Transfer to MTA Fund

For purposes of ensuring adequate funding for public transit, the San Francisco Charter requires an annual transfer from the General Fund to the MTA Fund. The base transfer amount is equivalent to 9.193% of aggregate General Fund discretionary revenues. Proposition B, passed by voters in 2014, stipulates that the base transfer amount must be adjusted annually to reflect the change in the CCSF service population. In this analysis, the baseline transfer is deducted from gross revenues to be generated by the Project, while the Proposition B transfer is calculated as a General Fund expense. The annual Proposition B transfer from the General Fund to MTA is calculated by applying the current transfer amount per service population unit to the Project's service population (Tables 16, 21-A).

Per the San Francisco Charter, a supplementary transfer may be required to compensate MTA for increases in transit service. KMA compared the net costs of enhanced transit services on Treasure Island to the projected base transfer (including Proposition B) to determine the need for additional General Fund support. Based on this analysis, as presented on Table 21-A, base General Fund transfers, as well as MTA operating revenue and intergovernmental transfers to be generated by the Project are anticipated to exceed the estimated cost to MTA of providing enhanced services in all fiscal years. Based on this assessment, no supplementary General Fund transfer to MTA has been assumed.

2. Fire Department Expenditures

The San Francisco Fire Department anticipates that upon buildout, the Project will require two engine trucks, two ladder trucks, two ambulances, and a battalion chief. In addition, the 2011 EPS report indicates that there is currently one engine, one ladder truck, one ambulance, and

one hose tender on the Islands. The estimate of marginal expenditures therefore reflects the addition of one engine, one ladder truck, one ambulance, the battalion chief, as well as the phasing out of the hose tender. Personnel costs are based on the 2015-16 Salary Ordinance and staffing ratios by apparatus provided in the 2011 EPS report. Capital costs by apparatus reflect cost estimates from the 2011 EPS report, adjusted for inflation. All capital costs are annualized based on their useful life, per the EPS report. Based on the most recent TICD Schedule of Performance (June 2016), it is assumed that new fire expenses will be phased in upon completion of the new fire station on Treasure Island in FY 2023-24 (Tables 16, 18, 19).

3. Police Department Expenditures

Based on a service level of 1.7 sworn officers per 1,000 residents and employees as determined in the 2011 EPS report, the Project is anticipated to require 32 officers upon buildout. In addition, the EPS report indicates that there are currently 11 sworn officers serving the Treasure Island station. Therefore, the marginal cost of the Project reflects the addition of 21 sworn officers. The factor for total Police expenditures on Treasure Island is \$297 per unit of service population, which has been extrapolated from the targeted service level and the staffing cost per sworn officer estimated by the San Francisco Office of the Controller in 2015. Existing service costs are estimated based on the same study of staffing costs and are netted out from the total public safety cost to determine the marginal impact of the Project (Tables 16, 17).

4. 911/Emergency Communications

The factor for Emergency Communications expenditures is \$25 per resident, in accordance with a service level of 1.18 emergency calls per resident. The service level is based on the 2011 EPS study, while staffing costs are derived from the 2015 Adopted Salary Ordinance (Tables 16, 17).

5. Public Health

The factor for Public Health expenditures is \$60 per resident, which reflects modifications to the analysis of public health costs contained in the 2011 EPS study. The prior analysis estimates Public Health costs based on average usage of emergency room and inpatient services per low to moderate income resident, and the cost to the General Fund to provide these services. In the present analysis, the service cost per low to moderate income resident is adjusted for inflation and applied to the population of low and moderate income residents upon buildout of the Project. The total cost is divided by the total resident population to determine the Public Health cost per resident (Tables 16, 17).

6. Public Works

Public Works expenses include maintenance of street infrastructure built by the Project. The Project will add 1,849,420 square feet of streets which will be publicly maintained. The annual cost per mile for street sweeping and for capital repairs is based on the EPS report and adjusted

for inflation. Maintenance costs of new street infrastructure are phased in over the development program as specific population thresholds are met (Tables 16, 20). It is also assumed that private sources will share in maintenance costs during the construction period. A portion of new Public Works expenses will be offset by restricted Public Works revenues generated by the Project:

- *Gas Tax* – The CCSF Gas Tax fund is anticipated to receive revenues proportional to the Project’s residential population as a percentage of the City’s current population. The current factor for Gas Tax revenues is \$20 per resident based on the CCSF FY 2015/16 budget (Table 10);
- *Prop. K Sales Tax* – Public Works receives a portion of the half-cent local sales tax for transportation capital projects approved by voters in 2003. In accordance with the Proposition K expenditure plan, it is assumed that Public Works will receive 10% of tax revenues for street maintenance and renovation projects (Table 10).

Currently, TIDA funds Public Works work orders on Treasure Island related to street cleaning, street repair, urban forestry, and building repair through lease revenues. Based on conversations with TIDA staff, it is assumed that these expenditures will phase out over the course of the development or continue to be funded through lease revenues.

7. Library / Community Facilities

Per the 2011 EPS report, the Project is anticipated to include certain community facility expenses to be supported by the General Fund and/or other funds. These facilities may include: a community center, a library, and senior and youth services. It is assumed that Library expenditures will be funded by baseline transfers to the Library Preservation Fund, while Community facility expenditures will be funded by the General Fund. Operations costs and the initial cost of furnishings, fixtures, and equipment for planned facilities are based on estimates from the 2011 EPS report, adjusted for inflation. Initial capital costs are amortized over five years with a five percent interest rate, starting in FY 2021/22 (Table 23).

8. Elections

The factor for Elections expenditures is \$17 per resident, based on a service level of 800 voters per polling place, per the 2011 EPS study. The average cost per polling place reflects the EPS estimate, adjusted for inflation (Tables 16, 17).

9. Assessor-Recorder

The Project will require one full-time equivalent position in the Office of the Assessor Recorder, per the 2011 EPS study. The staffing cost is derived from the 2015 Adopted Salary Ordinance (Tables 16, 17).

10. 311

The factor for 311 Call Center expenditures is \$5 per resident, based on a service level of 4.59 calls per resident, per the 2011 EPS study, and staffing costs derived from the 2015 Adopted Salary Ordinance. The expenditure factor has been reduced to reflect transfers from enterprise funds which reimburse half of the Call Center’s costs, according to the CCSF FY2015/16 budget (Tables 16, 17).

11. Open Space

It is assumed that property owners will be responsible for maintaining the Project’s 300 acres of open space.

12. Other General Fund Expenditures

Consistent with the 2011 study, the Project is assumed to have no impact on remaining General Fund program areas, including: Culture and Recreation, Human Welfare and Neighborhood Development, Economic Development and other General Administration programs (Table 16).

D. Summary of Fiscal Impacts to Baseline Funds

Under current City policies, approximately 20% of aggregate discretionary revenues (ADR) are transferred from the General Fund to the MTA, Library Preservation and Children’s Services Funds, as detailed on Exhibit 15. The Project is anticipated generate additional General Fund discretionary revenues to be transferred to the foregoing funds, as well as additional costs to the funds to provide enhanced services on the Islands.

Exhibit 15 – General Fund Set-Asides		
Fund	Set-aside %	
MTA*	9.19%	of ADR
Library Preservation	2.29%	of ADR
Children’s Services	8.76%	of ADR

* Baseline transfer only. Proposition B population adjustment still calculated as expense. ADR = Aggregate General Fund Discretionary Revenues

The sum of operating revenues and General Fund transfers to be generated by the Project to the MTA and Library Preservation Funds are anticipated to exceed the estimated cost of providing enhanced services in all fiscal years and result in a cumulative surplus. The cumulative surplus is anticipated to total \$201 million (2016\$) through FY2067/68 (Exhibit 16). Per Exhibit 17, the annual surplus upon stabilization in FY 2035/36 is anticipated to be \$3.8 million (2016\$). While

corresponding service costs have not been estimated, General Fund transfers to the Children's Services Fund are anticipated to total \$96.7 million through FY2067/68 (Exhibit 18).

Exhibit 16 – Cumulative Fiscal Impact on MTA and Library Preservation Funds						
FY2015-16 to FY2067/68	Fund Revenues		Fund Expense		Net Fund Impact	
	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions
MTA	\$252.5	\$655.7	(\$66.2)	(\$195.9)	\$186.3	\$459.8
Library Preservation	\$25.2	\$62.9	(\$10.6)	(\$26.9)	\$14.6	\$36.0
Net Surplus	\$277.8	\$718.6	(\$76.8)	(\$222.8)	\$201.0	\$495.8

Exhibit 17 – Annual Fiscal Impact on MTA and Library Preservation Funds: Stabilized Year FY2035/36						
FY2015-16	Fund Revenues		Fund Expense		Net Fund Impact	
	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions	\$2016 millions	\$nominal millions
MTA	\$5.8	\$10.5	(\$2.4)	(\$4.4)	\$3.4	\$6.1
Library Preservation	\$0.6	\$1.0	(\$0.2)	(\$0.4)	\$0.4	\$0.6
Net Surplus	\$6.4	\$11.6	(\$2.7)	(\$4.8)	\$3.8	\$6.8

Exhibit 18 – Fiscal Revenues to Children's Services Fund				
Children's Services Fund Revenues	Cumulative FY 2015/16 - FY 2067/68		Stabilized Year FY 2035/36	
	\$2016 millions	\$nominal	\$2016 millions	\$nominal
Total General Fund Transfers	\$96.7	\$240.8	\$2.2	\$4.0

1. Net Impact On MTA Fund

The Project's total net impact on MTA consists of: (1) the base share of General Fund revenues generated by the Project to be transferred to MTA; (2) the increase in the citywide base transfer amount attributable to growth in the Project's service population (per Proposition B); and (3) the net service cost to MTA to provide enhanced service to Treasure Island. While the San Francisco Charter provides for a supplementary transfer to MTA to fund changes in service levels, no such transfer is included in the subject analysis, based on the finding that baseline transfers to the MTA are anticipated to exceed the marginal service costs in all fiscal years.

The estimate of net service costs is based on the "Enhanced Level of Service scenario" analyzed in the 2011 EPS fiscal report and the Transportation Implementation Plan (2011), which includes the implementation of the proposed Civic Center line. The scenario reflects eight phases reaching total annual ridership of approximately 3 million and 10 buses in service upon buildout, representing an increase of approximately 2.5 million annual passengers and 6 buses over the

current condition. The following MTA revenue and expenditure inputs are used to estimate net service costs of enhanced transit service, as shown on Tables 21A through 22B:

MTA Expenditures

- *Operating costs:* Operating costs for the eight phases of the Transportation Plan are based on the 2011 EPS study and adjusted for inflation (Table 22-A).
- *Other MTA costs:* According to the 2011 EPS report, other MTA costs will include annual maintenance of stop signs, signals and bike lines. The cost of these services upon buildout is based upon the EPS study and adjusted for inflation. The buildout cost is phased in over the development period based on annual growth in the service population (Table 22-B).
- *Capital costs*
 - *Vehicles:* The cost per articulated bus is extrapolated from MTA's 2014 procurement contract with New Flyer of America Inc. to purchase 61 articulated low floor buses, including an allowance for tax, warranty, and consultant support. Per the 2011 EPS report, 20% of new vehicle costs are assumed to be covered by the Project Developer; the remaining costs are amortized over a 14-year period with a 5% interest rate (Tables 21-B, 22-B).
 - *Bus Facility:* The cost of storage and maintenance space for new buses is assumed to be approximately \$768,000 per vehicle. The facility cost per bus is extrapolated from the capital cost of the Islais Motor Creek Facility, which is capable of storing 165 motor coaches. Phase I of the \$126 million project containing the bus yard was completed in 2013, while construction of Phase II's operations and maintenance facility is currently underway. Facility costs are amortized over a 30-year period with a 5% interest rate, consistent with the 2011 EPS report (Tables 21-B, 22-B).

MTA Revenues (in addition to baseline transfers)

- *Farebox revenue:* MTA is assumed to generate farebox revenue of \$0.86 per passenger trip. Revenue per trip is extrapolated from fare revenues reported in the FY 2015-2016 MTA Operating Budget and monthly MTA ridership reported by the National Transit Database. Cable cars have been excluded from the estimate (Table 22-B).
- *Advertising:* Net advertising revenue is assumed to be \$3,500 per vehicle. The estimate is derived from total advertising revenue budgeted for FY 2015-2016 and the average number of MTA vehicles operating at peak demand reported by the National Transit Database. Per the 2011 EPS report, gross revenues are reduced by 50% to account for administrative expenses (Table 22-B).
- *Proposition K sales tax:* MTA receives a portion of the half-cent local sales tax for transportation capital projects approved by voters in 2003. Consistent with the prior EPS report, Proposition K sales tax revenues are estimated based on taxable sales generated by the project and the share of Proposition K revenues available for transit system

maintenance and renovation. According to the Proposition K expenditure plan, 37% of Proposition K tax revenues are allocated for these purposes (Table 22-B).

- *State sales tax (AB 1107):* Taxable sales from the Project will generate AB 1107 sales tax revenue. AB 1107 is a half-cent sales tax which provides funding support to BART, MTA and AC Transit. AB 1107 sales tax revenues are estimated according to taxable sales generated by the Project and MUNI's share of the tax. Pursuant to MTC policy, MTA receives 12.5% of AB 1107 tax revenues (Table 22-B).
- *State Transit Assistance:* Under the State Transit Assistance (STA) program, MTA receives a portion of state gasoline tax revenues, which are allocated based on population and total local revenues spent on transit. The estimate of marginal STA revenues generated by the Project is based on average STA revenues per resident, as derived from MTA's FY 15/16 Adopted Budget and current demographics for San Francisco (Table 22-B).
- *Transportation Development Act sales tax:* Under the Transportation Development Act (TDA) of 1971, MTA receives one-quarter percent of the state sales tax for sales occurring within the City and County of San Francisco. TDA tax revenues are estimated based on the Project's taxable sales and the TDA portion of the state tax rate (Table 22-B).

2. Net Impact on the Library Preservation Fund

The Project's impact on the Library Preservation Fund consists of: (1) the base share of General Fund revenues generated by the Project to be transferred to MTA, and (2) the net service cost to Library to operate a reading room planned for Treasure Island. Operations costs and the initial cost of furnishings, fixtures, and equipment for the planned library facility on Treasure Island are based on estimates from the 2011 EPS report, adjusted for inflation. Initial capital costs are amortized over five years with a five percent interest rate, starting in FY 2021/22 (Table 23).

3. Children's Services Fund Revenues

The analysis has not evaluated costs to the Children's Services Fund to service the project. The estimate of total revenues to be transferred from the General Fund to the Children's Services Fund can be found on Exhibit 18 and Table 2-C in the Appendix.

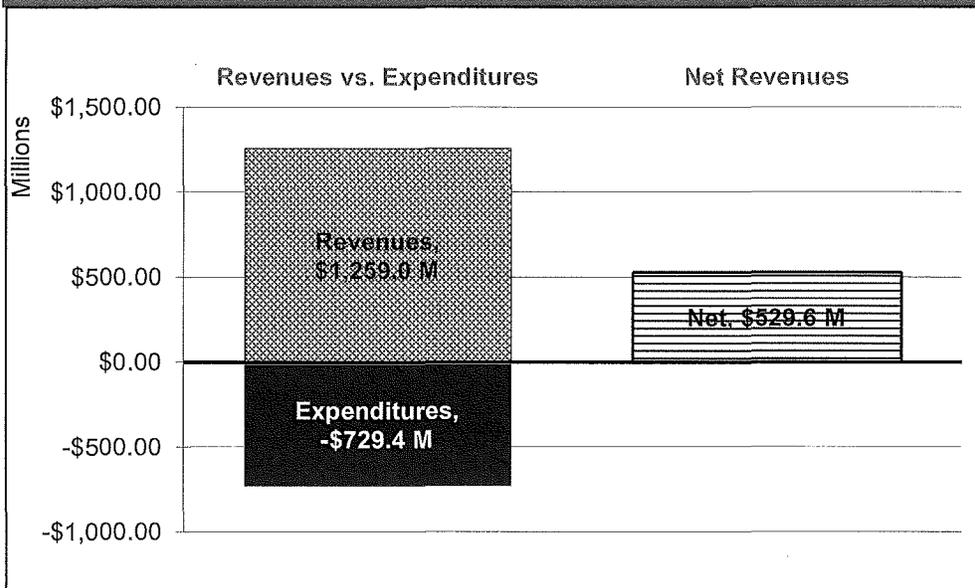
E. Aggregate Net Fiscal Impacts to City and County of San Francisco

The Project's aggregate impact on the General Fund, MTA Fund and Library Preservation Fund is anticipated to be significantly positive both on a cumulative basis and on an annual basis both preceding and following full build-out. Per Exhibits 19 and 20, the cumulative surplus through FY2067/68 is projected to be \$529.6 million (2016\$). The aggregate annual surplus to all funds upon stabilization is \$10.5 million (2016\$). The net surplus does not include additional restricted revenues to be generated by the Project to the Children's Services Fund (Exhibit 18).

Exhibit 19 – Summary of Aggregate Fiscal Impact on General Fund, MTA Fund and Library Preservation Fund

All Funds Impact - \$2016 millions	Cumulative FY 2015/16 - FY 2067/68		Stabilized Year FY 2035/36	
	\$2016 millions		\$nominal	\$2016 millions
City and County				
Aggregate Revenues	\$1,259.0	\$3,145.3	\$28.3	\$51.1
Aggregate Expenditures	(\$729.4)	(\$1,961.3)	(\$17.8)	(\$32.1)
Total Net Impact - City and County	\$529.6	\$1,184.0	\$10.5	\$19.0
<i>Net Impact - General Fund</i>	<i>\$328.7</i>	<i>\$688.2</i>	<i>\$6.8</i>	<i>\$12.2</i>
<i>Net Impact - Baseline Funds</i>	<i>\$201.0</i>	<i>\$495.8</i>	<i>\$3.8</i>	<i>\$6.8</i>

Exhibit 20 – Cumulative Fiscal Impact on All Funds (\$2016 millions)



**FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
27.2% Affordable Scenario**

8/15/2016

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Appendix Table A - 4	Household Size Assumptions

Table 1

NET FISCAL IMPACT ON ALL FUNDS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	Fiscal Year									
				July 1-June 30 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
A. GENERAL FUND IMPACT²		<i>3% discount</i>	<i>3% discount</i>										
Recurring General Fund Revenue	2,284,390,000	871,062,000	21,880,000	0	0	0	31,000	330,000	1,017,000	4,437,000	5,918,000	9,069,000	
Recurring General Fund Expense	1,738,460,000	652,551,000	15,126,000	0	0	0	39,000	382,000	774,000	1,599,000	2,460,000	6,257,000	
Net Recurring Revenue (Expense)	545,930,000	218,510,000	6,754,000	0	0	0	-8,000	-52,000	243,000	2,838,000	3,458,000	2,812,000	
Construction-Related Revenue	142,272,000	110,175,000	0	375,000	1,894,000	4,412,000	5,959,000	7,454,000	10,773,000	9,299,000	10,045,000	13,295,000	
TOTAL NET GENERAL FUND REVENUE (EXPENSE)	688,202,000	328,686,000	6,754,000	375,000	1,894,000	4,412,000	5,951,000	7,402,000	11,016,000	12,137,000	13,503,000	16,107,000	
				<i>Cumulative</i>	<i>2,269,000</i>	<i>6,681,000</i>	<i>12,632,000</i>	<i>20,034,000</i>	<i>31,050,000</i>	<i>43,167,000</i>	<i>56,690,000</i>	<i>72,797,000</i>	
B. IMPACT ON OTHER FUNDS													
Net MTA Revenue (Expense)	459,829,000	186,321,000	3,404,000	71,000	288,000	645,000	946,000	1,453,000	2,027,000	2,816,000	3,954,000	5,047,000	
Net Library Revenue (Expense)	35,954,000	14,639,000	354,000	8,000	40,000	95,000	128,000	165,000	262,000	203,000	129,000	162,000	
TOTAL NET REVENUE (EXPENSE) TO OTHER CCSF FUNDS	495,783,000	200,960,000	3,758,000	79,000	328,000	740,000	1,074,000	1,618,000	2,289,000	3,019,000	4,083,000	5,209,000	
				<i>Cumulative</i>	<i>407,000</i>	<i>1,147,000</i>	<i>2,221,000</i>	<i>3,839,000</i>	<i>6,128,000</i>	<i>9,147,000</i>	<i>13,230,000</i>	<i>18,439,000</i>	
C. TOTAL CITYWIDE IMPACT													
General Fund Revenue/(Expense)	688,202,000	328,686,000	6,754,000	375,000	1,894,000	4,412,000	5,951,000	7,402,000	11,016,000	12,137,000	13,503,000	16,107,000	
Other Funds Revenue (Expense)	495,783,000	200,960,000	3,758,000	79,000	328,000	740,000	1,074,000	1,618,000	2,289,000	3,019,000	4,083,000	5,209,000	
TOTAL NET REVENUE (EXPENSE) TO ALL CCSF FUNDS	1,183,985,000	529,646,000	10,512,000	454,000	2,222,000	5,152,000	7,025,000	9,020,000	13,305,000	15,156,000	17,586,000	21,316,000	
				<i>Cumulative</i>	<i>2,676,000</i>	<i>7,828,000</i>	<i>14,853,000</i>	<i>23,873,000</i>	<i>37,178,000</i>	<i>52,334,000</i>	<i>69,920,000</i>	<i>91,236,000</i>	
D. OTHER RESTRICTED REVENUE													
Children's Services Fund	240,797,000	96,688,000	2,210,000	29,000	155,000	363,000	489,000	633,000	1,003,000	1,236,000	1,423,000	2,044,000	
Licenses, Permits and Fees	59,063,000	59,063,000	514,000	0	0	0	4,000	23,000	59,000	116,000	173,000	226,000	
Fines, Forfeitures and Penalties	10,145,000	10,145,000	89,000	0	0	0	1,000	4,000	10,000	20,000	30,000	39,000	

Notes

¹ See Tables 2-A through 2-C for detail.

² Excludes 56.7% of base property tax levy, which is dedicated to funding infrastructure and affordable housing.

Table 1

NET FISCAL IMPACT ON ALL FUNDS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
A. GENERAL FUND IMPACT²												
Recurring General Fund Revenue	2,284,390,000	871,062,000	21,880,000	11,701,000	13,893,000	16,723,000	20,870,000	23,763,000	28,477,000	31,207,000	33,697,000	35,829,000
Recurring General Fund Expense	1,738,460,000	652,551,000	15,126,000	10,991,000	13,125,000	14,889,000	17,108,000	19,560,000	21,651,000	23,310,000	24,274,000	25,002,000
Net Recurring Revenue (Expense)	545,930,000	218,510,000	6,754,000	710,000	768,000	1,834,000	3,762,000	4,203,000	6,826,000	7,897,000	9,423,000	10,827,000
Construction-Related Revenue	142,272,000	110,175,000	0	14,056,000	12,606,000	14,292,000	12,357,000	9,970,000	7,525,000	6,120,000	1,840,000	0
TOTAL NET GENERAL FUND REVENUE (EXPENSE)	688,202,000	328,686,000	6,754,000	14,766,000	13,374,000	16,126,000	16,119,000	14,173,000	14,351,000	14,017,000	11,263,000	10,827,000
				<i>87,563,000</i>	<i>100,937,000</i>	<i>117,063,000</i>	<i>133,182,000</i>	<i>147,355,000</i>	<i>161,706,000</i>	<i>175,723,000</i>	<i>186,986,000</i>	<i>197,813,000</i>
B. IMPACT ON OTHER FUNDS												
Net MTA Revenue (Expense)	459,829,000	186,321,000	3,404,000	4,248,000	6,819,000	8,176,000	9,654,000	10,788,000	5,607,000	6,129,000	5,354,000	5,499,000
Net Library Revenue (Expense)	35,954,000	14,639,000	354,000	236,000	253,000	362,000	503,000	518,000	574,000	610,000	569,000	575,000
TOTAL NET REVENUE (EXPENSE) TO OTHER CCSF FUNDS	495,783,000	200,960,000	3,758,000	4,484,000	7,072,000	8,538,000	10,157,000	11,306,000	6,181,000	6,739,000	5,923,000	6,074,000
				<i>22,923,000</i>	<i>29,995,000</i>	<i>38,533,000</i>	<i>48,690,000</i>	<i>59,996,000</i>	<i>66,177,000</i>	<i>72,916,000</i>	<i>78,839,000</i>	<i>84,913,000</i>
C. TOTAL CITYWIDE IMPACT												
General Fund Revenue/(Expense)	688,202,000	328,686,000	6,754,000	14,766,000	13,374,000	16,126,000	16,119,000	14,173,000	14,351,000	14,017,000	11,263,000	10,827,000
Other Funds Revenue (Expense)	495,783,000	200,960,000	3,758,000	4,484,000	7,072,000	8,538,000	10,157,000	11,306,000	6,181,000	6,739,000	5,923,000	6,074,000
TOTAL NET REVENUE (EXPENSE) TO ALL CCSF FUNDS	1,183,985,000	529,646,000	10,512,000	19,250,000	20,446,000	24,664,000	26,276,000	25,479,000	20,532,000	20,756,000	17,186,000	16,901,000
				<i>110,486,000</i>	<i>130,932,000</i>	<i>155,596,000</i>	<i>181,872,000</i>	<i>207,351,000</i>	<i>227,883,000</i>	<i>248,639,000</i>	<i>265,825,000</i>	<i>282,726,000</i>
D. OTHER RESTRICTED REVENUE												
Children's Services Fund	240,797,000	96,688,000	2,210,000	2,366,000	2,466,000	2,915,000	3,143,000	3,239,000	3,490,000	3,665,000	3,552,000	3,615,000
Licenses, Permits and Fees	59,063,000	59,063,000	514,000	303,000	389,000	466,000	544,000	635,000	713,000	787,000	825,000	850,000
Fines, Forfeitures and Penalties	10,145,000	10,145,000	89,000	52,000	67,000	80,000	93,000	109,000	122,000	135,000	142,000	146,000

Notes

¹ See Tables 2-A through 2-C for detail.

² Excludes 56.7% of base property tax levy, which is dedicated to funding infrastructure and affordable housing.

Table 1

NET FISCAL IMPACT ON ALL FUNDS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42
A. GENERAL FUND IMPACT²		<i>3% discount</i>	<i>3% discount</i>									
Recurring General Fund Revenue	2,284,390,000	871,062,000	21,880,000	37,553,000	38,525,000	39,518,000	40,543,000	41,596,000	42,680,000	43,788,000	44,927,000	46,092,000
Recurring General Fund Expense	1,738,460,000	652,551,000	15,126,000	25,751,000	26,524,000	27,320,000	28,140,000	28,984,000	29,854,000	30,750,000	31,672,000	32,621,000
Net Recurring Revenue (Expense)	545,930,000	218,510,000	6,754,000	11,802,000	12,001,000	12,198,000	12,403,000	12,612,000	12,826,000	13,038,000	13,255,000	13,471,000
Construction-Related Revenue	142,272,000	110,175,000	0	0	0	0	0	0	0	0	0	0
TOTAL NET GENERAL FUND REVENUE (EXPENSE)	688,202,000	328,686,000	6,754,000	11,802,000	12,001,000	12,198,000	12,403,000	12,612,000	12,826,000	13,038,000	13,255,000	13,471,000
				<i>209,615,000</i>	<i>221,616,000</i>	<i>233,814,000</i>	<i>246,217,000</i>	<i>258,829,000</i>	<i>271,655,000</i>	<i>284,693,000</i>	<i>297,948,000</i>	<i>311,419,000</i>
B. IMPACT ON OTHER FUNDS												
Net MTA Revenue (Expense)	459,829,000	186,321,000	3,404,000	5,771,000	5,957,000	6,148,000	6,345,000	6,545,000	7,439,000	7,654,000	7,873,000	8,100,000
Net Library Revenue (Expense)	35,954,000	14,639,000	354,000	611,000	625,000	639,000	654,000	669,000	684,000	700,000	715,000	732,000
TOTAL NET REVENUE (EXPENSE) TO OTHER CCSF FUNDS	495,783,000	200,960,000	3,758,000	6,382,000	6,582,000	6,787,000	6,999,000	7,214,000	8,123,000	8,354,000	8,588,000	8,832,000
				<i>91,295,000</i>	<i>97,877,000</i>	<i>104,664,000</i>	<i>111,663,000</i>	<i>118,877,000</i>	<i>127,000,000</i>	<i>135,354,000</i>	<i>143,942,000</i>	<i>152,774,000</i>
C. TOTAL CITYWIDE IMPACT												
General Fund Revenue/(Expense)	688,202,000	328,686,000	6,754,000	11,802,000	12,001,000	12,198,000	12,403,000	12,612,000	12,826,000	13,038,000	13,255,000	13,471,000
Other Funds Revenue (Expense)	495,783,000	200,960,000	3,758,000	6,382,000	6,582,000	6,787,000	6,999,000	7,214,000	8,123,000	8,354,000	8,588,000	8,832,000
TOTAL NET REVENUE (EXPENSE) TO ALL CCSF FUNDS	1,183,985,000	529,646,000	10,512,000	18,184,000	18,583,000	18,985,000	19,402,000	19,826,000	20,949,000	21,392,000	21,843,000	22,303,000
				<i>300,910,000</i>	<i>319,493,000</i>	<i>338,478,000</i>	<i>357,880,000</i>	<i>377,706,000</i>	<i>398,655,000</i>	<i>420,047,000</i>	<i>441,890,000</i>	<i>464,193,000</i>
D. OTHER RESTRICTED REVENUE												
Children's Services Fund	240,797,000	96,688,000	2,210,000	3,795,000	3,892,000	3,991,000	4,093,000	4,198,000	4,306,000	4,416,000	4,529,000	4,645,000
Licenses, Permits and Fees	59,063,000	59,063,000	514,000	876,000	902,000	929,000	957,000	986,000	1,015,000	1,046,000	1,077,000	1,109,000
Fines, Forfeitures and Penalties	10,145,000	10,145,000	89,000	150,000	155,000	160,000	164,000	169,000	174,000	180,000	185,000	191,000

Notes

¹ See Tables 2-A through 2-C for detail.

² Excludes 56.7% of base property tax levy, which is dedicated to funding infrastructure and affordable housing.

Table 1

NET FISCAL IMPACT ON ALL FUNDS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
A. GENERAL FUND IMPACT²												
Recurring General Fund Revenue	2,284,390,000	871,062,000	21,880,000	47,293,000	48,529,000	49,798,000	51,097,000	52,434,000	53,806,000	55,216,000	56,663,000	58,150,000
Recurring General Fund Expense	1,738,460,000	652,551,000	15,126,000	33,602,000	34,608,000	35,648,000	36,716,000	37,818,000	38,954,000	40,121,000	41,325,000	42,567,000
Net Recurring Revenue (Expense)	545,930,000	218,510,000	6,754,000	13,691,000	13,921,000	14,150,000	14,381,000	14,616,000	14,852,000	15,095,000	15,338,000	15,583,000
Construction-Related Revenue	142,272,000	110,175,000	0	0	0	0	0	0	0	0	0	0
TOTAL NET GENERAL FUND REVENUE (EXPENSE)	688,202,000	328,686,000	6,754,000	13,691,000	13,921,000	14,150,000	14,381,000	14,616,000	14,852,000	15,095,000	15,338,000	15,583,000
				<i>325,110,000</i>	<i>339,031,000</i>	<i>353,181,000</i>	<i>367,562,000</i>	<i>382,178,000</i>	<i>397,030,000</i>	<i>412,125,000</i>	<i>427,463,000</i>	<i>443,046,000</i>
B. IMPACT ON OTHER FUNDS												
Net MTA Revenue (Expense)	459,829,000	186,321,000	3,404,000	8,331,000	8,729,000	8,972,000	9,225,000	9,487,000	9,751,000	10,028,000	10,306,000	10,598,000
Net Library Revenue (Expense)	35,954,000	14,639,000	354,000	749,000	766,000	784,000	801,000	820,000	839,000	858,000	878,000	898,000
TOTAL NET REVENUE (EXPENSE) TO OTHER CCSF FUNDS	495,783,000	200,960,000	3,758,000	9,080,000	9,495,000	9,756,000	10,026,000	10,307,000	10,590,000	10,886,000	11,184,000	11,496,000
				<i>161,854,000</i>	<i>171,349,000</i>	<i>181,105,000</i>	<i>191,131,000</i>	<i>201,438,000</i>	<i>212,028,000</i>	<i>222,914,000</i>	<i>234,098,000</i>	<i>245,594,000</i>
C. TOTAL CITYWIDE IMPACT												
General Fund Revenue/(Expense)	688,202,000	328,686,000	6,754,000	13,691,000	13,921,000	14,150,000	14,381,000	14,616,000	14,852,000	15,095,000	15,338,000	15,583,000
Other Funds Revenue (Expense)	495,783,000	200,960,000	3,758,000	9,080,000	9,495,000	9,756,000	10,026,000	10,307,000	10,590,000	10,886,000	11,184,000	11,496,000
TOTAL NET REVENUE (EXPENSE) TO ALL CCSF FUNDS	1,183,985,000	529,646,000	10,512,000	22,771,000	23,416,000	23,906,000	24,407,000	24,923,000	25,442,000	25,981,000	26,522,000	27,079,000
				<i>486,964,000</i>	<i>510,380,000</i>	<i>534,286,000</i>	<i>558,693,000</i>	<i>583,616,000</i>	<i>609,058,000</i>	<i>635,039,000</i>	<i>661,581,000</i>	<i>688,640,000</i>
D. OTHER RESTRICTED REVENUE												
Children's Services Fund	240,797,000	96,688,000	2,210,000	4,765,000	4,888,000	5,013,000	5,143,000	5,275,000	5,412,000	5,552,000	5,695,000	5,842,000
Licenses, Permits and Fees	59,063,000	59,063,000	514,000	1,143,000	1,177,000	1,212,000	1,249,000	1,286,000	1,325,000	1,364,000	1,405,000	1,447,000
Fines, Forfeitures and Penalties	10,145,000	10,145,000	89,000	196,000	202,000	208,000	215,000	221,000	228,000	234,000	241,000	249,000

Notes

¹ See Tables 2-A through 2-C for detail.

² Excludes 56.7% of base property tax levy, which is dedicated to funding infrastructure and affordable housing.

Table 1

NET FISCAL IMPACT ON ALL FUNDS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60
A. GENERAL FUND IMPACT²		<i>3% discount</i>	<i>3% discount</i>									
Recurring General Fund Revenue	2,284,390,000	871,062,000	21,880,000	59,676,000	61,247,000	62,858,000	64,515,000	66,216,000	67,961,000	69,759,000	71,600,000	72,578,000
Recurring General Fund Expense	1,738,460,000	652,551,000	15,126,000	43,841,000	45,158,000	46,512,000	47,905,000	49,345,000	50,824,000	52,348,000	53,921,000	55,538,000
Net Recurring Revenue (Expense)	545,930,000	218,510,000	6,754,000	15,835,000	16,089,000	16,346,000	16,610,000	16,871,000	17,137,000	17,411,000	17,679,000	17,040,000
Construction-Related Revenue	142,272,000	110,175,000	0	0	0	0	0	0	0	0	0	0
TOTAL NET GENERAL FUND REVENUE (EXPENSE)	688,202,000	328,686,000	6,754,000	15,835,000	16,089,000	16,346,000	16,610,000	16,871,000	17,137,000	17,411,000	17,679,000	17,040,000
				<i>458,881,000</i>	<i>474,970,000</i>	<i>491,316,000</i>	<i>507,926,000</i>	<i>524,797,000</i>	<i>541,934,000</i>	<i>559,345,000</i>	<i>577,024,000</i>	<i>594,064,000</i>
B. IMPACT ON OTHER FUNDS												
Net MTA Revenue (Expense)	459,829,000	186,321,000	3,404,000	10,897,000	11,204,000	11,520,000	12,310,000	12,643,000	12,985,000	13,339,000	13,704,000	13,969,000
Net Library Revenue (Expense)	35,954,000	14,639,000	354,000	919,000	939,000	961,000	984,000	1,007,000	1,030,000	1,053,000	1,078,000	1,077,000
TOTAL NET REVENUE (EXPENSE) TO OTHER CCSF FUNDS	495,783,000	200,960,000	3,758,000	11,816,000	12,143,000	12,481,000	13,294,000	13,650,000	14,015,000	14,392,000	14,782,000	15,046,000
				<i>257,410,000</i>	<i>269,553,000</i>	<i>282,034,000</i>	<i>295,328,000</i>	<i>308,978,000</i>	<i>322,993,000</i>	<i>337,385,000</i>	<i>352,167,000</i>	<i>367,213,000</i>
C. TOTAL CITYWIDE IMPACT												
General Fund Revenue/(Expense)	688,202,000	328,686,000	6,754,000	15,835,000	16,089,000	16,346,000	16,610,000	16,871,000	17,137,000	17,411,000	17,679,000	17,040,000
Other Funds Revenue (Expense)	495,783,000	200,960,000	3,758,000	11,816,000	12,143,000	12,481,000	13,294,000	13,650,000	14,015,000	14,392,000	14,782,000	15,046,000
TOTAL NET REVENUE (EXPENSE) TO ALL CCSF FUNDS	1,183,985,000	529,646,000	10,512,000	27,651,000	28,232,000	28,827,000	29,904,000	30,521,000	31,152,000	31,803,000	32,461,000	32,086,000
				<i>716,291,000</i>	<i>744,523,000</i>	<i>773,350,000</i>	<i>803,254,000</i>	<i>833,775,000</i>	<i>864,927,000</i>	<i>896,730,000</i>	<i>929,191,000</i>	<i>961,277,000</i>
D. OTHER RESTRICTED REVENUE												
Children's Services Fund	240,797,000	96,688,000	2,210,000	5,994,000	6,150,000	6,309,000	6,473,000	6,642,000	6,815,000	6,992,000	7,175,000	7,262,000
Licenses, Permits and Fees	59,063,000	59,063,000	514,000	1,491,000	1,536,000	1,582,000	1,629,000	1,678,000	1,728,000	1,780,000	1,834,000	1,889,000
Fines, Forfeitures and Penalties	10,145,000	10,145,000	89,000	256,000	264,000	272,000	280,000	288,000	297,000	306,000	315,000	324,000

Notes

¹ See Tables 2-A through 2-C for detail.

² Excludes 56.7% of base property tax levy, which is dedicated to funding infrastructure and affordable housing.

Table 1

NET FISCAL IMPACT ON ALL FUNDS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
A. GENERAL FUND IMPACT²											
Recurring General Fund Revenue	2,284,390,000	871,062,000	21,880,000	72,249,000	73,322,000	74,511,000	74,238,000	75,491,000	75,568,000	77,647,000	79,784,000
Recurring General Fund Expense	1,738,460,000	652,551,000	15,126,000	57,202,000	58,918,000	60,686,000	62,508,000	64,384,000	66,317,000	68,304,000	70,353,000
Net Recurring Revenue (Expense)	545,930,000	218,510,000	6,754,000	15,047,000	14,404,000	13,825,000	11,730,000	11,107,000	9,251,000	9,343,000	9,431,000
Construction-Related Revenue	142,272,000	110,175,000	0	0	0	0	0	0	0	0	0
TOTAL NET GENERAL FUND REVENUE (EXPENSE)	688,202,000	328,686,000	6,754,000	15,047,000	14,404,000	13,825,000	11,730,000	11,107,000	9,251,000	9,343,000	9,431,000
				<i>609,111,000</i>	<i>623,515,000</i>	<i>637,340,000</i>	<i>649,070,000</i>	<i>660,177,000</i>	<i>669,428,000</i>	<i>678,771,000</i>	<i>688,202,000</i>
B. IMPACT ON OTHER FUNDS											
Net MTA Revenue (Expense)	459,829,000	186,321,000	3,404,000	14,093,000	14,380,000	14,685,000	14,827,000	15,152,000	15,346,000	15,778,000	16,217,000
Net Library Revenue (Expense)	35,954,000	14,639,000	354,000	1,038,000	1,038,000	1,040,000	999,000	1,001,000	969,000	991,000	1,016,000
TOTAL NET REVENUE (EXPENSE) TO OTHER CCSF FUNDS	495,783,000	200,960,000	3,758,000	15,131,000	15,418,000	15,725,000	15,826,000	16,153,000	16,315,000	16,769,000	17,233,000
				<i>382,344,000</i>	<i>397,762,000</i>	<i>413,487,000</i>	<i>429,313,000</i>	<i>445,466,000</i>	<i>461,781,000</i>	<i>478,550,000</i>	<i>495,783,000</i>
C. TOTAL CITYWIDE IMPACT											
General Fund Revenue/(Expense)	688,202,000	328,686,000	6,754,000	15,047,000	14,404,000	13,825,000	11,730,000	11,107,000	9,251,000	9,343,000	9,431,000
Other Funds Revenue (Expense)	495,783,000	200,960,000	3,758,000	15,131,000	15,418,000	15,725,000	15,826,000	16,153,000	16,315,000	16,769,000	17,233,000
TOTAL NET REVENUE (EXPENSE) TO ALL CCSF FUNDS	1,183,985,000	529,646,000	10,512,000	30,178,000	29,822,000	29,550,000	27,556,000	27,260,000	25,566,000	26,112,000	26,664,000
				<i>991,455,000</i>	<i>1,021,277,000</i>	<i>1,050,827,000</i>	<i>1,078,383,000</i>	<i>1,105,643,000</i>	<i>1,131,209,000</i>	<i>1,157,321,000</i>	<i>1,183,985,000</i>
D. OTHER RESTRICTED REVENUE											
Children's Services Fund	240,797,000	96,688,000	2,210,000	7,204,000	7,300,000	7,408,000	7,355,000	7,469,000	7,453,000	7,656,000	7,864,000
Licenses, Permits and Fees	59,063,000	59,063,000	514,000	1,945,000	2,004,000	2,064,000	2,126,000	2,189,000	2,255,000	2,323,000	2,392,000
Fines, Forfeitures and Penalties	10,145,000	10,145,000	89,000	334,000	344,000	355,000	365,000	376,000	387,000	399,000	411,000

Notes

¹ See Tables 2-A through 2-C for detail.

² Excludes 56.7% of base property tax levy, which is dedicated to funding infrastructure and affordable housing.

Table 2-A

NET GENERAL FUND IMPACT: RECURRING AND TOTAL
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	Fiscal Year:									
				July 1 - June 30 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
A. RECURRING GENERAL FUND IMPACTS													
RECURRING GENERAL FUND REVENUE - NEW FROM PROJECT ¹													
Portion of General Fund Property Tax ²	\$305,197,000	\$125,512,000	\$3,800,000	0	0	0	0	50,000	156,000	313,000	603,000	1,044,000	
Property Tax in Lieu of VLF	\$489,456,000	\$186,843,000	\$5,082,000	0	0	0	0	67,000	209,000	418,000	806,000	1,397,000	
Property Transfer Tax	\$438,962,000	\$162,638,000	\$3,883,000	0	0	0	0	42,000	234,000	530,000	889,000	1,220,000	
Sales and Use Tax	\$316,887,000	\$117,370,000	\$2,796,000	0	0	0	14,000	77,000	185,000	384,000	542,000	729,000	
Telephone Users Tax	\$58,182,000	\$21,809,000	\$507,000	0	0	0	4,000	22,000	54,000	111,000	161,000	211,000	
Access Line Tax	\$53,935,000	\$20,216,000	\$470,000	0	0	0	3,000	20,000	50,000	102,000	149,000	195,000	
Water Users Tax	\$1,405,000	\$521,000	\$12,000	0	0	0	0	0	1,000	2,000	2,000	3,000	
Gas Electric Steam Users Tax	\$15,263,000	\$5,664,000	\$134,000	0	0	0	1,000	4,000	7,000	22,000	27,000	34,000	
Gross Receipts Tax	\$65,292,000	\$24,284,000	\$574,000	0	0	0	0	0	5,000	112,000	132,000	182,000	
Business License Tax	\$4,602,000	\$1,716,000	\$40,000	0	0	0	0	0	0	12,000	12,000	14,000	
Hotel Room Tax	\$336,572,000	\$130,915,000	\$2,828,000	0	0	0	0	0	0	2,190,000	2,256,000	3,583,000	
Subtotal-Discretionary	\$2,085,753,000	\$797,490,000	\$20,127,000	0	0	0	22,000	282,000	901,000	4,196,000	5,579,000	8,612,000	
Public Safety Sales Tax	\$198,637,000	\$73,572,000	\$1,753,000	0	0	0	9,000	48,000	116,000	241,000	339,000	457,000	
TOTAL	\$2,284,390,000	\$871,062,000	\$21,880,000	0	0	0	31,000	330,000	1,017,000	4,437,000	5,918,000	9,069,000	
RECURRING GENERAL FUND EXPENSE - NEW FROM PROJECT ³													
Elections	\$32,234,000	\$12,101,000	\$281,000	0	0	0	2,000	13,000	32,000	63,000	94,000	124,000	
Assessor/Recorder	\$16,321,000	\$6,546,000	\$133,000	0	0	0	0	150,000	155,000	160,000	164,000	169,000	
311	\$9,502,000	\$3,568,000	\$82,000	0	0	0	1,000	4,000	9,000	19,000	28,000	36,000	
Police Services	\$414,006,000	\$151,573,000	\$3,691,000	0	0	0	0	0	0	0	0	0	
Fire Protection	\$547,871,000	\$208,697,000	\$4,690,000	0	0	0	0	0	0	0	0	2,970,000	
911 Emergency Response	\$48,985,000	\$18,389,000	\$427,000	0	0	0	3,000	19,000	49,000	96,000	143,000	188,000	
Public Health	\$112,564,000	\$42,257,000	\$981,000	0	0	0	7,000	44,000	112,000	221,000	329,000	431,000	
Public Works	\$108,600,000	\$40,454,000	\$951,000	0	0	0	0	0	42,000	69,000	168,000	239,000	
Library/Community Facilities	\$45,431,000	\$17,924,000	\$376,000	0	0	0	0	0	0	205,000	418,000	641,000	
SFMTA/MUNI (Prop. B)	\$402,946,000	\$151,041,000	\$3,515,000	0	0	0	26,000	152,000	375,000	766,000	1,116,000	1,459,000	
TOTAL	\$1,738,460,000	\$652,551,000	\$15,126,000	0	0	0	39,000	382,000	774,000	1,599,000	2,460,000	6,257,000	
NET RECURRING GENERAL FUND REVENUE (EXPENSE)	\$545,930,000	\$218,510,000	\$6,754,000	0	0	0	(8,000)	(52,000)	243,000	2,838,000	3,458,000	2,812,000	
				<i>Cumulative</i>	<i>0</i>	<i>0</i>	<i>(8,000)</i>	<i>(60,000)</i>	<i>183,000</i>	<i>3,021,000</i>	<i>6,479,000</i>	<i>9,291,000</i>	
B. NET CONSTRUCTION-RELATED REVENUE (EXPENSE)⁴	\$142,272,000	\$110,175,000	\$0	375,000	1,894,000	4,412,000	5,959,000	7,454,000	10,773,000	9,299,000	10,045,000	13,295,000	
				<i>Cumulative</i>	<i>2,269,000</i>	<i>6,681,000</i>	<i>12,640,000</i>	<i>20,094,000</i>	<i>30,867,000</i>	<i>40,166,000</i>	<i>50,211,000</i>	<i>63,506,000</i>	
C. TOTAL NET GENERAL FUND REVENUE (EXPENSE)	\$688,202,000	\$328,686,000	\$6,754,000	375,000	1,894,000	4,412,000	5,951,000	7,402,000	11,016,000	12,137,000	13,503,000	16,107,000	
				<i>Cumulative</i>	<i>2,269,000</i>	<i>6,681,000</i>	<i>12,632,000</i>	<i>20,034,000</i>	<i>31,050,000</i>	<i>43,187,000</i>	<i>56,690,000</i>	<i>72,797,000</i>	
D. OTHER RESTRICTED GENERAL FUND REVENUES¹													
Licenses, Permits and Fees	\$59,063,000	\$22,173,000	\$514,000	0	0	0	4,000	23,000	59,000	116,000	173,000	226,000	
Fines, Fofeitures and Penalties	\$10,145,000	\$3,809,000	\$89,000	0	0	0	1,000	4,000	10,000	20,000	30,000	39,000	

Notes:

¹ Excluding baseline transfers. See Table 11-A.

² Reflects 8% of base 1% tax levy. The balance of General Fund Property tax revenues are dedicated to funding infrastructure and affordable housing.

³ Table 17.

⁴ Table 2-B.

Table 2-A

NET GENERAL FUND IMPACT: RECURRING AND TOTAL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-2033
		3% discount	3% discount									
A. RECURRING GENERAL FUND IMPACTS												
RECURRING GENERAL FUND REVENUE - NEW FROM PROJECT ¹												
Portion of General Fund Property Tax ²	\$305,197,000	\$125,512,000	\$3,800,000	1,460,000	1,891,000	2,590,000	3,145,000	3,804,000	4,417,000	4,991,000	5,554,000	6,134,000
Property Tax in Lieu of VLF	\$489,456,000	\$186,843,000	\$5,082,000	1,952,000	2,529,000	3,464,000	4,207,000	5,088,000	5,908,000	6,675,000	7,428,000	8,204,000
Property Transfer Tax	\$438,962,000	\$162,638,000	\$3,883,000	1,677,000	2,245,000	2,857,000	3,479,000	4,109,000	4,750,000	5,425,000	6,089,000	6,422,000
Sales and Use Tax	\$316,887,000	\$117,370,000	\$2,796,000	1,235,000	1,441,000	1,636,000	2,529,000	2,773,000	4,064,000	4,319,000	4,487,000	4,622,000
Telephone Users Tax	\$58,182,000	\$21,809,000	\$507,000	291,000	368,000	436,000	533,000	615,000	710,000	778,000	814,000	839,000
Access Line Tax	\$53,935,000	\$20,216,000	\$470,000	270,000	341,000	404,000	494,000	570,000	658,000	722,000	755,000	778,000
Water Users Tax	\$1,405,000	\$521,000	\$12,000	6,000	6,000	7,000	13,000	13,000	18,000	19,000	20,000	21,000
Gas Electric Steam Users Tax	\$15,263,000	\$5,664,000	\$134,000	64,000	69,000	76,000	135,000	143,000	199,000	209,000	215,000	223,000
Gross Receipts Tax	\$65,292,000	\$24,284,000	\$574,000	261,000	278,000	290,000	674,000	712,000	867,000	893,000	920,000	948,000
Business License Tax	\$4,602,000	\$1,716,000	\$40,000	22,000	22,000	23,000	44,000	45,000	61,000	63,000	65,000	67,000
Hotel Room Tax	\$336,572,000	\$130,915,000	\$2,828,000	3,689,000	3,800,000	3,914,000	4,032,000	4,153,000	4,277,000	4,406,000	4,537,000	4,674,000
Subtotal-Discretionary	\$2,085,753,000	\$797,490,000	\$20,127,000	10,927,000	12,990,000	15,697,000	19,285,000	22,025,000	25,929,000	28,500,000	30,884,000	32,932,000
Public Safety Sales Tax	\$198,637,000	\$73,572,000	\$1,753,000	774,000	903,000	1,026,000	1,585,000	1,738,000	2,548,000	2,707,000	2,813,000	2,897,000
TOTAL	\$2,284,390,000	\$871,062,000	\$21,880,000	11,701,000	13,893,000	16,723,000	20,870,000	23,763,000	28,477,000	31,207,000	33,697,000	35,829,000
RECURRING GENERAL FUND EXPENSE - NEW FROM PROJECT ³												
Elections	\$32,234,000	\$12,101,000	\$281,000	165,000	212,000	254,000	297,000	347,000	389,000	430,000	450,000	464,000
Assessor/Recorder	\$16,321,000	\$6,546,000	\$133,000	174,000	180,000	185,000	191,000	196,000	202,000	208,000	214,000	221,000
311	\$9,502,000	\$3,568,000	\$82,000	49,000	63,000	75,000	88,000	102,000	115,000	127,000	133,000	137,000
Police Services	\$414,006,000	\$151,573,000	\$3,691,000	708,000	1,479,000	2,165,000	3,154,000	3,981,000	4,944,000	5,614,000	5,923,000	6,101,000
Fire Protection	\$547,871,000	\$208,697,000	\$4,690,000	6,119,000	6,303,000	6,492,000	6,687,000	6,887,000	7,094,000	7,307,000	7,526,000	7,752,000
911 Emergency Response	\$48,985,000	\$18,389,000	\$427,000	251,000	322,000	387,000	451,000	527,000	591,000	653,000	685,000	705,000
Public Health	\$112,564,000	\$42,257,000	\$981,000	577,000	741,000	888,000	1,037,000	1,211,000	1,358,000	1,501,000	1,573,000	1,620,000
Public Works	\$108,600,000	\$40,454,000	\$951,000	279,000	611,000	736,000	977,000	1,497,000	1,473,000	1,494,000	1,527,000	1,572,000
Library/Community Facilities	\$45,431,000	\$17,924,000	\$376,000	655,000	670,000	685,000	536,000	552,000	569,000	586,000	603,000	621,000
SFMTA/MUNI (Prop. B)	\$402,946,000	\$151,041,000	\$3,515,000	2,014,000	2,544,000	3,022,000	3,690,000	4,260,000	4,916,000	5,390,000	5,640,000	5,809,000
TOTAL	\$1,738,460,000	\$652,551,000	\$15,126,000	10,991,000	13,125,000	14,889,000	17,108,000	19,560,000	21,651,000	23,310,000	24,274,000	25,002,000
NET RECURRING GENERAL FUND REVENUE (EXPENSE)	\$545,930,000	\$218,510,000	\$6,754,000	710,000	768,000	1,834,000	3,762,000	4,203,000	6,826,000	7,897,000	9,423,000	10,827,000
				10,001,000	10,769,000	12,603,000	16,365,000	20,568,000	27,394,000	35,291,000	44,714,000	55,541,000
B. NET CONSTRUCTION-RELATED REVENUE (EXPENSE)⁴	\$142,272,000	\$110,175,000	\$0	14,056,000	12,606,000	14,292,000	12,357,000	9,970,000	7,525,000	6,120,000	1,840,000	0
				77,562,000	90,168,000	104,460,000	116,817,000	126,787,000	134,312,000	140,432,000	142,272,000	142,272,000
C. TOTAL NET GENERAL FUND REVENUE (EXPENSE)	\$688,202,000	\$328,686,000	\$6,754,000	14,766,000	13,374,000	16,126,000	16,119,000	14,173,000	14,351,000	14,017,000	11,263,000	10,827,000
				87,563,000	100,937,000	117,063,000	133,182,000	147,355,000	161,706,000	175,723,000	186,986,000	197,813,000
D. OTHER RESTRICTED GENERAL FUND REVENUES¹												
Licenses, Permits and Fees	\$59,063,000	\$22,173,000	\$514,000	303,000	389,000	466,000	544,000	635,000	713,000	787,000	825,000	850,000
Fines, Fofeitures and Penalties	\$10,145,000	\$3,809,000	\$89,000	52,000	67,000	80,000	93,000	109,000	122,000	135,000	142,000	146,000

Notes:

- ¹ Excluding baseline transfers. See Table 11-A.
- ² Reflects 8% of base 1% tax levy. The balance of General Fund Property tax revenues are dedicated to funding infrastructure and affordable housing.
- ³ Table 17.
- ⁴ Table 2-B.

Table 2-A

NET GENERAL FUND IMPACT: RECURRING AND TOTAL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42
		3% discount	3% discount									
A. RECURRING GENERAL FUND IMPACTS												
RECURRING GENERAL FUND REVENUE - NEW FROM PROJECT ¹												
Portion of General Fund Property Tax ²	\$305,197,000	\$125,512,000	\$3,800,000	6,596,000	6,729,000	6,863,000	7,000,000	7,140,000	7,283,000	7,429,000	7,578,000	7,729,000
Property Tax in Lieu of VLF	\$489,456,000	\$186,843,000	\$5,082,000	8,823,000	9,000,000	9,179,000	9,363,000	9,550,000	9,742,000	9,936,000	10,135,000	10,337,000
Property Transfer Tax	\$438,962,000	\$162,638,000	\$3,883,000	6,614,000	6,811,000	7,014,000	7,224,000	7,440,000	7,662,000	7,891,000	8,126,000	8,370,000
Sales and Use Tax	\$316,887,000	\$117,370,000	\$2,796,000	4,762,000	4,904,000	5,050,000	5,202,000	5,358,000	5,519,000	5,685,000	5,856,000	6,031,000
Telephone Users Tax	\$58,182,000	\$21,809,000	\$507,000	864,000	890,000	916,000	944,000	972,000	1,002,000	1,031,000	1,062,000	1,094,000
Access Line Tax	\$53,935,000	\$20,216,000	\$470,000	801,000	825,000	849,000	875,000	901,000	928,000	956,000	985,000	1,015,000
Water Users Tax	\$1,405,000	\$521,000	\$12,000	21,000	22,000	22,000	23,000	24,000	25,000	26,000	26,000	26,000
Gas Electric Steam Users Tax	\$15,263,000	\$5,664,000	\$134,000	229,000	236,000	242,000	250,000	258,000	266,000	274,000	282,000	290,000
Gross Receipts Tax	\$65,292,000	\$24,284,000	\$574,000	976,000	1,006,000	1,036,000	1,066,000	1,099,000	1,132,000	1,166,000	1,200,000	1,236,000
Business License Tax	\$4,602,000	\$1,716,000	\$40,000	69,000	71,000	73,000	75,000	77,000	80,000	82,000	85,000	87,000
Hotel Room Tax	\$336,572,000	\$130,915,000	\$2,828,000	4,814,000	4,958,000	5,108,000	5,260,000	5,418,000	5,581,000	5,748,000	5,921,000	6,097,000
Subtotal-Discretionary	\$2,085,753,000	\$797,490,000	\$20,127,000	34,569,000	35,452,000	36,352,000	37,282,000	38,237,000	39,220,000	40,224,000	41,256,000	42,312,000
Public Safety Sales Tax	\$198,637,000	\$73,572,000	\$1,753,000	2,984,000	3,073,000	3,166,000	3,261,000	3,359,000	3,460,000	3,564,000	3,671,000	3,780,000
TOTAL	\$2,284,390,000	\$871,062,000	\$21,880,000	37,553,000	38,525,000	39,518,000	40,543,000	41,596,000	42,680,000	43,788,000	44,927,000	46,092,000
RECURRING GENERAL FUND EXPENSE - NEW FROM PROJECT ³												
Elections	\$32,234,000	\$12,101,000	\$281,000	478,000	492,000	507,000	522,000	538,000	554,000	571,000	588,000	605,000
Assessor/Recorder	\$16,321,000	\$6,546,000	\$133,000	227,000	234,000	241,000	249,000	256,000	264,000	272,000	280,000	288,000
311	\$9,502,000	\$3,568,000	\$82,000	141,000	145,000	149,000	154,000	159,000	163,000	168,000	173,000	178,000
Police Services	\$414,006,000	\$151,573,000	\$3,691,000	6,284,000	6,472,000	6,666,000	6,866,000	7,073,000	7,285,000	7,503,000	7,728,000	7,960,000
Fire Protection	\$547,871,000	\$208,697,000	\$4,690,000	7,984,000	8,224,000	8,470,000	8,724,000	8,986,000	9,256,000	9,533,000	9,819,000	10,114,000
911 Emergency Response	\$48,985,000	\$18,389,000	\$427,000	726,000	748,000	771,000	794,000	817,000	842,000	867,000	893,000	920,000
Public Health	\$112,564,000	\$42,257,000	\$981,000	1,669,000	1,719,000	1,771,000	1,824,000	1,878,000	1,935,000	1,993,000	2,053,000	2,114,000
Public Works	\$108,600,000	\$40,454,000	\$951,000	1,619,000	1,668,000	1,718,000	1,770,000	1,823,000	1,877,000	1,935,000	1,992,000	2,051,000
Library/Community Facilities	\$45,431,000	\$17,924,000	\$376,000	640,000	659,000	679,000	699,000	720,000	742,000	764,000	787,000	811,000
SFMTA/MUNI (Prop. B)	\$402,946,000	\$151,041,000	\$3,515,000	5,983,000	6,163,000	6,348,000	6,538,000	6,734,000	6,936,000	7,144,000	7,359,000	7,580,000
TOTAL	\$1,738,460,000	\$652,551,000	\$15,126,000	25,751,000	26,524,000	27,320,000	28,140,000	28,984,000	29,854,000	30,750,000	31,672,000	32,621,000
NET RECURRING GENERAL FUND REVENUE (EXPENSE)	\$545,930,000	\$218,510,000	\$6,754,000	11,802,000	12,001,000	12,198,000	12,403,000	12,612,000	12,826,000	13,038,000	13,255,000	13,471,000
				67,343,000	79,344,000	91,542,000	103,945,000	116,557,000	129,383,000	142,421,000	155,676,000	169,147,000
B. NET CONSTRUCTION-RELATED REVENUE (EXPENSE)⁴	\$142,272,000	\$110,175,000	\$0	0								
				142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000
C. TOTAL NET GENERAL FUND REVENUE (EXPENSE)	\$688,202,000	\$328,686,000	\$6,754,000	11,802,000	12,001,000	12,198,000	12,403,000	12,612,000	12,826,000	13,038,000	13,255,000	13,471,000
				209,615,000	221,616,000	233,814,000	246,217,000	258,829,000	271,655,000	284,693,000	297,948,000	311,419,000
D. OTHER RESTRICTED GENERAL FUND REVENUES¹												
Licenses, Permits and Fees	\$59,063,000	\$22,173,000	\$514,000	876,000	902,000	929,000	957,000	986,000	1,015,000	1,046,000	1,077,000	1,109,000
Fines, Fofeitures and Penalties	\$10,145,000	\$3,809,000	\$89,000	150,000	155,000	160,000	164,000	169,000	174,000	180,000	185,000	191,000

Notes:

¹ Excluding baseline transfers. See Table 11-A.

² Reflects 8% of base 1% tax levy. The balance of General Fund Property tax revenues are dedicated to funding infrastructure and affordable housing.

³ Table 17.

⁴ Table 2-B.

Table 2-A

NET GENERAL FUND IMPACT: RECURRING AND TOTAL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
A. RECURRING GENERAL FUND IMPACTS												
RECURRING GENERAL FUND REVENUE - NEW FROM PROJECT ¹		3% discount	3% discount									
Portion of General Fund Property Tax ²	\$305,197,000	\$125,512,000	\$3,800,000	7,884,000	8,041,000	8,202,000	8,366,000	8,533,000	8,704,000	8,879,000	9,056,000	9,237,000
Property Tax in Lieu of VLF	\$489,456,000	\$186,843,000	\$5,082,000	10,544,000	10,755,000	10,971,000	11,190,000	11,413,000	11,642,000	11,874,000	12,112,000	12,355,000
Property Transfer Tax	\$438,962,000	\$162,638,000	\$3,883,000	8,619,000	8,877,000	9,143,000	9,415,000	9,697,000	9,987,000	10,285,000	10,593,000	10,909,000
Sales and Use Tax	\$316,887,000	\$117,370,000	\$2,796,000	6,212,000	6,398,000	6,590,000	6,788,000	6,992,000	7,201,000	7,417,000	7,639,000	7,869,000
Telephone Users Tax	\$58,182,000	\$21,809,000	\$507,000	1,127,000	1,161,000	1,196,000	1,232,000	1,269,000	1,307,000	1,346,000	1,386,000	1,428,000
Access Line Tax	\$53,935,000	\$20,216,000	\$470,000	1,045,000	1,076,000	1,109,000	1,142,000	1,177,000	1,212,000	1,248,000	1,285,000	1,324,000
Water Users Tax	\$1,405,000	\$521,000	\$12,000	27,000	28,000	30,000	30,000	31,000	32,000	33,000	34,000	35,000
Gas Electric Steam Users Tax	\$15,263,000	\$5,664,000	\$134,000	298,000	308,000	317,000	326,000	336,000	346,000	357,000	367,000	378,000
Gross Receipts Tax	\$65,292,000	\$24,284,000	\$574,000	1,274,000	1,312,000	1,351,000	1,392,000	1,433,000	1,476,000	1,521,000	1,567,000	1,613,000
Business License Tax	\$4,602,000	\$1,716,000	\$40,000	89,000	93,000	95,000	98,000	101,000	104,000	107,000	110,000	113,000
Hotel Room Tax	\$336,572,000	\$130,915,000	\$2,828,000	6,281,000	6,469,000	6,663,000	6,863,000	7,070,000	7,281,000	7,500,000	7,725,000	7,957,000
Subtotal-Discretionary	\$2,085,753,000	\$797,490,000	\$20,127,000	43,400,000	44,518,000	45,667,000	46,842,000	48,052,000	49,292,000	50,567,000	51,874,000	53,218,000
Public Safety Sales Tax	\$198,637,000	\$73,572,000	\$1,753,000	3,893,000	4,011,000	4,131,000	4,255,000	4,382,000	4,514,000	4,649,000	4,789,000	4,932,000
TOTAL	\$2,284,390,000	\$871,062,000	\$21,880,000	47,293,000	48,529,000	49,798,000	51,097,000	52,434,000	53,806,000	55,216,000	56,663,000	58,150,000
RECURRING GENERAL FUND EXPENSE - NEW FROM PROJECT ³												
Elections	\$32,234,000	\$12,101,000	\$281,000	624,000	642,000	662,000	681,000	702,000	723,000	745,000	767,000	790,000
Assessor/Recorder	\$16,321,000	\$6,546,000	\$133,000	297,000	306,000	315,000	324,000	334,000	344,000	354,000	365,000	376,000
311	\$9,502,000	\$3,568,000	\$82,000	184,000	189,000	195,000	201,000	207,000	213,000	219,000	226,000	233,000
Police Services	\$414,006,000	\$151,573,000	\$3,691,000	8,199,000	8,445,000	8,699,000	8,959,000	9,228,000	9,505,000	9,790,000	10,084,000	10,387,000
Fire Protection	\$547,871,000	\$208,697,000	\$4,690,000	10,417,000	10,730,000	11,052,000	11,383,000	11,725,000	12,077,000	12,439,000	12,812,000	13,197,000
911 Emergency Response	\$48,985,000	\$18,389,000	\$427,000	948,000	976,000	1,005,000	1,036,000	1,067,000	1,099,000	1,132,000	1,166,000	1,200,000
Public Health	\$112,564,000	\$42,257,000	\$981,000	2,178,000	2,243,000	2,310,000	2,380,000	2,451,000	2,525,000	2,600,000	2,678,000	2,759,000
Public Works	\$108,600,000	\$40,454,000	\$951,000	2,113,000	2,176,000	2,242,000	2,309,000	2,377,000	2,450,000	2,523,000	2,599,000	2,677,000
Library/Community Facilities	\$45,431,000	\$17,924,000	\$376,000	835,000	860,000	886,000	912,000	940,000	968,000	997,000	1,027,000	1,058,000
SFMTA/MUNI (Prop. B)	\$402,946,000	\$151,041,000	\$3,515,000	7,807,000	8,041,000	8,282,000	8,531,000	8,787,000	9,050,000	9,322,000	9,601,000	9,890,000
TOTAL	\$1,738,460,000	\$652,551,000	\$15,126,000	33,602,000	34,608,000	35,648,000	36,716,000	37,818,000	38,954,000	40,121,000	41,325,000	42,567,000
NET RECURRING GENERAL FUND REVENUE (EXPENSE)	\$545,930,000	\$218,510,000	\$6,754,000	13,691,000	13,921,000	14,150,000	14,381,000	14,616,000	14,852,000	15,095,000	15,338,000	15,583,000
				182,838,000	196,759,000	210,909,000	225,290,000	239,906,000	254,758,000	269,853,000	285,191,000	300,774,000
B. NET CONSTRUCTION-RELATED REVENUE (EXPENSE)⁴	\$142,272,000	\$110,175,000	\$0	0								
				142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000
C. TOTAL NET GENERAL FUND REVENUE (EXPENSE)	\$688,202,000	\$328,686,000	\$6,754,000	13,691,000	13,921,000	14,150,000	14,381,000	14,616,000	14,852,000	15,095,000	15,338,000	15,583,000
				325,110,000	339,031,000	353,181,000	367,562,000	382,178,000	397,030,000	412,125,000	427,463,000	443,046,000
D. OTHER RESTRICTED GENERAL FUND REVENUES¹												
Licenses, Permits and Fees	\$59,063,000	\$22,173,000	\$514,000	1,143,000	1,177,000	1,212,000	1,249,000	1,286,000	1,325,000	1,364,000	1,405,000	1,447,000
Fines, Fofeitures and Penalties	\$10,145,000	\$3,809,000	\$89,000	196,000	202,000	208,000	215,000	221,000	228,000	234,000	241,000	249,000

Notes:

- ¹ Excluding baseline transfers. See Table 11-A.
- ² Reflects 8% of base 1% tax levy. The balance of General Fund Property tax revenues are dedicated to funding infrastructure and affordable housing.
- ³ Table 17.
- ⁴ Table 2-B.

Table 2-A

NET GENERAL FUND IMPACT: RECURRING AND TOTAL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Annual FY2035-2036 2016\$	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60	2060-61
		3% discount	3% discount										
A. RECURRING GENERAL FUND IMPACTS													
RECURRING GENERAL FUND REVENUE - NEW FROM PROJECT ¹													
Portion of General Fund Property Tax ²	\$305,197,000	\$125,512,000	\$3,800,000	9,422,000	9,610,000	9,802,000	9,998,000	10,199,000	10,402,000	10,610,000	10,822,000	10,125,000	8,071,000
Property Tax in Lieu of VLF	\$489,456,000	\$186,843,000	\$5,082,000	12,602,000	12,853,000	13,111,000	13,373,000	13,640,000	13,913,000	14,192,000	14,476,000	14,764,000	15,060,000
Property Transfer Tax	\$438,962,000	\$162,638,000	\$3,883,000	11,235,000	11,571,000	11,918,000	12,274,000	12,640,000	13,019,000	13,408,000	13,810,000	14,222,000	14,648,000
Sales and Use Tax	\$316,887,000	\$117,370,000	\$2,796,000	8,105,000	8,348,000	8,599,000	8,856,000	9,122,000	9,396,000	9,678,000	9,967,000	10,267,000	10,575,000
Telephone Users Tax	\$58,182,000	\$21,809,000	\$507,000	1,471,000	1,515,000	1,560,000	1,607,000	1,656,000	1,705,000	1,756,000	1,809,000	1,863,000	1,919,000
Access Line Tax	\$53,935,000	\$20,216,000	\$470,000	1,363,000	1,405,000	1,446,000	1,490,000	1,535,000	1,581,000	1,628,000	1,677,000	1,727,000	1,779,000
Water Users Tax	\$1,405,000	\$521,000	\$12,000	36,000	37,000	38,000	39,000	41,000	41,000	43,000	44,000	45,000	47,000
Gas Electric Steam Users Tax	\$15,263,000	\$5,664,000	\$134,000	389,000	401,000	413,000	426,000	439,000	451,000	465,000	479,000	494,000	508,000
Gross Receipts Tax	\$65,292,000	\$24,284,000	\$574,000	1,661,000	1,712,000	1,763,000	1,816,000	1,870,000	1,926,000	1,985,000	2,044,000	2,105,000	2,168,000
Business License Tax	\$4,602,000	\$1,716,000	\$40,000	116,000	120,000	124,000	128,000	132,000	136,000	140,000	144,000	148,000	152,000
Hotel Room Tax	\$336,572,000	\$130,915,000	\$2,828,000	8,195,000	8,442,000	8,694,000	8,956,000	9,224,000	9,501,000	9,787,000	10,080,000	10,382,000	10,693,000
Subtotal-Discretionary	\$2,085,753,000	\$797,490,000	\$20,127,000	54,595,000	56,014,000	57,468,000	58,963,000	60,498,000	62,071,000	63,692,000	65,352,000	66,142,000	65,620,000
Public Safety Sales Tax	\$198,637,000	\$73,572,000	\$1,753,000	5,081,000	5,233,000	5,390,000	5,552,000	5,718,000	5,890,000	6,067,000	6,248,000	6,436,000	6,629,000
TOTAL	\$2,284,390,000	\$871,062,000	\$21,880,000	59,676,000	61,247,000	62,858,000	64,515,000	66,216,000	67,961,000	69,759,000	71,600,000	72,578,000	72,249,000
RECURRING GENERAL FUND EXPENSE - NEW FROM PROJECT ³													
Elections	\$32,234,000	\$12,101,000	\$281,000	814,000	838,000	863,000	889,000	916,000	943,000	971,000	1,001,000	1,031,000	1,062,000
Assessor/Recorder	\$16,321,000	\$6,546,000	\$133,000	387,000	399,000	411,000	423,000	436,000	449,000	462,000	476,000	491,000	505,000
311	\$9,502,000	\$3,568,000	\$82,000	240,000	247,000	254,000	262,000	270,000	278,000	286,000	295,000	304,000	313,000
Police Services	\$414,006,000	\$151,573,000	\$3,691,000	10,698,000	11,019,000	11,350,000	11,689,000	12,041,000	12,402,000	12,774,000	13,157,000	13,552,000	13,958,000
Fire Protection	\$547,871,000	\$208,697,000	\$4,690,000	13,592,000	14,000,000	14,420,000	14,853,000	15,298,000	15,757,000	16,230,000	16,717,000	17,218,000	17,735,000
911 Emergency Response	\$48,985,000	\$18,389,000	\$427,000	1,237,000	1,274,000	1,312,000	1,351,000	1,392,000	1,433,000	1,476,000	1,521,000	1,566,000	1,613,000
Public Health	\$112,564,000	\$42,257,000	\$981,000	2,841,000	2,927,000	3,014,000	3,105,000	3,198,000	3,294,000	3,393,000	3,495,000	3,599,000	3,707,000
Public Works	\$108,600,000	\$40,454,000	\$951,000	2,757,000	2,840,000	2,925,000	3,012,000	3,103,000	3,196,000	3,292,000	3,391,000	3,493,000	3,597,000
Library/Community Facilities	\$45,431,000	\$17,924,000	\$376,000	1,089,000	1,122,000	1,156,000	1,190,000	1,226,000	1,263,000	1,301,000	1,340,000	1,380,000	1,421,000
SFMTA/MUNI (Prop. B)	\$402,946,000	\$151,041,000	\$3,515,000	10,186,000	10,492,000	10,807,000	11,131,000	11,465,000	11,809,000	12,163,000	12,528,000	12,904,000	13,291,000
TOTAL	\$1,738,460,000	\$652,551,000	\$15,126,000	43,841,000	45,158,000	46,512,000	47,905,000	49,345,000	50,824,000	52,348,000	53,921,000	55,538,000	57,202,000
NET RECURRING GENERAL FUND REVENUE (EXPENSE)	\$545,930,000	\$218,510,000	\$6,754,000	15,835,000	16,089,000	16,346,000	16,610,000	16,871,000	17,137,000	17,411,000	17,679,000	17,040,000	15,047,000
	316,609,000	332,698,000	349,044,000	365,654,000	382,525,000	399,662,000	417,073,000	434,752,000	451,792,000	466,839,000			
B. NET CONSTRUCTION-RELATED REVENUE (EXPENSE)⁴	\$142,272,000	\$110,175,000	\$0	0									
	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000
C. TOTAL NET GENERAL FUND REVENUE (EXPENSE)	\$688,202,000	\$328,686,000	\$6,754,000	15,835,000	16,089,000	16,346,000	16,610,000	16,871,000	17,137,000	17,411,000	17,679,000	17,040,000	15,047,000
	458,881,000	474,970,000	491,316,000	507,926,000	524,797,000	541,934,000	559,345,000	577,024,000	594,064,000	609,111,000			
D. OTHER RESTRICTED GENERAL FUND REVENUES¹													
Licenses, Permits and Fees	\$59,063,000	\$22,173,000	\$514,000	1,491,000	1,536,000	1,582,000	1,629,000	1,678,000	1,728,000	1,780,000	1,834,000	1,889,000	1,945,000
Fines, Fofeitures and Penalties	\$10,145,000	\$3,809,000	\$89,000	256,000	264,000	272,000	280,000	288,000	297,000	306,000	315,000	324,000	334,000

Notes:

¹ Excluding baseline transfers. See Table 11-A.

² Reflects 8% of base 1% tax levy. The balance of General Fund Property tax revenues are dedicated to funding infrastructure and affordable housing.

³ Table 17.

⁴ Table 2-B.

Table 2-A

NET GENERAL FUND IMPACT: RECURRING AND TOTAL
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
A. RECURRING GENERAL FUND IMPACTS										
RECURRING GENERAL FUND REVENUE - NEW FROM PROJECT ¹										
Portion of General Fund Property Tax ²	\$305,197,000	\$125,512,000	\$3,800,000	7,369,000	6,736,000	4,586,000	3,912,000	2,004,000	2,044,000	2,084,000
Property Tax in Lieu of VLF	\$489,456,000	\$186,843,000	\$5,082,000	15,361,000	15,668,000	15,982,000	16,301,000	16,628,000	16,960,000	17,299,000
Property Transfer Tax	\$438,962,000	\$162,638,000	\$3,883,000	15,087,000	15,538,000	16,002,000	16,481,000	16,975,000	17,483,000	18,006,000
Sales and Use Tax	\$316,887,000	\$117,370,000	\$2,796,000	10,893,000	11,219,000	11,556,000	11,903,000	12,260,000	12,627,000	13,006,000
Telephone Users Tax	\$58,182,000	\$21,809,000	\$507,000	1,977,000	2,036,000	2,097,000	2,160,000	2,225,000	2,292,000	2,360,000
Access Line Tax	\$53,935,000	\$20,216,000	\$470,000	1,832,000	1,887,000	1,944,000	2,002,000	2,063,000	2,124,000	2,188,000
Water Users Tax	\$1,405,000	\$521,000	\$12,000	48,000	49,000	51,000	53,000	54,000	56,000	57,000
Gas Electric Steam Users Tax	\$15,263,000	\$5,664,000	\$134,000	523,000	539,000	555,000	572,000	589,000	607,000	625,000
Gross Receipts Tax	\$65,292,000	\$24,284,000	\$574,000	2,233,000	2,300,000	2,370,000	2,440,000	2,513,000	2,589,000	2,667,000
Business License Tax	\$4,602,000	\$1,716,000	\$40,000	157,000	162,000	167,000	171,000	177,000	182,000	187,000
Hotel Room Tax	\$336,572,000	\$130,915,000	\$2,828,000	11,014,000	11,344,000	11,684,000	12,035,000	12,396,000	12,768,000	13,152,000
Subtotal-Discretionary	\$2,085,753,000	\$797,490,000	\$20,127,000	66,494,000	67,478,000	66,994,000	68,030,000	67,884,000	69,732,000	71,631,000
Public Safety Sales Tax	\$198,637,000	\$73,572,000	\$1,753,000	6,828,000	7,033,000	7,244,000	7,461,000	7,684,000	7,915,000	8,153,000
TOTAL	\$2,284,390,000	\$871,062,000	\$21,880,000	73,322,000	74,511,000	74,238,000	75,491,000	75,568,000	77,647,000	79,784,000
RECURRING GENERAL FUND EXPENSE - NEW FROM PROJECT ³										
Elections	\$32,234,000	\$12,101,000	\$281,000	1,093,000	1,126,000	1,160,000	1,195,000	1,231,000	1,268,000	1,306,000
Assessor/Recorder	\$16,321,000	\$6,546,000	\$133,000	520,000	536,000	552,000	569,000	586,000	603,000	621,000
311	\$9,502,000	\$3,568,000	\$82,000	322,000	332,000	342,000	352,000	363,000	374,000	385,000
Police Services	\$414,006,000	\$151,573,000	\$3,691,000	14,377,000	14,808,000	15,253,000	15,710,000	16,182,000	16,667,000	17,167,000
Fire Protection	\$547,871,000	\$208,697,000	\$4,690,000	18,267,000	18,815,000	19,380,000	19,961,000	20,560,000	21,177,000	21,812,000
911 Emergency Response	\$48,985,000	\$18,389,000	\$427,000	1,662,000	1,712,000	1,763,000	1,816,000	1,870,000	1,926,000	1,984,000
Public Health	\$112,564,000	\$42,257,000	\$981,000	3,819,000	3,933,000	4,051,000	4,173,000	4,298,000	4,427,000	4,560,000
Public Works	\$108,600,000	\$40,454,000	\$951,000	3,705,000	3,816,000	3,931,000	4,049,000	4,171,000	4,295,000	4,424,000
Library/Community Facilities	\$45,431,000	\$17,924,000	\$376,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000	1,697,000	1,748,000
SFMTA/MUNI (Prop. B)	\$402,946,000	\$151,041,000	\$3,515,000	13,689,000	14,100,000	14,523,000	14,959,000	15,408,000	15,870,000	16,346,000
TOTAL	\$1,738,460,000	\$652,551,000	\$15,126,000	58,918,000	60,686,000	62,508,000	64,384,000	66,317,000	68,304,000	70,353,000
NET RECURRING GENERAL FUND REVENUE (EXPENSE)	\$545,930,000	\$218,510,000	\$6,754,000	14,404,000	13,825,000	11,730,000	11,107,000	9,251,000	9,343,000	9,431,000
				481,243,000	495,068,000	506,798,000	517,905,000	527,156,000	536,499,000	545,930,000
B. NET CONSTRUCTION-RELATED REVENUE (EXPENSE)⁴	\$142,272,000	\$110,175,000	\$0	0						
				142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000
C. TOTAL NET GENERAL FUND REVENUE (EXPENSE)	\$688,202,000	\$328,686,000	\$6,754,000	14,404,000	13,825,000	11,730,000	11,107,000	9,251,000	9,343,000	9,431,000
				623,515,000	637,340,000	649,070,000	660,177,000	669,428,000	678,771,000	688,202,000
D. OTHER RESTRICTED GENERAL FUND REVENUES¹										
Licenses, Permits and Fees	\$59,063,000	\$22,173,000	\$514,000	2,004,000	2,064,000	2,126,000	2,189,000	2,255,000	2,323,000	2,392,000
Fines, Fofeitures and Penalties	\$10,145,000	\$3,809,000	\$89,000	344,000	355,000	365,000	376,000	387,000	399,000	411,000

Notes:

- ¹ Excluding baseline transfers. See Table 11-A.
- ² Reflects 8% of base 1% tax levy. The balance of General Fund Property tax revenues are dedicated to funding infrastructure and affordable housing.
- ³ Table 17.
- ⁴ Table 2-B.

Table 2-B

NET GENERAL FUND IMPACT: CONSTRUCTION-RELATED
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	Fiscal Year:												
			July 1 - June 30 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26		
		<i>3% discount</i>													
NET CONSTRUCTION REVENUES															
Transfer Tax On Initial Pad & Unit Sales	\$99,174,000	\$76,053,000	116,000	1,118,000	2,826,000	3,644,000	4,095,000	8,133,000	6,693,000	5,460,000	8,997,000	9,764,000	8,337,000		
Gross Receipts Taxes / Construction	\$20,294,000	\$15,979,000	28,000	175,000	554,000	1,115,000	1,619,000	1,275,000	1,256,000	2,215,000	2,078,000	2,072,000	2,064,000		
Payroll Tax / Construction	\$574,000	\$554,000	111,000	226,000	237,000	0	0	0	0	0	0	0	0		
Construction Sales Tax (General)	\$14,820,000	\$11,726,000	80,000	250,000	530,000	800,000	1,160,000	910,000	900,000	1,580,000	1,480,000	1,480,000	1,470,000		
Subtotal-Discretionary	\$134,862,000	\$104,312,000	335,000	1,769,000	4,147,000	5,559,000	6,874,000	10,318,000	8,849,000	9,255,000	12,555,000	13,316,000	11,871,000		
Construction Sales Tax (Public Safety)	\$7,410,000	\$5,863,000	40,000	125,000	265,000	400,000	580,000	455,000	450,000	790,000	740,000	740,000	735,000		
TOTAL	\$142,272,000	\$110,175,000	375,000	1,894,000	4,412,000	5,959,000	7,454,000	10,773,000	9,299,000	10,045,000	13,295,000	14,056,000	12,606,000		
			<i>Cumulative</i>	<i>2,269,000</i>	<i>6,681,000</i>	<i>12,640,000</i>	<i>20,094,000</i>	<i>30,867,000</i>	<i>40,166,000</i>	<i>50,211,000</i>	<i>63,506,000</i>	<i>77,562,000</i>	<i>90,168,000</i>		

Notes:

1 Excluding baseline transfers. See Table 24.

Table 2-B

NET GENERAL FUND IMPACT: CONSTRUCTION-RELATED
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-2033	2033-34	2034-35	2035-36
			<i>3% discount</i>									
NET CONSTRUCTION REVENUES												
Transfer Tax On Initial Pad & Unit Sales	\$99,174,000	\$76,053,000	10,381,000	8,672,000	6,491,000	6,487,000	6,120,000	1,840,000	0	0	0	0
Gross Receipts Taxes / Construction	\$20,294,000	\$15,979,000	1,886,000	1,780,000	1,679,000	498,000	0	0	0	0	0	0
Payroll Tax / Construction	\$574,000	\$554,000	0	0	0	0	0	0	0	0	0	0
Construction Sales Tax (General)	<u>\$14,820,000</u>	<u>\$11,726,000</u>	<u>1,350,000</u>	<u>1,270,000</u>	<u>1,200,000</u>	<u>360,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal-Discretionary	\$134,862,000	\$104,312,000	13,617,000	11,722,000	9,370,000	7,345,000	6,120,000	1,840,000	0	0	0	0
Construction Sales Tax (Public Safety)	\$7,410,000	\$5,863,000	675,000	635,000	600,000	180,000	0	0	0	0	0	0
TOTAL	\$142,272,000	\$110,175,000	14,292,000	12,357,000	9,970,000	7,525,000	6,120,000	1,840,000	0	0	0	0
			104,460,000	116,817,000	126,787,000	134,312,000	140,432,000	142,272,000	142,272,000	142,272,000	142,272,000	142,272,000

Notes:

1 Excluding baseline transfers. See Table 24.

Table 2-C

IMPACT ON OTHER FUNDS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	Fiscal Year: July 1 - June 30									
				2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
CONSTRUCTION-RELATED TRANSFERS¹													
Baseline Transfers (Deducted from Revenues)													
MTA	\$12,398,000	\$9,590,000	\$0	31,000	163,000	381,000	511,000	632,000	949,000	813,000	851,000	1,154,000	
Library	\$3,082,000	\$2,384,000	\$0	8,000	40,000	95,000	127,000	157,000	236,000	202,000	212,000	287,000	
TOTAL	\$15,480,000	\$11,974,000	\$0	39,000	203,000	476,000	638,000	789,000	1,185,000	1,015,000	1,063,000	1,441,000	
RECURRING TRANSFERS													
Baseline Transfers (Deducted from Revenues) ²													
MTA	\$240,389,000	\$91,913,000	\$2,320,000	0	0	0	2,000	32,000	104,000	484,000	643,000	993,000	
Library	\$59,780,000	\$22,857,000	\$577,000	0	0	0	1,000	8,000	26,000	120,000	160,000	247,000	
Subtotal - Baseline Transfers	\$300,169,000	\$114,770,000	\$2,897,000	0	0	0	3,000	40,000	130,000	604,000	803,000	1,240,000	
Other Transfers (Treated As Expense)													
MTA - Prop B. ³	\$402,946,000	\$151,041,000	\$3,515,000	0	0	0	26,000	152,000	375,000	766,000	1,116,000	1,459,000	
Library - Supplemental ⁴	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0	
TOTAL	\$1,003,284,000	\$380,581,000	\$6,412,000	0	0	0	29,000	192,000	505,000	1,370,000	1,919,000	2,699,000	
TOTAL TRANSFERS IN													
MTA	\$655,733,000	\$252,543,000	\$5,835,000	31,000	163,000	381,000	539,000	816,000	1,428,000	2,063,000	2,610,000	3,606,000	
Library	\$62,862,000	\$25,241,000	\$577,000	8,000	40,000	95,000	128,000	165,000	262,000	322,000	372,000	534,000	
TOTAL	\$718,595,000	\$277,784,000	\$6,412,000	39,000	203,000	476,000	667,000	981,000	1,690,000	2,385,000	2,982,000	4,140,000	
NET OPERATIONAL (EXPENSE)/REVENUES													
MTA ³	(\$195,904,000)	(\$66,222,000)	(\$2,431,000)	40,000	125,000	264,000	407,000	637,000	599,000	753,000	1,344,000	1,441,000	
Library ⁴	(\$26,908,000)	(\$10,602,000)	(\$223,000)	0	0	0	0	0	0	(119,000)	(243,000)	(372,000)	
TOTAL	(\$222,812,000)	(\$76,824,000)	(\$2,654,000)	40,000	125,000	264,000	407,000	637,000	599,000	634,000	1,101,000	1,069,000	
NET FUND BALANCES⁵													
MTA ³	\$459,829,000	\$186,321,000	\$3,404,000	71,000	288,000	645,000	946,000	1,453,000	2,027,000	2,816,000	3,954,000	5,047,000	
Library ⁴	\$35,954,000	\$14,639,000	\$354,000	8,000	40,000	95,000	128,000	165,000	262,000	203,000	129,000	162,000	
TOTAL	\$495,783,000	\$200,960,000	\$3,758,000	79,000	328,000	740,000	1,074,000	1,618,000	2,289,000	3,019,000	4,083,000	5,209,000	
CHILDREN'S SERVICES FUND REVENUES⁵													
Construction-Related Transfers	\$11,809,000	\$9,134,000	\$0	29,000	155,000	363,000	487,000	602,000	904,000	775,000	810,000	1,099,000	
Recurring Transfers	\$228,988,000	\$87,554,000	\$2,210,000	0	0	0	2,000	31,000	99,000	461,000	613,000	945,000	
TOTAL	\$240,797,000	\$96,688,000	\$2,210,000	29,000	155,000	363,000	489,000	633,000	1,003,000	1,236,000	1,423,000	2,044,000	

Notes:

- ¹ Table 24.
- ² Table 11-A.
- ³ Table 21-A.
- ⁴ Table 23.
- ⁵ Children's Fund expenditures not estimated

Table 2-C

IMPACT ON OTHER FUNDS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-2033
CONSTRUCTION-RELATED TRANSFERS¹												
Baseline Transfers (Deducted from Revenues)												
MTA	\$12,398,000	\$9,590,000	\$0	1,224,000	1,091,000	1,252,000	1,078,000	861,000	675,000	563,000	169,000	0
Library	\$3,082,000	\$2,384,000	\$0	304,000	271,000	311,000	268,000	214,000	168,000	140,000	42,000	0
TOTAL	\$15,480,000	\$11,974,000	\$0	1,528,000	1,362,000	1,563,000	1,346,000	1,075,000	843,000	703,000	211,000	0
RECURRING TRANSFERS												
Baseline Transfers (Deducted from Revenues) ²												
MTA	\$240,389,000	\$91,913,000	\$2,320,000	1,259,000	1,497,000	1,809,000	2,223,000	2,538,000	2,988,000	3,285,000	3,560,000	3,795,000
Library	\$59,780,000	\$22,857,000	\$577,000	313,000	372,000	450,000	553,000	631,000	743,000	817,000	885,000	944,000
Subtotal - Baseline Transfers	\$300,169,000	\$114,770,000	\$2,897,000	1,572,000	1,869,000	2,259,000	2,776,000	3,169,000	3,731,000	4,102,000	4,445,000	4,739,000
Other Transfers (Treated As Expense)												
MTA - Prop B. ³	\$402,946,000	\$151,041,000	\$3,515,000	2,014,000	2,544,000	3,022,000	3,690,000	4,280,000	4,916,000	5,390,000	5,640,000	5,809,000
Library - Supplemental ⁴	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$1,003,284,000	\$380,581,000	\$6,412,000	3,586,000	4,413,000	5,281,000	6,466,000	7,429,000	8,647,000	9,492,000	10,085,000	10,548,000
TOTAL TRANSFERS IN												
MTA	\$655,733,000	\$252,543,000	\$5,835,000	4,497,000	5,132,000	6,083,000	6,991,000	7,659,000	8,579,000	9,238,000	9,369,000	9,604,000
Library	\$62,862,000	\$25,241,000	\$577,000	617,000	643,000	761,000	821,000	845,000	911,000	957,000	927,000	944,000
TOTAL	\$718,595,000	\$277,784,000	\$6,412,000	5,114,000	5,775,000	6,844,000	7,812,000	8,504,000	9,490,000	10,195,000	10,296,000	10,548,000
NET OPERATIONAL (EXPENSE)/REVENUES												
MTA ³	(\$195,904,000)	(\$66,222,000)	(\$2,431,000)	(249,000)	1,687,000	2,093,000	2,663,000	3,129,000	(2,972,000)	(3,109,000)	(4,015,000)	(4,105,000)
Library ⁴	(\$26,908,000)	(\$10,602,000)	(\$223,000)	(381,000)	(390,000)	(399,000)	(318,000)	(327,000)	(337,000)	(347,000)	(358,000)	(369,000)
TOTAL	(\$222,812,000)	(\$76,824,000)	(\$2,654,000)	(630,000)	1,297,000	1,694,000	2,345,000	2,802,000	(3,309,000)	(3,456,000)	(4,373,000)	(4,474,000)
NET FUND BALANCES⁵												
MTA ³	\$459,829,000	\$186,321,000	\$3,404,000	4,248,000	6,819,000	8,176,000	9,654,000	10,788,000	5,607,000	6,129,000	5,354,000	5,499,000
Library ⁴	\$35,954,000	\$14,639,000	\$354,000	236,000	253,000	362,000	503,000	518,000	574,000	610,000	569,000	575,000
TOTAL	\$495,783,000	\$200,960,000	\$3,758,000	4,484,000	7,072,000	8,538,000	10,157,000	11,306,000	6,181,000	6,739,000	5,923,000	6,074,000
CHILDREN'S SERVICES FUND REVENUES⁵												
Construction-Related Transfers	\$11,809,000	\$9,134,000	\$0	1,166,000	1,040,000	1,192,000	1,026,000	821,000	643,000	536,000	161,000	0
Recurring Transfers	\$228,988,000	\$87,554,000	\$2,210,000	1,200,000	1,426,000	1,723,000	2,117,000	2,418,000	2,847,000	3,129,000	3,391,000	3,615,000
TOTAL	\$240,797,000	\$96,688,000	\$2,210,000	2,366,000	2,466,000	2,915,000	3,143,000	3,239,000	3,490,000	3,665,000	3,552,000	3,615,000

Notes:

- ¹ Table 24.
- ² Table 11-A.
- ³ Table 21-A.
- ⁴ Table 23.
- ⁵ Children's Fund expenditures not estimated

Table 2-C

IMPACT ON OTHER FUNDS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42
CONSTRUCTION-RELATED TRANSFERS¹												
Baseline Transfers (Deducted from Revenues)												
MTA	\$12,398,000	\$9,590,000	\$0	0	0	0	0	0	0	0	0	0
Library	\$3,082,000	\$2,384,000	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$15,480,000	\$11,974,000	\$0	0								
RECURRING TRANSFERS												
Baseline Transfers (Deducted from Revenues) ²												
MTA	\$240,389,000	\$91,913,000	\$2,320,000	3,984,000	4,086,000	4,190,000	4,297,000	4,407,000	4,520,000	4,636,000	4,755,000	4,877,000
Library	\$59,780,000	\$22,857,000	\$577,000	991,000	1,016,000	1,042,000	1,069,000	1,096,000	1,124,000	1,153,000	1,182,000	1,213,000
Subtotal - Baseline Transfers	\$300,169,000	\$114,770,000	\$2,897,000	4,975,000	5,102,000	5,232,000	5,366,000	5,503,000	5,644,000	5,789,000	5,937,000	6,090,000
Other Transfers (Treated As Expense)												
MTA - Prop B. ³	\$402,946,000	\$151,041,000	\$3,515,000	5,983,000	6,163,000	6,348,000	6,538,000	6,734,000	6,936,000	7,144,000	7,359,000	7,580,000
Library - Supplemental ⁴	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$1,003,284,000	\$380,581,000	\$6,412,000	10,958,000	11,265,000	11,580,000	11,904,000	12,237,000	12,580,000	12,933,000	13,296,000	13,670,000
TOTAL TRANSFERS IN												
MTA	\$655,733,000	\$252,543,000	\$5,835,000	9,967,000	10,249,000	10,538,000	10,835,000	11,141,000	11,456,000	11,780,000	12,114,000	12,457,000
Library	\$62,862,000	\$25,241,000	\$577,000	991,000	1,016,000	1,042,000	1,069,000	1,096,000	1,124,000	1,153,000	1,182,000	1,213,000
TOTAL	\$718,595,000	\$277,784,000	\$6,412,000	10,958,000	11,265,000	11,580,000	11,904,000	12,237,000	12,580,000	12,933,000	13,296,000	13,670,000
NET OPERATIONAL (EXPENSE)/REVENUES												
MTA ³	(\$195,904,000)	(\$66,222,000)	(\$2,431,000)	(4,196,000)	(4,292,000)	(4,390,000)	(4,490,000)	(4,596,000)	(4,017,000)	(4,126,000)	(4,241,000)	(4,357,000)
Library ⁴	(\$26,908,000)	(\$10,602,000)	(\$223,000)	(380,000)	(391,000)	(403,000)	(415,000)	(427,000)	(440,000)	(453,000)	(467,000)	(481,000)
TOTAL	(\$222,812,000)	(\$76,824,000)	(\$2,654,000)	(4,576,000)	(4,683,000)	(4,793,000)	(4,905,000)	(5,023,000)	(4,457,000)	(4,579,000)	(4,708,000)	(4,838,000)
NET FUND BALANCES⁵												
MTA ³	\$459,829,000	\$186,321,000	\$3,404,000	5,771,000	5,957,000	6,148,000	6,345,000	6,545,000	7,439,000	7,654,000	7,873,000	8,100,000
Library ⁴	\$35,954,000	\$14,639,000	\$354,000	611,000	625,000	639,000	654,000	669,000	684,000	700,000	715,000	732,000
TOTAL	\$495,783,000	\$200,960,000	\$3,758,000	6,382,000	6,582,000	6,787,000	6,999,000	7,214,000	8,123,000	8,354,000	8,588,000	8,832,000
CHILDREN'S SERVICES FUND REVENUES⁵												
Construction-Related Transfers	\$11,809,000	\$9,134,000	\$0	0	0	0	0	0	0	0	0	0
Recurring Transfers	\$228,988,000	\$87,554,000	\$2,210,000	3,795,000	3,892,000	3,991,000	4,093,000	4,198,000	4,306,000	4,416,000	4,529,000	4,645,000
TOTAL	\$240,797,000	\$96,688,000	\$2,210,000	3,795,000	3,892,000	3,991,000	4,093,000	4,198,000	4,306,000	4,416,000	4,529,000	4,645,000

Notes:

- ¹ Table 24.
- ² Table 11-A.
- ³ Table 21-A.
- ⁴ Table 23.
- ⁵ Children's Fund expenditures not estimated

Table 2-C

IMPACT ON OTHER FUNDS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
CONSTRUCTION-RELATED TRANSFERS¹												
Baseline Transfers (Deducted from Revenues)												
MTA	\$12,398,000	\$9,590,000	\$0	0	0	0	0	0	0	0	0	0
Library	\$3,082,000	\$2,384,000	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$15,480,000	\$11,974,000	\$0	0								
RECURRING TRANSFERS												
Baseline Transfers (Deducted from Revenues) ²												
MTA	\$240,389,000	\$91,913,000	\$2,320,000	5,002,000	5,131,000	5,263,000	5,399,000	5,538,000	5,681,000	5,828,000	5,978,000	6,133,000
Library	\$59,780,000	\$22,857,000	\$577,000	1,244,000	1,276,000	1,309,000	1,342,000	1,377,000	1,413,000	1,449,000	1,487,000	1,525,000
Subtotal - Baseline Transfers	\$300,169,000	\$114,770,000	\$2,897,000	6,246,000	6,407,000	6,572,000	6,741,000	6,915,000	7,094,000	7,277,000	7,465,000	7,658,000
Other Transfers (Treated As Expense)												
MTA - Prop B. ³	\$402,946,000	\$151,041,000	\$3,515,000	7,807,000	8,041,000	8,282,000	8,531,000	8,787,000	9,050,000	9,322,000	9,601,000	9,890,000
Library - Supplemental ⁴	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$1,003,284,000	\$380,581,000	\$6,412,000	14,053,000	14,448,000	14,854,000	15,272,000	15,702,000	16,144,000	16,599,000	17,066,000	17,548,000
TOTAL TRANSFERS IN												
MTA	\$655,733,000	\$252,543,000	\$5,835,000	12,809,000	13,172,000	13,545,000	13,930,000	14,325,000	14,731,000	15,150,000	15,579,000	16,023,000
Library	\$62,862,000	\$25,241,000	\$577,000	1,244,000	1,276,000	1,309,000	1,342,000	1,377,000	1,413,000	1,449,000	1,487,000	1,525,000
TOTAL	\$718,595,000	\$277,784,000	\$6,412,000	14,053,000	14,448,000	14,854,000	15,272,000	15,702,000	16,144,000	16,599,000	17,066,000	17,548,000
NET OPERATIONAL (EXPENSE)/REVENUES												
MTA ³	(\$195,904,000)	(\$66,222,000)	(\$2,431,000)	(4,478,000)	(4,443,000)	(4,573,000)	(4,705,000)	(4,838,000)	(4,980,000)	(5,122,000)	(5,273,000)	(5,425,000)
Library ⁴	(\$26,908,000)	(\$10,602,000)	(\$223,000)	(495,000)	(510,000)	(525,000)	(541,000)	(557,000)	(574,000)	(591,000)	(609,000)	(627,000)
TOTAL	(\$222,812,000)	(\$76,824,000)	(\$2,654,000)	(4,973,000)	(4,953,000)	(5,098,000)	(5,246,000)	(5,395,000)	(5,554,000)	(5,713,000)	(5,882,000)	(6,052,000)
NET FUND BALANCES⁵												
MTA ³	\$459,829,000	\$186,321,000	\$3,404,000	8,331,000	8,729,000	8,972,000	9,225,000	9,487,000	9,751,000	10,028,000	10,306,000	10,598,000
Library ⁴	\$35,954,000	\$14,639,000	\$354,000	749,000	766,000	784,000	801,000	820,000	839,000	858,000	878,000	898,000
TOTAL	\$495,783,000	\$200,960,000	\$3,758,000	9,080,000	9,495,000	9,756,000	10,026,000	10,307,000	10,590,000	10,886,000	11,184,000	11,496,000
CHILDREN'S SERVICES FUND REVENUES⁵												
Construction-Related Transfers	\$11,809,000	\$9,134,000	\$0	0	0	0	0	0	0	0	0	0
Recurring Transfers	\$228,988,000	\$87,554,000	\$2,210,000	4,765,000	4,888,000	5,013,000	5,143,000	5,275,000	5,412,000	5,552,000	5,695,000	5,842,000
TOTAL	\$240,797,000	\$96,688,000	\$2,210,000	4,765,000	4,888,000	5,013,000	5,143,000	5,275,000	5,412,000	5,552,000	5,695,000	5,842,000

Notes:

- ¹ Table 24.
- ² Table 11-A.
- ³ Table 21-A.
- ⁴ Table 23.
- ⁵ Children's Fund expenditures not estimated

Table 2-C

IMPACT ON OTHER FUNDS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60
CONSTRUCTION-RELATED TRANSFERS¹												
Baseline Transfers (Deducted from Revenues)												
MTA	\$12,398,000	\$9,590,000	\$0	0	0	0	0	0	0	0	0	0
Library	\$3,082,000	\$2,384,000	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$15,480,000	\$11,974,000	\$0	0								
RECURRING TRANSFERS												
Baseline Transfers (Deducted from Revenues) ²												
MTA	\$240,389,000	\$91,913,000	\$2,320,000	6,292,000	6,456,000	6,623,000	6,796,000	6,972,000	7,154,000	7,341,000	7,532,000	7,623,000
Library	\$59,780,000	\$22,857,000	\$577,000	1,565,000	1,605,000	1,647,000	1,690,000	1,734,000	1,779,000	1,825,000	1,873,000	1,896,000
Subtotal - Baseline Transfers	\$300,169,000	\$114,770,000	\$2,897,000	7,857,000	8,061,000	8,270,000	8,486,000	8,706,000	8,933,000	9,166,000	9,405,000	9,519,000
Other Transfers (Treated As Expense)												
MTA - Prop B. ³	\$402,946,000	\$151,041,000	\$3,515,000	10,186,000	10,482,000	10,807,000	11,131,000	11,465,000	11,809,000	12,163,000	12,528,000	12,904,000
Library - Supplemental ⁴	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0
TOTAL	\$1,003,284,000	\$380,581,000	\$6,412,000	18,043,000	18,553,000	19,077,000	19,617,000	20,171,000	20,742,000	21,329,000	21,933,000	22,423,000
TOTAL TRANSFERS IN												
MTA	\$655,733,000	\$252,543,000	\$5,835,000	16,478,000	16,948,000	17,430,000	17,927,000	18,437,000	18,963,000	19,504,000	20,060,000	20,527,000
Library	\$62,862,000	\$25,241,000	\$577,000	1,565,000	1,605,000	1,647,000	1,690,000	1,734,000	1,779,000	1,825,000	1,873,000	1,896,000
TOTAL	\$718,595,000	\$277,784,000	\$6,412,000	18,043,000	18,553,000	19,077,000	19,617,000	20,171,000	20,742,000	21,329,000	21,933,000	22,423,000
NET OPERATIONAL (EXPENSE)/REVENUES												
MTA ³	(\$195,904,000)	(\$66,222,000)	(\$2,431,000)	(5,581,000)	(5,744,000)	(5,910,000)	(5,617,000)	(5,794,000)	(5,978,000)	(6,165,000)	(6,356,000)	(6,558,000)
Library ⁴	(\$26,908,000)	(\$10,602,000)	(\$223,000)	(646,000)	(666,000)	(686,000)	(706,000)	(727,000)	(749,000)	(772,000)	(795,000)	(819,000)
TOTAL	(\$222,812,000)	(\$76,824,000)	(\$2,654,000)	(6,227,000)	(6,410,000)	(6,596,000)	(6,323,000)	(6,521,000)	(6,727,000)	(6,937,000)	(7,151,000)	(7,377,000)
NET FUND BALANCES⁵												
MTA ³	\$459,829,000	\$186,321,000	\$3,404,000	10,897,000	11,204,000	11,520,000	12,310,000	12,643,000	12,985,000	13,339,000	13,704,000	13,969,000
Library ⁴	\$35,954,000	\$14,639,000	\$354,000	919,000	939,000	961,000	984,000	1,007,000	1,030,000	1,053,000	1,078,000	1,077,000
TOTAL	\$495,783,000	\$200,960,000	\$3,758,000	11,816,000	12,143,000	12,481,000	13,294,000	13,650,000	14,015,000	14,392,000	14,782,000	15,046,000
CHILDREN'S SERVICES FUND REVENUES⁵												
Construction-Related Transfers	\$11,809,000	\$9,134,000	\$0	0	0	0	0	0	0	0	0	0
Recurring Transfers	\$228,988,000	\$87,554,000	\$2,210,000	5,994,000	6,150,000	6,309,000	6,473,000	6,642,000	6,815,000	6,992,000	7,175,000	7,262,000
TOTAL	\$240,797,000	\$96,688,000	\$2,210,000	5,994,000	6,150,000	6,309,000	6,473,000	6,642,000	6,815,000	6,992,000	7,175,000	7,262,000

Notes:

- ¹ Table 24.
- ² Table 11-A.
- ³ Table 21-A.
- ⁴ Table 23.
- ⁵ Children's Fund expenditures not estimated

Table 2-C

IMPACT ON OTHER FUNDS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Cumulative TOTAL NOMINAL \$	Cumulative TOTAL 2016\$ <i>3% discount</i>	Annual FY2035-2036 2016\$ <i>3% discount</i>	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
CONSTRUCTION-RELATED TRANSFERS¹											
Baseline Transfers (Deducted from Revenues)											
MTA	\$12,398,000	\$9,590,000	\$0	0	0	0	0	0	0	0	0
Library	\$3,082,000	\$2,384,000	\$0	0	0	0	0	0	0	0	0
TOTAL	\$15,480,000	\$11,974,000	\$0	0							
RECURRING TRANSFERS											
Baseline Transfers (Deducted from Revenues) ²											
MTA	\$240,389,000	\$91,913,000	\$2,320,000	7,563,000	7,664,000	7,777,000	7,721,000	7,841,000	7,824,000	8,037,000	8,256,000
Library	\$59,780,000	\$22,857,000	\$577,000	1,881,000	1,906,000	1,934,000	1,920,000	1,950,000	1,946,000	1,998,000	2,053,000
Subtotal - Baseline Transfers	\$300,169,000	\$114,770,000	\$2,897,000	9,444,000	9,570,000	9,711,000	9,641,000	9,791,000	9,770,000	10,035,000	10,309,000
Other Transfers (Treated As Expense)											
MTA - Prop B. ³	\$402,946,000	\$151,041,000	\$3,515,000	13,291,000	13,689,000	14,100,000	14,523,000	14,959,000	15,408,000	15,870,000	16,346,000
Library - Supplemental ⁴	\$0	\$0	\$0	0	0	0	0	0	0	0	0
TOTAL	\$1,003,284,000	\$380,581,000	\$6,412,000	22,735,000	23,259,000	23,811,000	24,164,000	24,750,000	25,178,000	25,905,000	26,655,000
TOTAL TRANSFERS IN											
MTA	\$655,733,000	\$252,543,000	\$5,835,000	20,854,000	21,353,000	21,877,000	22,244,000	22,800,000	23,232,000	23,907,000	24,602,000
Library	\$62,862,000	\$25,241,000	\$577,000	1,881,000	1,906,000	1,934,000	1,920,000	1,950,000	1,946,000	1,998,000	2,053,000
TOTAL	\$718,595,000	\$277,784,000	\$6,412,000	22,735,000	23,259,000	23,811,000	24,164,000	24,750,000	25,178,000	25,905,000	26,655,000
NET OPERATIONAL (EXPENSE)/REVENUES											
MTA ³	(\$195,904,000)	(\$66,222,000)	(\$2,431,000)	(6,761,000)	(6,973,000)	(7,192,000)	(7,417,000)	(7,648,000)	(7,886,000)	(8,129,000)	(8,385,000)
Library ⁴	(\$26,908,000)	(\$10,602,000)	(\$223,000)	(843,000)	(868,000)	(894,000)	(921,000)	(949,000)	(977,000)	(1,007,000)	(1,037,000)
TOTAL	(\$222,812,000)	(\$76,824,000)	(\$2,654,000)	(7,604,000)	(7,841,000)	(8,086,000)	(8,338,000)	(8,597,000)	(8,863,000)	(9,136,000)	(9,422,000)
NET FUND BALANCES⁵											
MTA ³	\$459,829,000	\$186,321,000	\$3,404,000	14,093,000	14,380,000	14,685,000	14,827,000	15,152,000	15,346,000	15,778,000	16,217,000
Library ⁴	\$35,954,000	\$14,639,000	\$354,000	1,038,000	1,038,000	1,040,000	999,000	1,001,000	969,000	991,000	1,016,000
TOTAL	\$495,783,000	\$200,960,000	\$3,758,000	15,131,000	15,418,000	15,725,000	15,826,000	16,153,000	16,315,000	16,769,000	17,233,000
CHILDREN'S SERVICES FUND REVENUES⁵											
Construction-Related Transfers	\$11,809,000	\$9,134,000	\$0	0	0	0	0	0	0	0	0
Recurring Transfers	\$228,988,000	\$87,554,000	\$2,210,000	7,204,000	7,300,000	7,408,000	7,355,000	7,469,000	7,453,000	7,656,000	7,864,000
TOTAL	\$240,797,000	\$96,688,000	\$2,210,000	7,204,000	7,300,000	7,408,000	7,355,000	7,469,000	7,453,000	7,656,000	7,864,000

Notes:

- ¹ Table 24.
- ² Table 11-A.
- ³ Table 21-A.
- ⁴ Table 23.
- ⁵ Children's Fund expenditures not estimated

Table 3

PROJECT DESCRIPTION
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	TOTAL AT BUILDOUT			UNITS
	MARKET	BMR	TOTAL	
PROJECT BUILD-OUT				
RESIDENTIAL				
For Sale				
YBI Townhomes	200	10	210	DU
TI Townhomes	271	0	271	DU
Flats	2,044	117	2,161	DU
Neighborhood Tower	1,771	96	1,867	DU
High Rise	895	0	895	DU
Branded condo w/ hotel svcs.	<u>117</u>	<u>0</u>	<u>117</u>	DU
	5,298	223	5,521	DU
For Rent	529	84	613	DU
TIDA			1,866	DU
			<u>8,000</u>	DU
COMMERCIAL				
Full Service Hotel			200	Rms.
YBI Spa Hotel			50	Rms.
Retail			451,000	SQ.FT.
Office			100,000	SQ.FT.

Source: TICD (March 2016, TI 27.2 Percent Affordable Pro Forma).

Table 4

CUMULATIVE DEVELOPMENT ABSORPTION
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

TOTAL AT BUILDOUT	CUMULATIVE ABSORPTION ¹																	
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<i>Build-out</i>																		
RESIDENTIAL																		
Market Rate																		
For Sale Units																		
YBI Townhomes	200 Units	0	0	0	34	103	171	200	200	200	200	200	200	200	200	200	200	200
TI Townhomes	271 Units	0	0	0	0	34	94	101	101	136	151	211	252	271	271	271	271	271
Flats	2,044 Units	0	0	0	0	91	272	454	636	817	999	1,180	1,362	1,544	1,725	1,907	2,044	2,044
Neighborhood Tower	1,771 Units	0	0	0	0	0	171	341	512	683	854	1,024	1,195	1,366	1,537	1,707	1,771	1,771
High Rise	895 Units	0	0	0	0	0	0	0	0	120	240	360	480	600	720	840	895	895
Branded condo w/ hotel svcs.	117 Units	0	0	0	0	0	0	0	72	117	117	117	117	117	117	117	117	117
Rental	529 Units	0	0	0	0	35	139	257	268	343	405	422	422	529	529	529	529	529
	5,827 Units	0	0	0	34	228	573	1,065	1,535	2,005	2,612	3,207	3,737	4,229	4,808	5,281	5,708	5,827
BMR																		
For Sale Units																		
YBI Townhomes	10 Units	0	0	0	2	5	9	10	10	10	10	10	10	10	10	10	10	10
TI Townhomes	0 Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flats	117 Units	0	0	0	0	5	16	26	36	47	57	68	78	88	99	109	117	117
Neighborhood Tower	96 Units	0	0	0	0	0	9	19	28	37	46	56	65	74	83	93	96	96
High Rise	0 Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Branded condo w/ hotel svcs.	0 Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental	84 Units	0	0	0	0	6	22	41	42	54	64	67	67	84	84	84	84	84
	307 Units	0	0	0	2	10	30	67	106	127	159	188	211	230	267	286	304	307
TIDA	1,866 Units	0	0	0	6	37	96	274	433	538	752	1,014	1,206	1,404	1,602	1,728	1,839	1,866
Total	8,000 Units	0	0	0	42	275	699	1,406	2,074	2,670	3,523	4,409	5,154	5,863	6,677	7,295	7,851	8,000
COMMERCIAL																		
Full Service Hotel	200 Rms	0	0	0	0	0	200	200	200	200	200	200	200	200	200	200	200	200
YBI Spa Hotel	50 Rms	0	0	0	0	0	0	0	50	50	50	50	50	50	50	50	50	50
Retail	451,000 SF	0	0	0	0	0	0	0	0	109,000	109,000	109,000	249,000	249,000	451,000	451,000	451,000	451,000
Office	100,000 SF	0	0	0	0	0	0	0	0	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000

Notes:
¹ Absorption reflects home sales / completion of construction.

Source: TICD (March 2016, TI 27.2 Percent Affordable Pro Forma).

Table 5

ANNUAL DEVELOPMENT ABSORPTION
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

TOTAL AT BUILDOUT	ANNUAL ABSORPTION ¹																		
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	
RESIDENTIAL																			<i>Build-out</i>
Market Rate																			
For Sale Units																			
YBI Townhomes	200 Units	0	0	0	34	69	69	29	0	0	0	0	0	0	0	0	0	0	0
TI Townhomes	271 Units	0	0	0	0	34	60	7	0	35	15	60	41	19	0	0	0	0	0
Flats	2,044 Units	0	0	0	0	91	182	182	182	182	182	182	182	182	182	137	0	0	0
Neighborhood Tower	1,771 Units	0	0	0	0	0	0	171	171	171	171	171	171	171	171	171	171	64	0
High Rise	895 Units	0	0	0	0	0	0	0	0	120	120	120	120	120	120	120	120	55	0
Branded condo w/ hotel svcs.	117 Units	0	0	0	0	0	0	0	72	45	0	0	0	0	0	0	0	0	0
Rental	529 Units	0	0	0	0	35	104	118	10	75	62	17	0	107	0	0	0	0	0
	5,827 Units	0	0	0	34	193	346	491	471	470	607	594	531	491	579	472	428	119	0
BMR																			
For Sale Units																			
YBI Townhomes	10 Units	0	0	0	2	3	3	1	0	0	0	0	0	0	0	0	0	0	0
TI Townhomes	0 Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flats	117 Units	0	0	0	0	5	10	10	10	10	10	10	10	10	10	10	8	0	0
Neighborhood Tower	96 Units	0	0	0	0	0	0	9	9	9	9	9	9	9	9	9	9	3	0
High Rise	0 Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Branded condo w/ hotel svcs.	0 Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental	84 Units	0	0	0	0	6	16	19	2	12	10	3	0	17	0	0	0	0	0
	307 Units	0	0	0	2	9	19	38	38	21	32	30	22	20	37	20	17	3	0
TIDA	1,866 Units	0	0	0	6	32	59	178	159	105	214	263	192	198	198	126	111	27	0
Total	8,000 Units	0	0	0	42	234	424	707	668	596	853	887	745	709	814	618	556	149	0
COMMERCIAL																			
Full Service Hotel	200 Rms	0	0	0	0	0	200	0	0	0	0	0	0	0	0	0	0	0	0
YBI Spa Hotel	50 Rms	0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0
Retail	451,000 SF	0	0	0	0	0	0	0	0	109,000	0	0	140,000	0	202,000	0	0	0	0
Office	100,000 SF	0	0	0	0	0	0	0	0	0	0	0	100,000	0	0	0	0	0	0

Notes:
¹ Absorption reflects home sales / completion of construction.

Source: TICD (March 2016, TI 27.2 Percent Affordable Pro Forma).

Table 6

HOUSEHOLD, POPULATION AND EMPLOYMENT ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS AT BUILDOUT	MEASURE	CUMULATIVE DEMOGRAPHICS																	
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<i>Build-out</i>																			
RESIDENTIAL																			
A. HOUSEHOLDS																			
Market Rate																			
For Sale Units	Units ¹	Avg. Occupancy																	
YBI Townhomes	200 DU	100%	0	0	0	34	103	171	200	200	200	200	200	200	200	200	200	200	200
TI Townhomes	271 DU	100%	0	0	0	0	34	94	101	101	136	151	211	252	271	271	271	271	271
Flats	2,044 DU	100%	0	0	0	0	91	272	454	636	817	999	1,180	1,362	1,544	1,725	1,907	2,044	2,044
Neighborhood Tower	1,771 DU	100%	0	0	0	0	0	0	171	341	512	683	854	1,024	1,195	1,366	1,537	1,707	1,771
High Rise	895 DU	100%	0	0	0	0	0	0	0	0	0	120	240	360	480	600	720	840	895
Branded condo w/ hotel svcs.	117 DU	100%	0	0	0	0	0	0	0	0	72	117	117	117	117	117	117	117	117
Rental	529 DU	97%	0	0	0	0	0	34	135	249	259	332	393	409	409	513	513	513	513
	5,827		0	0	0	34	228	572	1,061	1,528	1,997	2,602	3,195	3,725	4,216	4,792	5,265	5,693	5,811
BMR																			
For Sale Units	Units ¹	Avg. Occupancy																	
YBI Townhomes	10 DU	100%	0	0	0	2	5	9	10	10	10	10	10	10	10	10	10	10	10
TI Townhomes	0 DU	100%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flats	117 DU	100%	0	0	0	5	16	26	36	47	57	68	78	88	99	109	117	117	117
Neighborhood Tower	96 DU	100%	0	0	0	0	0	9	19	28	37	46	56	65	74	83	93	96	96
High Rise	0 DU	100%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Branded condo w/ hotel svcs.	0 DU	100%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental	84 DU	100%	0	0	0	0	6	22	41	42	54	64	67	67	84	84	84	84	84
	307		0	0	0	2	10	30	67	106	127	159	188	211	230	267	286	304	307
TIDA	1,866 DU	100%	0	0	0	6	37	96	274	433	538	752	1,014	1,206	1,404	1,602	1,728	1,839	1,866
TOTAL	8,000 DU		0	0	0	42	275	698	1,402	2,066	2,662	3,512	4,397	5,141	5,851	6,661	7,280	7,835	7,984
B. POPULATION ²																			
Market Rate		HH Size: ³																	
For Sale																			
YBI Townhomes	200 HH	2.71	0	0	0	93	279	465	542	542	542	542	542	542	542	542	542	542	542
TI Townhomes	271 HH	2.71	0	0	0	0	92	255	274	369	409	572	683	734	734	734	734	734	734
Flats	2,044 HH	2.03	0	0	0	0	184	553	922	1,290	1,659	2,028	2,396	2,765	3,134	3,502	3,871	4,149	4,149
Neighborhood Tower	1,771 HH	2.03	0	0	0	0	0	347	693	1,040	1,386	1,733	2,080	2,426	2,773	3,120	3,466	3,595	3,595
High Rise	895 HH	1.65	0	0	0	0	0	0	0	0	198	397	595	794	992	1,191	1,389	1,480	1,480
Branded condo w/ hotel svcs.	117 HH	1.65	0	0	0	0	0	0	0	119	193	193	193	193	193	193	193	193	193
Rental	513 HH	2.10	0	0	0	0	72	283	524	545	698	824	860	860	1,078	1,078	1,078	1,078	1,078
	5,811		0	0	0	93	555	1,344	2,367	3,323	4,273	5,455	6,658	7,718	8,683	9,815	10,728	11,552	11,772

Table 6

HOUSEHOLD, POPULATION AND EMPLOYMENT ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	BASIS AT BUILDOUT	MEASURE	CUMULATIVE DEMOGRAPHICS																	
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
			<i>Build-out</i>																	
BMR																				
For Sale																				
YBI Townhomes	10 HH	2.71	0	0	0	5	14	23	27	27	27	27	27	27	27	27	27	27	27	27
TI Townhomes	0 HH	2.71	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flats	117 HH	2.03	0	0	0	0	11	32	53	74	95	116	137	158	179	200	222	238	238	238
Neighborhood Tower	96 HH	2.03	0	0	0	0	0	0	19	38	56	75	94	113	132	150	169	188	195	195
High Rise	0 HH	1.65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Branded condo w/ hotel svcs.	0 HH	1.65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental	84 HH	2.10	0	0	0	0	0	12	46	86	89	114	135	141	141	176	176	176	176	176
	307		0	0	0	5	24	67	145	224	268	333	393	439	479	554	594	629	636	636
TIDA	1,866 HH	2.10	0	0	0	12	78	202	575	910	1,130	1,578	2,130	2,532	2,949	3,365	3,630	3,862	3,919	3,919
TOTAL POPULATION	7,984 HH		0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181	10,689	12,111	13,734	14,952	16,043	16,326	16,326
C. EMPLOYMENT																				
		Employment Density ⁵																		
Retail ⁴	411 sf (1,000s)	3.33	0	0	0	0	0	0	0	0	0	331	331	331	757	757	1,371	1,371	1,371	1,371
Office ⁴	91 sf (1,000s)	3.08	0	0	0	0	0	0	0	0	0	0	0	0	281	281	281	281	281	281
Hotel	250 Rooms	0.80	0	0	0	0	0	0	160	160	200	200	200	200	200	200	200	200	200	200
Other Employment	See Table 8		0	0	0	16	48	76	102	117	136	155	156	157	158	159	159	159	159	159
Residential Based	8,000 DU	0.07	0	0	0	3	18	47	94	138	178	235	294	344	391	445	486	523	533	533
			0	0	0	19	66	123	356	415	514	921	981	1,032	1,786	1,842	2,497	2,534	2,544	2,544
DAY & NIGHT TIME POPULATION		pop + employmt	0	0	0	128	724	1,736	3,443	4,872	6,185	8,287	10,162	11,721	13,897	15,576	17,449	18,577	18,870	18,870

Notes:
 1 Table 4.
 2 Based on occupied housing units (section A, above).
 3 See Appendix Table A-4 for household size assumptions.
 4 Based on occupied commercial space, Table 7.
 5 Densities reflect EPS study (2011).

Table 7

OCCUPIED COMMERCIAL SPACE ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	BASIS AT BUILDOUT ¹	MEASURE	CUMULATIVE COMMERCIAL SPACE (1,000s)																	
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
OCCUPIED COMMERCIAL SPACE			<i>Build-out</i>																	
LEASABLE AREA																				
		Efficiency ²																		
Retail	451 gsf (1,000s)	0.96	0	0	0	0	0	0	0	0	0	0	105	105	105	239	239	433	433	433
Office	100 gsf (1,000s)	0.96	0	0	0	0	0	0	0	0	0	0	0	0	0	96	96	96	96	96
OCCUPIED SPACE																				
		Occupancy ²																		
Retail	433 nsf (1,000s)	0.95	0	0	0	0	0	0	0	0	0	0	99	99	99	227	227	411	411	411
Office	96 nsf	0.95	0	0	0	0	0	0	0	0	0	0	0	0	0	91	91	91	91	91

¹ Table 4.
² KMA assumption.

Table 8

OTHER EMPLOYMENT ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	BASIS AT BUILDOUT	MEASURE ²	CUMULATIVE OTHER EMPLOYMENT																		
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	
		Population Threshold ¹	0%	0%	0%	1%	4%	10%	19%	27%	35%	45%	56%	65%	74%	84%	92%	98%	100%	100%	
			Build-out																		
OTHER EMPLOYMENT																					
Paid Parking Spaces	5.0 emp.	270 spaces/emp	0.0	0.0	0.0	0.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Open Space and Plaza Maintenance	84.0 emp.	0.3 emp./ac.	0.0	0.0	0.0	12.0	24.0	36.0	48.0	60.0	72.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0
Recycling Center	4.0 emp.		0.0	0.0	0.0	2.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Energy Generation	12.0 emp.		0.0	0.0	0.0	4.0	8.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Art Park	4.0 emp.		0.0	0.0	0.0	2.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Environmental Education Center	3.0 emp.		0.0	0.0	0.0	0.0	0.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Wastewater Treatment	6.0 emp.		0.0	0.0	0.0	3.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Health and Wellness Facilities	12.0 emp.		0.0	0.0	0.0	4.0	8.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
School	0.0 emp.	15.3 students/emp	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Childcare Facilities	8.0 emp.	6.0 children/emp	0.0	0.0	0.0	0.0	0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Urban Farm	6.0 emp.		0.0	0.0	0.0	0.0	2.0	4.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Sailing Center	3.0 emp.		0.0	0.0	0.0	0.0	0.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Marina and Ferry Quay	4.0 emp.	100.0 slips/emp	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
On-Island Shuttle	8.0 emp.	2.5 emp/bus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Subtotal	159.0		0.0	0.0	0.0	16.0	48.0	76.0	102.0	117.0	136.0	155.0	156.0	157.0	158.0	159.0	159.0	159.0	159.0	159.0	159.0
PUBLIC SERVICE EMPLOYMENT (EXCLUDED)³																					
Fire	23.4 emp.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	32.8	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4
Police	32.1 emp.		0.0	0.0	0.0	0.2	1.2	3.0	5.9	8.3	10.5	14.1	17.3	19.9	23.7	26.5	29.7	31.6	32.1	32.1	32.1
MUNI	15.0 emp.	2.5 emp/bus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.5	12.5	12.5	12.5	12.5	15.0	15.0	
East Bay Bus	20.0 emp.	2.5 emp/bus	0.0	0.0	0.0	0.0	0.0	5.0	8.0	13.0	13.0	13.0	13.0	13.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Ferry	12.0 emp.	4.0 emp/ferry	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	8.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Subtotal	102.5		0.0	0.0	0.0	0.2	1.2	8.0	13.9	21.3	56.3	50.5	57.7	76.8	84.6	94.4	97.6	99.5	102.5	102.5	102.5

Notes

¹ Share of build-out population. See Table 6.

² Estimates of other employment provided in EPS report (2011), Table A-16. Employment is applied to new development timeline according to population growth.

³ While included in prior study, the following employment categories have been excluded from the estimated service population.

Table 9

CITYWIDE POPULATION AND EMPLOYMENT
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	POPULATION ¹	EMPLOYMENT ²	DAY & NIGHTTIME POPULATION ³
CITY OF SAN FRANCISCO	845,602	613,200	1,458,802

Notes:

¹ California Department of Finance, Demographic Research Unit. Table E-5 State/County Population Estimates, 1/1/2015.

² California Department of Transportation, San Francisco County Economic Forecast.

³ Population + Employment

Table 10

REVENUE SOURCE ASSUMPTIONS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

Global Escalation Assumptions	2%	Assessed Value Annual Growth ¹
	3%	Other Revenues Annual Growth ¹
2015 City/County Service Population	845,602	Resident Population ²
Estimate for Averages	613,200	Employment Base ²
	1,458,802	Day and Evening Population ²

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I. General Fund Revenue Sources

Property Taxes	8%	remaining General Fund share ³
Property Tax in Lieu of VLF	\$109,881,177	Property Tax Based Revenues for 2004-05 ⁴
	\$103,076,295,556	2004-05 gross AV ⁵
	\$1.07	per \$1,000 in AV growth ⁵
	100%	remaining General Fund share ⁶
Property Transfer Tax		<u>Initial Site Acquisition</u>
	\$20.00	per \$1,000 of AV at transfer (\$5M-\$10M) ⁷
		<u>Residential Pad Sales</u>
	\$20.00	per \$1,000 of AV at transfer (\$5M-\$10M) ⁷
		<u>Hotel Pad Sales</u>
	\$7.50	per \$1,000 of AV at transfer (\$1M-\$5M) ⁷
		<u>Residential Units: Market Rate</u>
	\$7.50	per \$1,000 of AV at transfer (\$1M-\$5M) ⁷
	10.0%	Annual Turnover ¹
	3%	Growth in Resale Valuation ¹
		<u>Residential Units: BMR</u>
	\$6.80	per \$1,000 of AV at transfer (\$250,000-\$1M) ⁷
	10.0%	Annual Turnover ¹
	1%	Growth in Resale Valuation ¹
		<u>Commercial Buildings</u>
		Assumed to be subject to extensive hold periods ¹
Sales Tax		<u>Tax Rate⁸</u>
	1%	General Fund Sales Tax Rate
	0.5%	Public Safety Sales Tax
		<u>On-Site Retail Sales</u>
	96.0%	Efficiency ¹
	5.0%	Vacancy ¹
	\$600	Gross Sales Per Occupied Square Foot ⁹
	80%	Taxable Share ⁹
	25%	Capture of resident expenditures ¹⁰

Table 10

REVENUE SOURCE ASSUMPTIONS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

p. 2/5	Sales Tax Continued	\$0	<u>On-Site Office/Other Commercial Sales (Not Considered)</u>
			<u>Projected Hotel Taxable Sales</u>
		33%	Non-Room Rate Share of Total Hotel Revenue ¹⁰
		50%	Taxable Share of Non-Room Rate Revenue ¹⁰
		\$20,531	Taxable Sales / Room (TI Full Service)
		\$44,484	Taxable Sales / Room (YBI Hotel)
			<u>Off-Site Retail Sales¹¹</u>
			Generated by Residential Units/DU
		\$41,629	/DU YBI Townhomes
		\$34,199	/DU TI Townhomes
		\$24,776	/DU Flats
		\$28,413	/DU Neighborhood Tower
		\$33,437	/DU High Rise
		\$27,960	/DU Branded condo
		\$21,101	/DU Rental
		\$13,601	/DU TIDA
			<u>Construction-Related</u>
		50%	Materials share of hard costs ¹⁰
		50%	Sales with CCSF as point of sale ¹⁰
	Telephone Users Tax	\$49,190,000	Revenues in 2015-16 (Appendix A-1) ¹²
		\$33.72	Per Resident/Employee
	Access Line Tax	\$45,594,000	Revenues in 2015-16 (Appendix A-1) ¹²
		\$31.25	Per Resident/Employee
	Water Users Tax	\$3,740,000	Revenues in 2015-16 (Appendix A-1) ¹²
		\$6.10	Per Employee
	Gas Electric Steam Users Tax	\$40,620,000	Revenues in 2015-16 (Appendix A-1) ¹²
		\$66.24	Per Employee
	Payroll Tax	1.16%	FY2016 Tax Rate ¹³
		0.75%	FY 2017 Tax Rate ¹³
		0.38%	FY 2018 Tax Rate ¹³
		0.00%	To be phased out by FY2019 ¹³
		40%	Payroll Share of Construction Hard Cost ¹
		25%	Exemption Allowance ¹

Table 10

REVENUE SOURCE ASSUMPTIONS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

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Gross Receipts Tax

	<u>Retail</u>
\$600	Gross Sales Per Occupied Square Foot ⁹
3,000	Sq. Ft. Per Business ¹
\$1.00	tax per \$1,000 in GR (\$1M - \$2.5M) ¹⁴
	<u>Hotel</u>
\$3.25	tax per \$1,000 in GR (\$2.5M-\$25M/ YBI) ¹⁴
\$4.00	tax per \$1,000 in GR (\$25M+/Full Service) ¹⁴
	<i>TI Full Service Hotel</i>
\$82,125	Annual Room Rate Revenue Per Room ¹⁵
67%	Room Rate Share of Revenue ¹⁰
\$123,188	Total Gross Receipts Per Room
	<i>YBI Hotel</i>
\$177,938	Annual Room Rate Revenue Per Room ¹⁵
67%	Room Rate Share of Revenue ¹⁰
\$266,906	Total Gross Receipts Per Room
	<u>Office/Other</u>
\$173,795,000	Gross Receipts from FY2015-16 Adopted Budget ¹²
31%	Phase-In Adjustment Factor ¹⁶
\$556,144,000	Projected Gross Receipts Tax Revenues Upon Full Adoption
613,200	Employees-San Francisco
\$907	Tax Per Employee
	<u>Construction</u>
3%	Vertical cost escalation ¹⁷
\$3.50	tax per \$1,000 in GR (\$1M-\$2.5M) ¹⁴
25%	2015/16 Phase In ¹⁴
50%	2016/17 Phase In ¹⁴
75%	2017/18 Phase In ¹⁴
	<u>Rental and Leasing</u>
\$44,400	Annual residential rent/unit ¹⁸
\$50	Annual retail rent PSF ¹⁹
\$70	Annual office rent PSF ¹⁹
5%	Vacancy factor ¹⁹
\$2.85	tax per \$1M in GR (\$1M-\$5M) ¹⁴

Table 10

REVENUE SOURCE ASSUMPTIONS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

p. 4/5	Business Registration Fees		<u>Retail</u> 3,000 SqFt / Retail Business ¹ \$200 Rate per retail business earning \$1M to \$2.5M ²⁰
			<u>Hotel</u> \$12,500 Rate for 200-room hotel (\$25M+) ²⁰ \$1,500 Rate for 50-room hotel (\$7.5M-\$15M) ²⁰
			<u>Office</u> 5,000 SqFt / Office Business ¹ \$500 Rate per office business earning \$2.5M-\$7.5M ²⁰
	Hotel Tax	14%	Tax Rate ²¹
		100%	General Fund Share ¹²
			<u>TI Full Service Hotel</u> \$300 Average Room Rate ¹⁵ 75% Occupancy ¹⁵ \$11,498 Hotel Tax to GF/ Room
			<u>YBI Hotel</u> \$650 Average Room Rate ¹⁵ 75% Occupancy ¹⁵ \$24,911 Hotel Tax To GF/ Room
	Parking Tax (20% GF Share)	\$0	Excluded ²²

II. Other Restricted Revenues²³

Licenses, Permits, and Franchise Fees	\$26,642,891 845,602 \$31.51	Revenues in 2015-16 (Appendix A-1) ¹² Residents-San Francisco Per Resident
Fines, Forfeitures and Penalties	\$4,577,144 845,602 \$5.41	Revenues in 2015-16 (Appendix A-1) ¹² Residents-San Francisco Per Resident

III. Public Works Revenue Sources

Gas Tax (Public Works)	\$16,903,154 845,602 \$19.99	Gas Tax Revenues from FY2015-16 Adopted Budget ¹² Residents Per Resident
Proposition K Sales Tax	0.50% <u>10%</u> 0.0500%	Sales Tax ²⁴ Share Allocated to Streets and Traffic Safety - System Maintenance and Renovation ²⁴

Table 10

**REVENUE SOURCE ASSUMPTIONS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

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IV. Revenue Set-Asides

MTA	9.193%	share of Aggregate Discretionary Revenues ²⁵
Library	2.286%	share of Aggregate Discretionary Revenues ²⁵
Children's Services	<u>8.757%</u>	share of Aggregate Discretionary Revenues ²⁵
	20.236%	total set-asides

Notes:

- ¹ KMA assumption.
- ² Table 9.
- ³ Analysis reflects 8% of base 1% tax levy. The balance is assumed to be dedicated to affordable housing and infrastructure.
- ⁴ Per SB 1096, growth of property tax in lieu of VLF is proportional to growth in AV since 2004/05.
- ⁵ Values of City and County of San Francisco. California State Controllers Office.
- ⁶ Base analysis assumes 0% of VLF revenues will be deposited into IFD.
- ⁷ San Francisco Business and Tax Regulations Code, Article 12-C: Real Property Transfer Tax
- ⁸ San Francisco Business and Tax Regulations Code, Article 12-D: Uniform Local Sales and Use Tax, and California Board of Equalization.
- ⁹ KMA assumption based on sales data published by California Board of Equalization and Green Street Advisors.
- ¹⁰ Per the report, "Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project," by Economic Planning Systems in May 2011.
- ¹¹ Appendix Table A-3.
- ¹² City and County of San Francisco. Budget and Appropriation Ordinance. Fiscal Year Ending June 30, 2016.
- ¹³ San Francisco Business and Tax Regulations Code, Article 12-A: Payroll Expense Tax Ordinance.
- ¹⁴ San Francisco Business and Tax Regulations Code, Article 12-A-1: Gross Receipts Tax Ordinance.
- ¹⁵ Baseline hotel assumptions provided by TICD. YBI hotel assumptions revised by KMA to reflect recent performance of competitive set of hotels (based on 2016 data published by STR).
- ¹⁶ GR tax is phased in through FY 2018. For FY16 revenues, KMA assumes a 25% adjustment factor for first three quarters and 50% for final quarter, consistent with factors detailed in San Francisco Business and Tax Regulations Code, Article 12-A-1: Gross Receipts Tax Ordinance.
- ¹⁷ TICD (March 2016, TI 27.2 Percent Affordable Pro Forma).
- ¹⁸ KMA assumption. See Appendix Table A-3.
- ¹⁹ KMA assumption.
- ²⁰ San Francisco Business and Tax Regulations Code Article 12: Business Registration Fee.
- ²¹ San Francisco Business and Tax Regulations Code Article 7: Tax on Transient Occupancy of Hotel Rooms.
- ²² Per the report, "Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project," by Economic Planning Systems in May 2011, parking will be under the jurisdiction of the Treasure Island Transportation Management Agency.
- ²³ Per the CCSF Controller's Office, revenues are generally restricted to specific expenditures not otherwise reflected in the analysis.
- ²⁴ San Francisco County Transportation Authority. Prop K Expenditure Plan (last updated January 2016).
- ²⁵ City of San Francisco. Office of the Controller. FY2015-16 Revenue Letter.

Table 11-A

ANNUAL GENERAL FUND REVENUES (NET) ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ²	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
RECURRING GENERAL FUND REVENUE (NET) ¹												
Discretionary	20%	setaside										
Portion of G.F. Property Tax ^{3,4}	\$0	0	0	0	50,000	156,000	313,000	603,000	1,044,000	1,460,000	1,891,000	
Property Tax in Lieu of VLF ⁴	\$0	0	0	0	67,000	209,000	418,000	806,000	1,397,000	1,952,000	2,529,000	
Property Transfer Tax	\$0	0	0	0	42,000	234,000	530,000	889,000	1,220,000	1,677,000	2,245,000	
Sales and Use Tax												
On-Site	\$0	0	0	0	0	0	39,000	41,000	64,000	338,000	292,000	
Off-Site	\$0	0	0	14,000	77,000	185,000	345,000	501,000	665,000	897,000	1,149,000	
Telephone Users Tax	\$0	0	0	4,000	22,000	54,000	111,000	161,000	211,000	291,000	368,000	
Access Line Tax	\$0	0	0	3,000	20,000	50,000	102,000	149,000	195,000	270,000	341,000	
Water Users Tax	\$0	0	0	0	0	1,000	2,000	2,000	3,000	6,000	6,000	
Gas Electric Steam Users Tax	\$0	0	0	1,000	4,000	7,000	22,000	27,000	34,000	64,000	69,000	
Gross Receipts Tax	\$0	0	0	0	0	5,000	112,000	132,000	182,000	261,000	278,000	
Business License Tax	\$0	0	0	0	0	0	12,000	12,000	14,000	22,000	22,000	
Hotel Room Tax												
TI Full Service Hotel	\$0	0	0	0	0	0	2,190,000	2,256,000	2,324,000	2,393,000	2,465,000	
YBI Hotel	\$0	0	0	0	0	0	0	0	1,259,000	1,296,000	1,335,000	
Subtotal-Discretionary	\$0	0	0	22,000	282,000	901,000	4,196,000	5,579,000	8,612,000	10,927,000	12,990,000	
Non-Discretionary												
Public Safety Sales Tax	\$0	0	0	9,000	48,000	116,000	241,000	339,000	457,000	774,000	903,000	
NET GENERAL FUND REVENUE	\$0	0	0	31,000	330,000	1,017,000	4,437,000	5,918,000	9,069,000	11,701,000	13,893,000	
BASELINE TRANSFERS TO OTHER FUNDS												
Baseline Transfers												
MTA ⁵	9.19% of ADR	\$0	0	0	2,000	32,000	104,000	484,000	643,000	993,000	1,259,000	1,497,000
Library	2.29% of ADR	\$0	0	0	1,000	8,000	26,000	120,000	160,000	247,000	313,000	372,000
Children's Services	8.76% of ADR	\$0	0	0	2,000	31,000	99,000	461,000	613,000	945,000	1,200,000	1,426,000
Total Baseline Transfers		\$0	0	0	5,000	71,000	229,000	1,065,000	1,416,000	2,185,000	2,772,000	3,295,000
OTHER RESTRICTED REVENUE												
Licenses, Permits, Fees		\$0	0	0	4,000	23,000	59,000	116,000	173,000	226,000	303,000	389,000
Fines, Forfeitures, Penalties		\$0	0	0	1,000	4,000	10,000	20,000	30,000	39,000	52,000	67,000

¹ Net of baseline transfers. See Table 11-B for gross figures.

² Table 10.

³ Reflects 8% of base 1% tax levy. The balance of property tax revenues are dedicated to funding infrastructure and affordable hsg.

⁴ Property tax and VLF projection based on IFD cash flow.

⁵ Baseline transfer only. Prop. B transfer calculated on Table 21-A.

Table 11-A

ANNUAL GENERAL FUND REVENUES (NET)¹
FISCAL IMPACT ANALYSIS
TREASURY ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	MEASURE ²	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
RECURRING GENERAL FUND REVENUE (NET)¹												
Discretionary	20% <i>setaside</i>											
Portion of G.F. Property Tax ^{3, 4}		2,590,000	3,145,000	3,804,000	4,417,000	4,991,000	5,554,000	6,134,000	6,596,000	6,729,000	6,863,000	7,000,000
Property Tax in Lieu of VLF ⁴		3,464,000	4,207,000	5,088,000	5,908,000	6,675,000	7,428,000	8,204,000	8,823,000	9,000,000	9,179,000	9,363,000
Property Transfer Tax		2,857,000	3,479,000	4,109,000	4,750,000	5,425,000	6,089,000	6,422,000	6,614,000	6,811,000	7,014,000	7,224,000
Sales and Use Tax												
On-Site		250,000	906,000	877,000	1,923,000	1,937,000	1,981,000	2,041,000	2,103,000	2,166,000	2,230,000	2,297,000
Off-Site		1,386,000	1,623,000	1,896,000	2,141,000	2,382,000	2,506,000	2,581,000	2,659,000	2,738,000	2,820,000	2,905,000
Telephone Users Tax		436,000	533,000	615,000	710,000	778,000	814,000	839,000	864,000	890,000	916,000	944,000
Access Line Tax		404,000	494,000	570,000	658,000	722,000	755,000	778,000	801,000	825,000	849,000	875,000
Water Users Tax		7,000	13,000	13,000	18,000	19,000	20,000	21,000	21,000	22,000	22,000	23,000
Gas Electric Steam Users Tax		76,000	135,000	143,000	199,000	209,000	215,000	223,000	229,000	236,000	242,000	250,000
Gross Receipts Tax		290,000	674,000	712,000	867,000	893,000	920,000	948,000	976,000	1,006,000	1,036,000	1,066,000
Business License Tax		23,000	44,000	45,000	61,000	63,000	65,000	67,000	69,000	71,000	73,000	75,000
Hotel Room Tax												
TI Full Service Hotel		2,539,000	2,615,000	2,694,000	2,774,000	2,858,000	2,943,000	3,032,000	3,123,000	3,216,000	3,313,000	3,412,000
YBI Hotel		<u>1,375,000</u>	<u>1,417,000</u>	<u>1,459,000</u>	<u>1,503,000</u>	<u>1,548,000</u>	<u>1,594,000</u>	<u>1,642,000</u>	<u>1,691,000</u>	<u>1,742,000</u>	<u>1,795,000</u>	<u>1,848,000</u>
Subtotal-Discretionary		15,697,000	19,285,000	22,025,000	25,929,000	28,500,000	30,884,000	32,932,000	34,569,000	35,452,000	36,352,000	37,282,000
Non-Discretionary												
Public Safety Sales Tax		1,026,000	1,585,000	1,738,000	2,548,000	2,707,000	2,813,000	2,897,000	2,984,000	3,073,000	3,166,000	3,261,000
NET GENERAL FUND REVENUE		16,723,000	20,870,000	23,763,000	28,477,000	31,207,000	33,697,000	35,829,000	37,553,000	38,525,000	39,518,000	40,543,000
BASELINE TRANSFERS TO OTHER FUNDS												
Baseline Transfers												
MTA ⁵	9.19% of ADR	1,809,000	2,223,000	2,538,000	2,988,000	3,285,000	3,560,000	3,795,000	3,984,000	4,086,000	4,190,000	4,297,000
Library	2.29% of ADR	450,000	553,000	631,000	743,000	817,000	885,000	944,000	991,000	1,016,000	1,042,000	1,069,000
Children's Services	8.76% of ADR	1,723,000	2,117,000	2,418,000	2,847,000	3,129,000	3,391,000	3,615,000	3,795,000	3,892,000	3,991,000	4,093,000
Total Baseline Transfers		3,982,000	4,893,000	5,587,000	6,578,000	7,231,000	7,836,000	8,354,000	8,770,000	8,994,000	9,223,000	9,459,000
OTHER RESTRICTED REVENUE												
Licenses, Permits, Fees		466,000	544,000	635,000	713,000	787,000	825,000	850,000	876,000	902,000	929,000	957,000
Fines, Forfeitures, Penalties		80,000	93,000	109,000	122,000	135,000	142,000	146,000	150,000	155,000	160,000	164,000

¹ Net of baseline transfers. See Table 11-B for gross figures.

² Table 10.

³ Reflects 8% of base 1% tax levy. The balance of property tax revenues are dedicated to funding infrastructure and affordable hsg.

⁴ Property tax and VLF projection based on IFD cash flow.

⁵ Baseline transfer only. Prop. B transfer calculated on Table 21-A.

Table 11-A

ANNUAL GENERAL FUND REVENUES (NET) ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	MEASURE ²	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
RECURRING GENERAL FUND REVENUE (NET) ¹												
Discretionary	20% <i>sefaside</i>											
Portion of G.F. Property Tax ^{3, 4}		7,140,000	7,283,000	7,429,000	7,578,000	7,729,000	7,884,000	8,041,000	8,202,000	8,366,000	8,533,000	8,704,000
Property Tax in Lieu of VLF ⁴		9,550,000	9,742,000	9,936,000	10,135,000	10,337,000	10,544,000	10,755,000	10,971,000	11,190,000	11,413,000	11,642,000
Property Transfer Tax		7,440,000	7,662,000	7,891,000	8,126,000	8,370,000	8,619,000	8,877,000	9,143,000	9,415,000	9,697,000	9,987,000
Sales and Use Tax												
On-Site		2,366,000	2,437,000	2,510,000	2,586,000	2,663,000	2,743,000	2,825,000	2,910,000	2,998,000	3,088,000	3,180,000
Off-Site		2,992,000	3,082,000	3,175,000	3,270,000	3,368,000	3,469,000	3,573,000	3,680,000	3,790,000	3,904,000	4,021,000
Telephone Users Tax		972,000	1,002,000	1,031,000	1,062,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000	1,269,000	1,307,000
Access Line Tax		901,000	928,000	956,000	985,000	1,015,000	1,045,000	1,076,000	1,109,000	1,142,000	1,177,000	1,212,000
Water Users Tax		24,000	25,000	26,000	26,000	26,000	27,000	28,000	30,000	30,000	31,000	32,000
Gas Electric Steam Users Tax		258,000	266,000	274,000	282,000	290,000	298,000	308,000	317,000	326,000	336,000	346,000
Gross Receipts Tax		1,099,000	1,132,000	1,166,000	1,200,000	1,236,000	1,274,000	1,312,000	1,351,000	1,392,000	1,433,000	1,476,000
Business License Tax		77,000	80,000	82,000	85,000	87,000	89,000	93,000	95,000	98,000	101,000	104,000
Hotel Room Tax												
TI Full Service Hotel		3,514,000	3,620,000	3,728,000	3,841,000	3,955,000	4,074,000	4,196,000	4,322,000	4,452,000	4,586,000	4,723,000
YBI Hotel		<u>1,904,000</u>	<u>1,961,000</u>	<u>2,020,000</u>	<u>2,080,000</u>	<u>2,142,000</u>	<u>2,207,000</u>	<u>2,273,000</u>	<u>2,341,000</u>	<u>2,411,000</u>	<u>2,484,000</u>	<u>2,558,000</u>
Subtotal-Discretionary		38,237,000	39,220,000	40,224,000	41,256,000	42,312,000	43,400,000	44,518,000	45,667,000	46,842,000	48,052,000	49,292,000
Non-Discretionary												
Public Safety Sales Tax		3,359,000	3,460,000	3,564,000	3,671,000	3,780,000	3,893,000	4,011,000	4,131,000	4,255,000	4,382,000	4,514,000
NET GENERAL FUND REVENUE		41,596,000	42,680,000	43,788,000	44,927,000	46,092,000	47,293,000	48,529,000	49,798,000	51,097,000	52,434,000	53,806,000
BASELINE TRANSFERS TO OTHER FUNDS												
Baseline Transfers												
MTA ⁵	9.19% of ADR	4,407,000	4,520,000	4,636,000	4,755,000	4,877,000	5,002,000	5,131,000	5,263,000	5,399,000	5,538,000	5,681,000
Library	2.29% of ADR	1,096,000	1,124,000	1,153,000	1,182,000	1,213,000	1,244,000	1,276,000	1,309,000	1,342,000	1,377,000	1,413,000
Children's Services	8.76% of ADR	4,198,000	4,306,000	4,416,000	4,529,000	4,645,000	4,765,000	4,888,000	5,013,000	5,143,000	5,275,000	5,412,000
Total Baseline Transfers		9,701,000	9,950,000	10,205,000	10,466,000	10,735,000	11,011,000	11,295,000	11,585,000	11,884,000	12,190,000	12,506,000
OTHER RESTRICTED REVENUE												
Licenses, Permits, Fees		986,000	1,015,000	1,046,000	1,077,000	1,109,000	1,143,000	1,177,000	1,212,000	1,249,000	1,286,000	1,325,000
Fines, Forfeitures, Penalties		169,000	174,000	180,000	185,000	191,000	196,000	202,000	208,000	215,000	221,000	228,000

¹ Net of baseline transfers. See Table 11-B for gross figures.

² Table 10.

³ Reflects 8% of base 1% tax levy. The balance of property tax revenues are dedicated to funding infrastructure and affordable hsg.

⁴ Property tax and VLF projection based on IFD cash flow.

⁵ Baseline transfer only. Prop. B transfer calculated on Table 21-A.

Table 11-A

ANNUAL GENERAL FUND REVENUES (NET) ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	MEASURE ²	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
RECURRING GENERAL FUND REVENUE (NET) ¹												
Discretionary	20% <i>setaside</i>											
Portion of G.F. Property Tax ^{3,4}		8,879,000	9,056,000	9,237,000	9,422,000	9,610,000	9,802,000	9,998,000	10,199,000	10,402,000	10,610,000	10,822,000
Property Tax in Lieu of VLF ⁴		11,874,000	12,112,000	12,355,000	12,602,000	12,853,000	13,111,000	13,373,000	13,640,000	13,913,000	14,192,000	14,476,000
Property Transfer Tax		10,285,000	10,593,000	10,909,000	11,235,000	11,571,000	11,918,000	12,274,000	12,640,000	13,019,000	13,408,000	13,810,000
Sales and Use Tax												
On-Site		3,275,000	3,373,000	3,475,000	3,579,000	3,687,000	3,797,000	3,911,000	4,028,000	4,149,000	4,274,000	4,401,000
Off-Site		4,142,000	4,266,000	4,394,000	4,526,000	4,661,000	4,802,000	4,945,000	5,094,000	5,247,000	5,404,000	5,566,000
Telephone Users Tax		1,346,000	1,386,000	1,428,000	1,471,000	1,515,000	1,560,000	1,607,000	1,656,000	1,705,000	1,756,000	1,809,000
Access Line Tax		1,248,000	1,285,000	1,324,000	1,363,000	1,405,000	1,446,000	1,490,000	1,535,000	1,581,000	1,628,000	1,677,000
Water Users Tax		33,000	34,000	35,000	36,000	37,000	38,000	39,000	41,000	41,000	43,000	44,000
Gas Electric Steam Users Tax		357,000	367,000	378,000	389,000	401,000	413,000	426,000	439,000	451,000	465,000	479,000
Gross Receipts Tax		1,521,000	1,567,000	1,613,000	1,661,000	1,712,000	1,763,000	1,816,000	1,870,000	1,926,000	1,985,000	2,044,000
Business License Tax		107,000	110,000	113,000	116,000	120,000	124,000	128,000	132,000	136,000	140,000	144,000
Hotel Room Tax												
TI Full Service Hotel		4,865,000	5,011,000	5,161,000	5,316,000	5,476,000	5,639,000	5,809,000	5,983,000	6,163,000	6,348,000	6,538,000
YBI Hotel		<u>2,635,000</u>	<u>2,714,000</u>	<u>2,796,000</u>	<u>2,879,000</u>	<u>2,966,000</u>	<u>3,055,000</u>	<u>3,147,000</u>	<u>3,241,000</u>	<u>3,338,000</u>	<u>3,439,000</u>	<u>3,542,000</u>
Subtotal-Discretionary		50,567,000	51,874,000	53,218,000	54,595,000	56,014,000	57,468,000	58,963,000	60,498,000	62,071,000	63,692,000	65,352,000
Non-Discretionary												
Public Safety Sales Tax		4,649,000	4,789,000	4,932,000	5,081,000	5,233,000	5,390,000	5,552,000	5,718,000	5,890,000	6,067,000	6,248,000
NET GENERAL FUND REVENUE		55,216,000	56,663,000	58,150,000	59,676,000	61,247,000	62,858,000	64,515,000	66,216,000	67,961,000	69,759,000	71,600,000
BASELINE TRANSFERS TO OTHER FUNDS												
Baseline Transfers												
MTA ⁵	9.19% of ADR	5,828,000	5,978,000	6,133,000	6,292,000	6,456,000	6,623,000	6,796,000	6,972,000	7,154,000	7,341,000	7,532,000
Library	2.29% of ADR	1,449,000	1,487,000	1,525,000	1,565,000	1,605,000	1,647,000	1,690,000	1,734,000	1,779,000	1,825,000	1,873,000
Children's Services	8.76% of ADR	5,552,000	5,695,000	5,842,000	5,994,000	6,150,000	6,309,000	6,473,000	6,642,000	6,815,000	6,992,000	7,175,000
Total Baseline Transfers		12,829,000	13,160,000	13,500,000	13,851,000	14,211,000	14,579,000	14,959,000	15,348,000	15,748,000	16,158,000	16,580,000
OTHER RESTRICTED REVENUE												
Licenses, Permits, Fees		1,364,000	1,405,000	1,447,000	1,491,000	1,536,000	1,582,000	1,629,000	1,678,000	1,728,000	1,780,000	1,834,000
Fines, Forfeitures, Penalties		234,000	241,000	249,000	256,000	264,000	272,000	280,000	288,000	297,000	306,000	315,000

¹ Net of baseline transfers. See Table 11-B for gross figures.

² Table 10.

³ Reflects 8% of base 1% tax levy. The balance of property tax revenues are dedicated to funding infrastructure and affordable hsg.

⁴ Property tax and VLF projection based on IFD cash flow.

⁵ Baseline transfer only. Prop. B transfer calculated on Table 21-A.

Table 11-A

ANNUAL GENERAL FUND REVENUES (NET) ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	MEASURE ²	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
RECURRING GENERAL FUND REVENUE (NET) ¹										
Discretionary	20%	setaside								
Portion of G.F. Property Tax ^{3,4}		10,125,000	8,071,000	7,369,000	6,736,000	4,586,000	3,912,000	2,004,000	2,044,000	2,084,000
Property Tax in Lieu of VLF ⁴		14,764,000	15,060,000	15,361,000	15,668,000	15,982,000	16,301,000	16,628,000	16,960,000	17,299,000
Property Transfer Tax		14,222,000	14,648,000	15,087,000	15,538,000	16,002,000	16,481,000	16,975,000	17,483,000	18,006,000
Sales and Use Tax										
On-Site		4,534,000	4,670,000	4,810,000	4,954,000	5,103,000	5,256,000	5,414,000	5,576,000	5,743,000
Off-Site		5,733,000	5,905,000	6,083,000	6,265,000	6,453,000	6,647,000	6,846,000	7,051,000	7,263,000
Telephone Users Tax		1,863,000	1,919,000	1,977,000	2,036,000	2,097,000	2,160,000	2,225,000	2,292,000	2,360,000
Access Line Tax		1,727,000	1,779,000	1,832,000	1,887,000	1,944,000	2,002,000	2,063,000	2,124,000	2,188,000
Water Users Tax		45,000	47,000	48,000	49,000	51,000	53,000	54,000	56,000	57,000
Gas Electric Steam Users Tax		494,000	508,000	523,000	539,000	555,000	572,000	589,000	607,000	625,000
Gross Receipts Tax		2,105,000	2,168,000	2,233,000	2,300,000	2,370,000	2,440,000	2,513,000	2,589,000	2,667,000
Business License Tax		148,000	152,000	157,000	162,000	167,000	171,000	177,000	182,000	187,000
Hotel Room Tax										
TI Full Service Hotel		6,734,000	6,936,000	7,144,000	7,358,000	7,579,000	7,807,000	8,041,000	8,282,000	8,531,000
YBI Hotel		<u>3,648,000</u>	<u>3,757,000</u>	<u>3,870,000</u>	<u>3,986,000</u>	<u>4,105,000</u>	<u>4,228,000</u>	<u>4,355,000</u>	<u>4,486,000</u>	<u>4,621,000</u>
Subtotal-Discretionary		66,142,000	65,620,000	66,494,000	67,478,000	66,994,000	68,030,000	67,884,000	69,732,000	71,631,000
Non-Discretionary										
Public Safety Sales Tax		6,436,000	6,629,000	6,828,000	7,033,000	7,244,000	7,461,000	7,684,000	7,915,000	8,153,000
NET GENERAL FUND REVENUE		72,578,000	72,249,000	73,322,000	74,511,000	74,238,000	75,491,000	75,568,000	77,647,000	79,784,000
BASELINE TRANSFERS TO OTHER FUNDS										
Baseline Transfers										
MTA ⁵	9.19% of ADR	7,623,000	7,563,000	7,664,000	7,777,000	7,721,000	7,841,000	7,824,000	8,037,000	8,256,000
Library	2.29% of ADR	1,896,000	1,881,000	1,906,000	1,934,000	1,920,000	1,950,000	1,946,000	1,998,000	2,053,000
Children's Services	8.76% of ADR	7,262,000	7,204,000	7,300,000	7,408,000	7,355,000	7,469,000	7,453,000	7,656,000	7,864,000
Total Baseline Transfers		16,781,000	16,648,000	16,870,000	17,119,000	16,996,000	17,260,000	17,223,000	17,691,000	18,173,000
OTHER RESTRICTED REVENUE										
Licenses, Permits, Fees		1,889,000	1,945,000	2,004,000	2,064,000	2,126,000	2,189,000	2,255,000	2,323,000	2,392,000
Fines, Forfeitures, Penalties		324,000	334,000	344,000	355,000	365,000	376,000	387,000	399,000	411,000

¹ Net of baseline transfers. See Table 11-B for gross figures.

² Table 10.

³ Reflects 8% of base 1% tax levy. The balance of property tax revenues are dedicated to funding infrastructure and affordable hsg.

⁴ Property tax and VLF projection based on IFD cash flow.

⁵ Baseline transfer only. Prop. B transfer calculated on Table 21-A.

Table 11-B

ANNUAL GENERAL FUND REVENUES (GROSS) ¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ²	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
revenue appreciation ²	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
residents ³	0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181
employees ³	0	0	0	19	66	123	356	415	514	921	981
day & night pop ³	0	0	0	128	724	1,736	3,443	4,872	6,185	8,287	10,162
Hotel Rooms: TI Full Svc. ⁴	0	0	0	0	0	0	200	200	200	200	200
YBI Hotel ⁴	0	0	0	0	0	0	0	0	50	50	50
RECURRING GENERAL FUND REVENUE (GROSS)¹											
Discretionary											
Portion of G.F. Property Tax ^{5,6}	\$0	0	0	0	63,000	196,000	392,000	756,000	1,309,000	1,830,000	2,371,000
Property Tax in Lieu of VLF ⁵	\$0	0	0	0	84,000	262,000	524,000	1,011,000	1,751,000	2,447,000	3,171,000
Property Transfer Tax	Table 15	\$0	0	0	53,000	293,000	664,000	1,114,000	1,530,000	2,103,000	2,815,000
Sales and Use Tax											
On-Site	Table 13	\$0	0	0	0	0	49,000	51,000	80,000	424,000	366,000
Off-Site	Table 12	\$0	0	0	17,000	96,000	433,000	628,000	834,000	1,125,000	1,440,000
Telephone Users Tax	\$33.72 /res & empl	\$0	0	0	5,000	27,000	68,000	139,000	202,000	264,000	461,000
Access Line Tax	\$31.25 /res & empl	\$0	0	0	4,000	25,000	63,000	128,000	187,000	245,000	338,000
Water Users Tax	\$6.10 / empl	\$0	0	0	0	0	1,000	3,000	3,000	4,000	7,000
Gas Electric Steam Users Tax	\$66.24 / empl	\$0	0	0	1,000	5,000	9,000	28,000	34,000	43,000	87,000
Gross Receipts Tax	Table 14	\$0	0	0	0	0	6,000	141,000	166,000	228,000	348,000
Business License Tax	Table 14	\$0	0	0	0	0	15,000	15,000	18,000	27,000	28,000
Hotel Room Tax											
TI Full Service Hotel	\$11,498 / rm	\$0	0	0	0	0	2,746,000	2,828,000	2,913,000	3,000,000	3,090,000
YBI Hotel	\$24,911 / rm	\$0	0	0	0	0	0	0	1,578,000	1,625,000	1,674,000
Subtotal-Discretionary		\$0	0	0	27,000	353,000	1,130,000	5,262,000	6,995,000	10,797,000	13,698,000
Restricted											
Public Safety Sales Tax	Tables 12, 13 & 23	\$0	0	0	9,000	48,000	116,000	241,000	339,000	457,000	903,000
TOTAL (PRIOR TO BASELINE TRANSFERS)		\$0	0	0	36,000	401,000	1,246,000	5,503,000	7,334,000	11,254,000	14,472,000
OTHER RESTRICTED REVENUE											
Licenses, Permits, Fees	\$31.51 /res	\$0	0	0	4,000	23,000	59,000	116,000	173,000	226,000	389,000
Fines, Forfeitures, Penalties	\$5.41 /res	\$0	0	0	1,000	4,000	10,000	20,000	30,000	39,000	67,000

Notes
¹ Prior to baseline transfers. See Table 11-A for net figures.
² Table 10.
³ Table 6.
⁴ Table 4.
⁵ Property tax and VLF projection based on IFD cash flow.
⁶ Reflects 8% of base 1% tax levy. The balance of G.F. property tax revenues are dedicated to funding infrastructure and affordable hsg.

Table 11-B

ANNUAL GENERAL FUND REVENUES (GROSS)¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ²	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
revenue appreciation ²	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
residents ³	10,689	12,111	13,734	14,952	16,043	16,326	16,326	16,326	16,326	16,326	16,326
employees ³	1,032	1,786	1,842	2,497	2,534	2,544	2,544	2,544	2,544	2,544	2,544
day & night pop ³	11,721	13,897	15,576	17,449	18,577	18,870	18,870	18,870	18,870	18,870	18,870
Hotel Rooms: TI Full Svc. ⁴	200	200	200	200	200	200	200	200	200	200	200
YBI Hotel ⁴	50	50	50	50	50	50	50	50	50	50	50
RECURRING GENERAL FUND REVENUE (GROSS)¹											
Discretionary											
Portion of G.F. Property Tax ^{5, 6}	3,247,000	3,943,000	4,769,000	5,538,000	6,257,000	6,963,000	7,690,000	8,270,000	8,436,000	8,604,000	8,776,000
Property Tax in Lieu of VLF ⁵	4,343,000	5,274,000	6,379,000	7,407,000	8,368,000	9,313,000	10,285,000	11,061,000	11,283,000	11,508,000	11,739,000
Property Transfer Tax	Table 15	3,582,000	4,362,000	5,152,000	5,955,000	6,801,000	7,634,000	8,051,000	8,292,000	8,539,000	9,057,000
Sales and Use Tax											
On-Site	Table 13	314,000	1,136,000	1,100,000	2,411,000	2,428,000	2,484,000	2,559,000	2,636,000	2,715,000	2,796,000
Off-Site	Table 12	1,737,000	2,035,000	2,377,000	2,684,000	2,986,000	3,142,000	3,236,000	3,333,000	3,433,000	3,642,000
Telephone Users Tax	\$33.72 /res & empl	547,000	668,000	771,000	890,000	976,000	1,021,000	1,052,000	1,083,000	1,116,000	1,149,000
Access Line Tax	\$31.25 /res & empl	507,000	619,000	715,000	825,000	905,000	946,000	975,000	1,004,000	1,034,000	1,065,000
Water Users Tax	\$6.10 /empl	9,000	16,000	16,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
Gas Electric Steam Users Tax	\$66.24 /empl	95,000	169,000	179,000	250,000	262,000	270,000	279,000	287,000	296,000	304,000
Gross Receipts Tax	Table 14	363,000	845,000	893,000	1,087,000	1,119,000	1,154,000	1,188,000	1,224,000	1,261,000	1,337,000
Business License Tax	Table 14	29,000	55,000	56,000	76,000	79,000	81,000	84,000	86,000	89,000	94,000
Hotel Room Tax											
TI Full Service Hotel	\$11,498 /rm	3,183,000	3,279,000	3,377,000	3,478,000	3,583,000	3,690,000	3,801,000	3,915,000	4,032,000	4,153,000
YBI Hotel	\$24,911 /rm	<u>1,724,000</u>	<u>1,776,000</u>	<u>1,829,000</u>	<u>1,884,000</u>	<u>1,941,000</u>	<u>1,999,000</u>	<u>2,059,000</u>	<u>2,120,000</u>	<u>2,184,000</u>	<u>2,317,000</u>
Subtotal-Discretionary		19,680,000	24,177,000	27,613,000	32,508,000	35,729,000	38,722,000	41,285,000	43,337,000	44,445,000	46,743,000
Restricted											
Public Safety Sales Tax	Tables 12, 13 & 23	1,026,000	1,585,000	1,738,000	2,548,000	2,707,000	2,813,000	2,897,000	2,984,000	3,073,000	3,261,000
TOTAL (PRIOR TO BASELINE TRANSFERS)		20,706,000	25,762,000	29,351,000	35,056,000	38,436,000	41,535,000	44,182,000	46,321,000	47,518,000	50,004,000

OTHER RESTRICTED REVENUE

Licenses, Permits, Fees	\$31.51 /res	466,000	544,000	635,000	713,000	787,000	825,000	850,000	876,000	902,000	929,000	957,000
Fines, Forfeitures, Penalties	\$5.41 /res	80,000	93,000	109,000	122,000	135,000	142,000	146,000	150,000	155,000	160,000	164,000

Notes

¹ Prior to baseline transfers. See Table 11-A for net figures.

² Table 10.

³ Table 6.

⁴ Table 4.

⁵ Property tax and VLF projection based on IFD cash flow.

⁶ Reflects 8% of base 1% tax levy. The balance of G.F. property tax revenues are dedicated to funding infrastructure and affordable hsg.

Table 11-B

ANNUAL GENERAL FUND REVENUES (GROSS) ¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ²	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
revenue appreciation ²	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
residents ³	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
employees ³	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544
day & night pop ³	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
Hotel Rooms: TI Full Svc. ⁴	200	200	200	200	200	200	200	200	200	200	200
YBI Hotel ⁴	50	50	50	50	50	50	50	50	50	50	50
RECURRING GENERAL FUND REVENUE (GROSS)¹											
Discretionary											
Portion of G.F. Property Tax ^{5,6}	8,952,000	9,131,000	9,314,000	9,500,000	9,690,000	9,884,000	10,081,000	10,283,000	10,489,000	10,698,000	10,912,000
Property Tax in Lieu of VLF ⁵	11,973,000	12,213,000	12,457,000	12,706,000	12,960,000	13,219,000	13,484,000	13,754,000	14,029,000	14,309,000	14,595,000
Property Transfer Tax	Table 15	9,327,000	9,606,000	9,893,000	10,188,000	10,493,000	10,806,000	11,129,000	11,462,000	11,804,000	12,157,000
Sales and Use Tax											
On-Site	Table 13	2,966,000	3,055,000	3,147,000	3,242,000	3,339,000	3,439,000	3,542,000	3,648,000	3,758,000	3,871,000
Off-Site	Table 12	3,751,000	3,864,000	3,980,000	4,099,000	4,222,000	4,349,000	4,479,000	4,614,000	4,752,000	4,895,000
Telephone Users Tax	\$33.72 /res & empl	1,219,000	1,256,000	1,293,000	1,332,000	1,372,000	1,413,000	1,456,000	1,499,000	1,544,000	1,591,000
Access Line Tax	\$31.25 /res & empl	1,130,000	1,164,000	1,199,000	1,235,000	1,272,000	1,310,000	1,349,000	1,390,000	1,432,000	1,475,000
Water Users Tax	\$6.10 /empl	30,000	31,000	32,000	32,000	33,000	34,000	35,000	37,000	38,000	39,000
Gas Electric Steam Users Tax	\$66.24 /empl	323,000	333,000	343,000	353,000	363,000	374,000	386,000	397,000	409,000	421,000
Gross Receipts Tax	Table 14	1,378,000	1,419,000	1,462,000	1,505,000	1,550,000	1,597,000	1,645,000	1,694,000	1,745,000	1,797,000
Business License Tax	Table 14	97,000	100,000	103,000	106,000	109,000	112,000	116,000	119,000	123,000	130,000
Hotel Room Tax											
TI Full Service Hotel	\$11,498 /rm	4,406,000	4,538,000	4,674,000	4,815,000	4,959,000	5,108,000	5,261,000	5,419,000	5,581,000	5,749,000
YBI Hotel	\$24,911 /rm	<u>2,387,000</u>	<u>2,458,000</u>	<u>2,532,000</u>	<u>2,608,000</u>	<u>2,686,000</u>	<u>2,767,000</u>	<u>2,850,000</u>	<u>2,935,000</u>	<u>3,023,000</u>	<u>3,114,000</u>
Subtotal-Discretionary		47,939,000	49,168,000	50,429,000	51,721,000	53,048,000	54,412,000	55,813,000	57,251,000	58,727,000	60,242,000
Restricted											
Public Safety Sales Tax	Tables 12, 13 & 23	3,359,000	3,460,000	3,564,000	3,671,000	3,780,000	3,893,000	4,011,000	4,131,000	4,255,000	4,382,000
TOTAL (PRIOR TO BASELINE TRANSFERS)		51,298,000	52,628,000	53,993,000	55,392,000	56,828,000	58,305,000	59,824,000	61,382,000	62,982,000	64,624,000
OTHER RESTRICTED REVENUE											
Licenses, Permits, Fees	\$31.51 /res	986,000	1,015,000	1,046,000	1,077,000	1,109,000	1,143,000	1,177,000	1,212,000	1,249,000	1,286,000
Fines, Forfeitures, Penalties	\$5.41 /res	169,000	174,000	180,000	185,000	191,000	196,000	202,000	208,000	215,000	228,000

Notes

- ¹ Prior to baseline transfers. See Table 11-A for net figures.
- ² Table 10.
- ³ Table 6.
- ⁴ Table 4.
- ⁵ Property tax and VLF projection based on IFD cash flow.
- ⁶ Reflects 8% of base 1% tax levy. The balance of G.F. property tax revenues are dedicated to funding infrastructure and affordable hsg.

Table 11-B

ANNUAL GENERAL FUND REVENUES (GROSS)¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ²	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
revenue appreciation ²	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56
residents ³	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
employees ³	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544
day & night pop ³	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
Hotel Rooms: TI Full Svc. ⁴	200	200	200	200	200	200	200	200	200	200	200
YBI Hotel ⁴	50	50	50	50	50	50	50	50	50	50	50
RECURRING GENERAL FUND REVENUE (GROSS)¹											
Discretionary											
Portion of G.F. Property Tax ^{5, 6}	11,131,000	11,353,000	11,580,000	11,812,000	12,048,000	12,289,000	12,535,000	12,786,000	13,041,000	13,302,000	13,568,000
Property Tax in Lieu of VLF ⁵	14,887,000	15,185,000	15,489,000	15,799,000	16,114,000	16,437,000	16,766,000	17,101,000	17,443,000	17,792,000	18,148,000
Property Transfer Tax	Table 15	12,894,000	13,280,000	13,677,000	14,085,000	14,507,000	14,941,000	15,388,000	15,847,000	16,322,000	16,810,000
Sales and Use Tax											
On-Site	Table 13	4,106,000	4,229,000	4,356,000	4,487,000	4,622,000	4,760,000	4,903,000	5,050,000	5,202,000	5,358,000
Off-Site	Table 12	5,193,000	5,348,000	5,509,000	5,674,000	5,844,000	6,020,000	6,200,000	6,386,000	6,578,000	6,775,000
Telephone Users Tax	\$33.72 /res & empl	1,688,000	1,738,000	1,790,000	1,844,000	1,899,000	1,956,000	2,015,000	2,076,000	2,138,000	2,202,000
Access Line Tax	\$31.25 /res & empl	1,564,000	1,611,000	1,660,000	1,709,000	1,761,000	1,813,000	1,868,000	1,924,000	1,982,000	2,041,000
Water Users Tax	\$6.10 /empl	41,000	42,000	44,000	45,000	46,000	48,000	49,000	51,000	52,000	54,000
Gas Electric Steam Users Tax	\$68.24 /empl	447,000	460,000	474,000	488,000	503,000	518,000	534,000	550,000	566,000	583,000
Gross Receipts Tax	Table 14	1,907,000	1,964,000	2,022,000	2,083,000	2,146,000	2,210,000	2,277,000	2,345,000	2,415,000	2,563,000
Business License Tax	Table 14	134,000	138,000	142,000	146,000	151,000	155,000	160,000	165,000	170,000	180,000
Hotel Room Tax											
TI Full Service Hotel	\$11,498 /rm	6,099,000	6,282,000	6,470,000	6,665,000	6,865,000	7,070,000	7,283,000	7,501,000	7,726,000	7,958,000
YBI Hotel	\$24,911 /rm	<u>3,304,000</u>	<u>3,403,000</u>	<u>3,505,000</u>	<u>3,610,000</u>	<u>3,718,000</u>	<u>3,830,000</u>	<u>3,945,000</u>	<u>4,063,000</u>	<u>4,185,000</u>	<u>4,311,000</u>
Subtotal-Discretionary		63,395,000	65,033,000	66,718,000	68,447,000	70,224,000	72,047,000	73,923,000	75,845,000	77,820,000	79,849,000
Restricted											
Public Safety Sales Tax	Tables 12, 13 & 23	4,649,000	4,789,000	4,932,000	5,081,000	5,233,000	5,390,000	5,552,000	5,718,000	5,890,000	6,067,000
TOTAL (PRIOR TO BASELINE TRANSFERS)		68,044,000	69,822,000	71,650,000	73,528,000	75,457,000	77,437,000	79,475,000	81,563,000	83,710,000	85,916,000
OTHER RESTRICTED REVENUE											
Licenses, Permits, Fees	\$31.51 /res	1,364,000	1,405,000	1,447,000	1,491,000	1,536,000	1,582,000	1,629,000	1,678,000	1,728,000	1,780,000
Fines, Forfeitures, Penalties	\$5.41 /res	234,000	241,000	249,000	256,000	264,000	272,000	280,000	288,000	297,000	306,000

Notes

- ¹ Prior to baseline transfers. See Table 11-A for net figures.
- ² Table 10.
- ³ Table 6.
- ⁴ Table 4.
- ⁵ Property tax and VLF projection based on IFD cash flow.
- ⁶ Reflects 8% of base 1% tax levy. The balance of G.F. property tax revenues are dedicated to funding infrastructure and affordable hsg.

Table 11-B

ANNUAL GENERAL FUND REVENUES (GROSS) ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ²	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
revenue appreciation ²	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
residents ³	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
employees ³	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544
day & night pop ³	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
Hotel Rooms: TI Full Svc. ⁴	200	200	200	200	200	200	200	200	200
YBI Hotel ⁴	50	50	50	50	50	50	50	50	50
RECURRING GENERAL FUND REVENUE (GROSS)¹									
Discretionary									
Portion of G.F. Property Tax ^{5,6}	12,694,000	10,118,000	9,238,000	8,445,000	5,750,000	4,904,000	2,512,000	2,562,000	2,613,000
Property Tax in Lieu of VLF ⁵	18,510,000	18,881,000	19,258,000	19,643,000	20,036,000	20,437,000	20,846,000	21,263,000	21,688,000
Property Transfer Tax Table 15	17,830,000	18,364,000	18,914,000	19,480,000	20,062,000	20,662,000	21,281,000	21,918,000	22,574,000
Sales and Use Tax									
On-Site Table 13	5,684,000	5,855,000	6,030,000	6,211,000	6,397,000	6,589,000	6,787,000	6,991,000	7,200,000
Off-Site Table 12	7,188,000	7,403,000	7,626,000	7,854,000	8,090,000	8,333,000	8,583,000	8,840,000	9,105,000
Telephone Users Tax \$33.72 /res & empl	2,336,000	2,406,000	2,478,000	2,553,000	2,629,000	2,708,000	2,789,000	2,873,000	2,959,000
Access Line Tax \$31.25 /res & empl	2,165,000	2,230,000	2,297,000	2,366,000	2,437,000	2,510,000	2,586,000	2,663,000	2,743,000
Water Users Tax \$6.10 / empl	57,000	59,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
Gas Electric Steam Users Tax \$66.24 / empl	619,000	637,000	656,000	676,000	696,000	717,000	739,000	761,000	784,000
Gross Receipts Tax Table 14	2,639,000	2,718,000	2,800,000	2,884,000	2,971,000	3,059,000	3,151,000	3,246,000	3,344,000
Business License Tax Table 14	186,000	191,000	197,000	203,000	209,000	215,000	222,000	228,000	235,000
Hotel Room Tax									
TI Full Service Hotel \$11,498 / rm	8,443,000	8,696,000	8,957,000	9,225,000	9,502,000	9,787,000	10,081,000	10,383,000	10,695,000
YBI Hotel \$24,911 / rm	<u>4,573,000</u>	<u>4,710,000</u>	<u>4,852,000</u>	<u>4,997,000</u>	<u>5,147,000</u>	<u>5,301,000</u>	<u>5,460,000</u>	<u>5,624,000</u>	<u>5,793,000</u>
Subtotal-Discretionary	82,924,000	82,268,000	83,363,000	84,599,000	83,990,000	85,288,000	85,105,000	87,422,000	89,805,000
Restricted									
Public Safety Sales Tax Tables 12, 13 & 23	6,436,000	6,629,000	6,828,000	7,033,000	7,244,000	7,461,000	7,684,000	7,915,000	8,153,000
TOTAL (PRIOR TO BASELINE TRANSFERS)	89,360,000	88,897,000	90,191,000	91,632,000	91,234,000	92,749,000	92,789,000	95,337,000	97,958,000
OTHER RESTRICTED REVENUE									
Licenses, Permits, Fees \$31.51 /res	1,889,000	1,945,000	2,004,000	2,064,000	2,126,000	2,189,000	2,255,000	2,323,000	2,392,000
Fines, Forfeitures, Penalties \$5.41 /res	324,000	334,000	344,000	355,000	365,000	376,000	387,000	399,000	411,000

Notes

- ¹ Prior to baseline transfers. See Table 11-A for net figures.
- ² Table 10.
- ³ Table 6.
- ⁴ Table 4.
- ⁵ Property tax and VLF projection based on IFD cash flow.
- ⁶ Reflects 8% of base 1% tax levy. The balance of G.F. property tax revenues are dedicated to funding infrastructure and affordable hsg.

Table 12

OFF-SITE SALES TAX REVENUE ESTIMATES
 TO BE GENERATED BY TREASURE ISLAND RESIDENTS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
revenue appreciation ¹ 3%			1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
OFF-SITE TAXABLE SALES IN S.F. (\$000s) ²													
A. Market Rate/BMR (\$000s)													
For Sale													
YBI Townhomes	\$41,629	/du	0	0	0	1,638	5,060	8,687	10,439	10,752	11,074	11,406	11,749
TI Townhomes	\$34,199	/du	0	0	0	0	1,309	3,727	4,124	4,248	5,892	6,738	9,698
Flats	\$24,776	/du	0	0	0	0	2,677	8,272	14,200	20,477	27,117	34,138	41,555
Neighborhood Tower	\$28,413	/du	0	0	0	0	0	0	6,107	12,580	19,436	26,692	34,366
High Rise	\$33,437	/du	0	0	0	0	0	0	0	0	0	5,235	10,785
Branded condo	\$27,960	/du	0	0	0	0	0	0	0	0	2,550	4,268	4,396
Rental	\$21,101	/du	0	0	0	0	0	977	3,952	7,534	8,072	10,647	12,956
			0	0	0	1,638	9,046	21,663	38,822	55,591	74,141	99,124	125,505
B. TIDA (\$000s)	\$13,601	/du	0	0	0	84	570	1,517	4,449	7,245	9,270	13,339	18,539
TOTAL TAXABLE SALES (\$000s)			0	0	0	1,722	9,616	23,180	43,271	62,836	83,411	112,463	144,044
SALES TAX													
General Fund	1.00% tax		0	0	0	17,000	96,000	232,000	433,000	628,000	834,000	1,125,000	1,440,000
Public Safety	0.50% tax		0	0	0	9,000	48,000	116,000	216,000	314,000	417,000	562,000	720,000
Proposition K													
System Maintenance (DPW)	0.05% tax		0	0	0	1,000	5,000	12,000	22,000	31,000	42,000	56,000	72,000
System Maintenance (MTA)	0.18% tax		0	0	0	3,000	18,000	43,000	80,000	116,000	154,000	207,000	265,000
AB 1107 (MTA)	0.06% tax		0	0	0	1,000	6,000	14,000	27,000	39,000	52,000	70,000	90,000
TDA (MTA)	0.25% tax		0	0	0	4,000	24,000	58,000	108,000	157,000	209,000	281,000	360,000

¹ Table 10.

² Based on household estimates, Table 6.

Table 12

OFF-SITE SALES TAX REVENUE ESTIMATES
TO BE GENERATED BY TREASURE ISLAND RESIDENTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹		2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
revenue appreciation ¹	3%	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
OFF-SITE TAXABLE SALES IN S.F. (\$000s)²												
A. Market Rate/BMR (\$000s)												
For Sale												
YBI Townhomes	\$41,629 /du	12,101	12,464	12,838	13,223	13,620	14,029	14,449	14,883	15,329	15,789	16,263
TI Townhomes	\$34,199 /du	11,930	13,214	13,610	14,019	14,439	14,872	15,319	15,778	16,252	16,739	17,241
Flats	\$24,776 /du	49,386	57,650	66,366	75,552	83,416	85,918	88,496	91,151	93,885	96,702	99,603
Neighborhood Tower	\$28,413 /du	42,477	51,043	60,085	69,623	79,680	85,125	87,679	90,309	93,018	95,809	98,683
High Rise	\$33,437 /du	16,662	22,883	29,462	36,415	43,758	48,022	49,463	50,947	52,475	54,049	55,671
Branded condo	\$27,960 /du	4,528	4,664	4,804	4,948	5,097	5,249	5,407	5,569	5,736	5,908	6,086
Rental	\$21,101 /du	<u>13,914</u>	<u>14,331</u>	<u>18,504</u>	<u>19,059</u>	<u>19,631</u>	<u>20,220</u>	<u>20,826</u>	<u>21,451</u>	<u>22,095</u>	<u>22,758</u>	<u>23,440</u>
		150,998	176,249	205,669	232,839	259,641	273,435	281,639	290,088	298,790	307,754	316,987
B. TIDA (\$000s)	\$13,601 /du	22,705	27,234	32,005	35,558	38,968	40,727	41,949	43,208	44,504	45,839	47,214
TOTAL TAXABLE SALES (\$000s)		173,703	203,483	237,674	268,397	298,609	314,162	323,588	333,296	343,294	353,593	364,201
SALES TAX												
General Fund	1.00% tax	1,737,000	2,035,000	2,377,000	2,684,000	2,986,000	3,142,000	3,236,000	3,333,000	3,433,000	3,536,000	3,642,000
Public Safety	0.50% tax	869,000	1,017,000	1,188,000	1,342,000	1,493,000	1,571,000	1,618,000	1,666,000	1,716,000	1,768,000	1,821,000
Proposition K												
System Maintenance (DPW)	0.05% tax	87,000	102,000	119,000	134,000	149,000	157,000	162,000	167,000	172,000	177,000	182,000
System Maintenance (MTA)	0.18% tax	320,000	375,000	438,000	494,000	550,000	579,000	596,000	614,000	632,000	651,000	671,000
AB 1107 (MTA)	0.06% tax	109,000	127,000	149,000	168,000	187,000	196,000	202,000	208,000	215,000	221,000	228,000
TDA (MTA)	0.25% tax	434,000	509,000	594,000	671,000	747,000	785,000	809,000	833,000	858,000	884,000	911,000

¹ Table 10.

² Based on household estimates, Table 6.

Table 12

**OFF-SITE SALES TAX REVENUE ESTIMATES
TO BE GENERATED BY TREASURE ISLAND RESIDENTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹		2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
revenue appreciation ¹	3%	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
OFF-SITE TAXABLE SALES IN S.F. (\$000s) ²												
A. Market Rate/BMR (\$000s)												
For Sale												
YBI Townhomes	\$41,629 /du	16,751	17,253	17,771	18,304	18,853	19,419	20,001	20,601	21,219	21,856	22,512
TI Townhomes	\$34,199 /du	17,758	18,291	18,840	19,405	19,987	20,587	21,205	21,841	22,496	23,171	23,866
Flats	\$24,776 /du	102,591	105,669	108,839	112,104	115,467	118,931	122,499	126,174	129,959	133,858	137,874
Neighborhood Tower	\$28,413 /du	101,644	104,693	107,834	111,069	114,401	117,833	121,368	125,009	128,759	132,622	136,600
High Rise	\$33,437 /du	57,341	59,061	60,833	62,658	64,538	66,474	68,468	70,522	72,638	74,817	77,062
Branded condo	\$27,960 /du	6,268	6,456	6,650	6,849	7,055	7,266	7,484	7,709	7,940	8,178	8,424
Rental	\$21,101 /du	<u>24,144</u>	<u>24,868</u>	<u>25,614</u>	<u>26,382</u>	<u>27,174</u>	<u>27,989</u>	<u>28,829</u>	<u>29,694</u>	<u>30,584</u>	<u>31,502</u>	<u>32,447</u>
		326,497	336,291	346,381	356,771	367,475	378,499	389,854	401,550	413,595	426,004	438,785
B. TIDA (\$000s)												
	\$13,601 /du	48,631	50,089	51,592	53,140	54,734	56,376	58,067	59,809	61,604	63,452	65,355
TOTAL TAXABLE SALES (\$000s)		375,128	386,380	397,973	409,911	422,209	434,875	447,921	461,359	475,199	489,456	504,140
SALES TAX												
General Fund	1.00% tax	3,751,000	3,864,000	3,980,000	4,099,000	4,222,000	4,349,000	4,479,000	4,614,000	4,752,000	4,895,000	5,041,000
Public Safety	0.50% tax	1,876,000	1,932,000	1,990,000	2,050,000	2,111,000	2,174,000	2,240,000	2,307,000	2,376,000	2,447,000	2,521,000
Proposition K												
System Maintenance (DPW)	0.05% tax	188,000	193,000	199,000	205,000	211,000	217,000	224,000	231,000	238,000	245,000	252,000
System Maintenance (MTA)	0.18% tax	691,000	712,000	733,000	755,000	778,000	801,000	825,000	850,000	875,000	902,000	929,000
AB 1107 (MTA)	0.06% tax	234,000	241,000	249,000	256,000	264,000	272,000	280,000	288,000	297,000	306,000	315,000
TDA (MTA)	0.25% tax	938,000	966,000	995,000	1,025,000	1,056,000	1,087,000	1,120,000	1,153,000	1,188,000	1,224,000	1,260,000

¹ Table 10.

² Based on household estimates, Table 6.

Table 12

OFF-SITE SALES TAX REVENUE ESTIMATES
 TO BE GENERATED BY TREASURE ISLAND RESIDENTS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹		2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58
revenue appreciation ¹	3%	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46
OFF-SITE TAXABLE SALES IN S.F. (\$000s)²											
A. Market Rate/BMR (\$000s)											
For Sale											
YBI Townhomes	\$41,629 /du	23,187	23,883	24,599	25,337	26,097	26,880	27,686	28,517	29,373	30,254
TI Townhomes	\$34,199 /du	24,582	25,319	26,079	26,861	27,667	28,497	29,352	30,233	31,140	32,074
Flats	\$24,776 /du	142,010	146,270	150,658	155,178	159,833	164,628	169,567	174,654	179,894	185,291
Neighborhood Tower	\$28,413 /du	140,698	144,919	149,267	153,745	158,357	163,108	168,001	173,041	178,233	183,580
High Rise	\$33,437 /du	79,373	81,755	84,207	86,733	89,335	92,016	94,776	97,619	100,548	103,564
Branded condo	\$27,960 /du	8,677	8,937	9,205	9,481	9,766	10,059	10,360	10,671	10,991	11,321
Rental	\$21,101 /du	<u>33,420</u>	<u>34,423</u>	<u>35,456</u>	<u>36,519</u>	<u>37,615</u>	<u>38,743</u>	<u>39,906</u>	<u>41,103</u>	<u>42,336</u>	<u>43,606</u>
		451,947	465,506	479,471	493,854	508,670	523,931	539,648	555,838	572,515	589,690
B. TIDA (\$000s)	\$13,601 /du	67,316	69,335	71,416	73,558	75,765	78,038	80,379	82,790	85,274	87,832
TOTAL TAXABLE SALES (\$000s)		519,263	534,841	550,887	567,412	584,435	601,969	620,027	638,628	657,789	677,522
SALES TAX											
General Fund	1.00% tax	5,193,000	5,348,000	5,509,000	5,674,000	5,844,000	6,020,000	6,200,000	6,386,000	6,578,000	6,775,000
Public Safety	0.50% tax	2,596,000	2,674,000	2,754,000	2,837,000	2,922,000	3,010,000	3,100,000	3,193,000	3,289,000	3,388,000
Proposition K											
System Maintenance (DPW)	0.05% tax	260,000	267,000	275,000	284,000	292,000	301,000	310,000	319,000	329,000	339,000
System Maintenance (MTA)	0.18% tax	957,000	985,000	1,015,000	1,045,000	1,077,000	1,109,000	1,142,000	1,176,000	1,212,000	1,248,000
AB 1107 (MTA)	0.06% tax	325,000	334,000	344,000	355,000	365,000	376,000	388,000	399,000	411,000	423,000
TDA (MTA)	0.25% tax	1,298,000	1,337,000	1,377,000	1,419,000	1,461,000	1,505,000	1,550,000	1,597,000	1,644,000	1,694,000

¹ Table 10.

² Based on household estimates, Table 6.

Table 12

OFF-SITE SALES TAX REVENUE ESTIMATES
 TO BE GENERATED BY TREASURE ISLAND RESIDENTS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹		2058-59	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
revenue appreciation ¹	3%	3.56	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
OFF-SITE TAXABLE SALES IN S.F. (\$000s) ²											
A. Market Rate/BMR (\$000s)											
For Sale											
YBI Townhomes	\$41,629 /du	31,161	32,096	33,059	34,051	35,072	36,125	37,208	38,325	39,474	40,659
TI Townhomes	\$34,199 /du	33,036	34,027	35,048	36,099	37,182	38,298	39,447	40,630	41,849	43,104
Flats	\$24,776 /du	190,849	196,575	202,472	208,546	214,803	221,247	227,884	234,721	241,762	249,015
Neighborhood Tower	\$28,413 /du	189,087	194,760	200,602	206,620	212,819	219,204	225,780	232,553	239,530	246,716
High Rise	\$33,437 /du	106,671	109,871	113,167	116,562	120,059	123,661	127,371	131,192	135,128	139,182
Branded condo	\$27,960 /du	11,661	12,010	12,371	12,742	13,124	13,518	13,923	14,341	14,771	15,214
Rental	\$21,101 /du	<u>44,914</u>	<u>46,262</u>	<u>47,649</u>	<u>49,079</u>	<u>50,551</u>	<u>52,068</u>	<u>53,630</u>	<u>55,239</u>	<u>56,896</u>	<u>58,603</u>
		607,379	625,601	644,368	663,699	683,610	704,121	725,243	747,001	769,410	792,493
B. TIDA (\$000s)											
	\$13,601 /du	90,467	93,181	95,977	98,856	101,822	104,876	108,022	111,263	114,601	118,039
TOTAL TAXABLE SALES (\$000s)		697,846	718,782	740,345	762,555	785,432	808,997	833,265	858,264	884,011	910,532
SALES TAX											
General Fund	1.00% tax	6,978,000	7,188,000	7,403,000	7,626,000	7,854,000	8,090,000	8,333,000	8,583,000	8,840,000	9,105,000
Public Safety	0.50% tax	3,489,000	3,594,000	3,702,000	3,813,000	3,927,000	4,045,000	4,166,000	4,291,000	4,420,000	4,553,000
Proposition K											
System Maintenance (DPW)	0.05% tax	349,000	359,000	370,000	381,000	393,000	404,000	417,000	429,000	442,000	455,000
System Maintenance (MTA)	0.18% tax	1,286,000	1,324,000	1,364,000	1,405,000	1,447,000	1,490,000	1,535,000	1,581,000	1,629,000	1,677,000
AB 1107 (MTA)	0.06% tax	436,000	449,000	463,000	477,000	491,000	506,000	521,000	536,000	553,000	569,000
TDA (MTA)	0.25% tax	1,745,000	1,797,000	1,851,000	1,906,000	1,964,000	2,022,000	2,083,000	2,146,000	2,210,000	2,276,000

¹ Table 10.

² Based on household estimates, Table 6.

Table 13

**ON-SITE SALES TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
revenue appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
occupied retail sf ²	-	-	-	-	-	-	-	-	-	99,408	99,408
hotel rooms: TI Full Service Hotel ³	-	-	-	-	-	-	200	200	200	200	200
hotel rooms: YBI Hotel ³	-	-	-	-	-	-	-	-	50	50	50
ON-SITE TAXABLE SALES (\$000s)											
RETAIL											
New Taxable Sales	\$480 / SF	0	0	0	0	0	0	0	0	62,258	64,126
(Less) Resident Capture	25%	0	0	0	0	0	0	0	0	(28,116)	(36,011)
		0	0	0	0	0	0	0	0	34,143	28,115
HOTEL											
Taxable Sales											
TI Full Service Hotel	\$20,531 /rm	0	0	0	0	0	4,903	5,050	5,202	5,358	5,518
YBI Hotel	\$44,484 /rm	0	0	0	0	0	0	0	2,818	2,902	2,989
		0	0	0	0	0	4,903	5,050	8,019	8,260	8,508
TOTAL TAXABLE SALES		0	0	0	0	0	4,903	5,050	8,019	42,402	36,623
SALES TAX											
General Fund	1% tax	0	0	0	0	0	49,000	51,000	80,000	424,000	366,000
Public Safety	0.5% tax	0	0	0	0	0	25,000	25,000	40,000	212,000	183,000
Proposition K											
Syst. Maintenance (DPW)	0.05% tax	0	0	0	0	0	2,000	3,000	4,000	21,000	18,000
Syst. Maintenance (Transit)	0.2% tax	0	0	0	0	0	9,000	9,000	15,000	78,000	67,000
AB 1107 (MTA)	0.1% tax	0	0	0	0	0	3,000	3,000	5,000	27,000	23,000
TDA (MTA)	0.25% tax	0	0	0	0	0	12,000	13,000	20,000	106,000	92,000

¹ Table 10.

² Table 7.

³ Table 4.

Table 13

**ON-SITE SALES TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	
revenue appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86	
occupied retail sf ²	99,408	227,088	227,088	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	
hotel rooms: TI Full Service Hotel ³	200	200	200	200	200	200	200	200	200	200	200	
hotel rooms: YBI Hotel ³	50	50	50	50	50	50	50	50	50	50	50	
ON-SITE TAXABLE SALES (\$000s)												
RETAIL												
New Taxable Sales	\$480 / SF	66,050	155,411	160,073	298,630	307,589	316,817	326,321	336,111	346,194	356,580	367,278
(Less) Resident Capture	25%	<u>(43,426)</u>	<u>(50,871)</u>	<u>(59,419)</u>	<u>(67,099)</u>	<u>(74,652)</u>	<u>(78,541)</u>	<u>(80,897)</u>	<u>(83,324)</u>	<u>(85,824)</u>	<u>(88,398)</u>	<u>(91,050)</u>
		22,624	104,540	100,655	231,531	232,937	238,276	245,424	252,787	260,371	268,182	276,227
HOTEL												
Taxable Sales												
TI Full Service Hotel	\$20,531 /rm	5,684	5,855	6,030	6,211	6,397	6,589	6,787	6,991	7,200	7,416	7,639
YBI Hotel	\$44,484 /rm	<u>3,079</u>	<u>3,171</u>	<u>3,266</u>	<u>3,364</u>	<u>3,465</u>	<u>3,569</u>	<u>3,676</u>	<u>3,787</u>	<u>3,900</u>	<u>4,017</u>	<u>4,138</u>
		8,763	9,026	9,297	9,575	9,863	10,159	10,463	10,777	11,101	11,434	11,777
TOTAL TAXABLE SALES		31,387	113,566	109,951	241,106	242,800	248,435	255,888	263,564	271,471	279,615	288,004
SALES TAX												
General Fund	1% tax	314,000	1,136,000	1,100,000	2,411,000	2,428,000	2,484,000	2,559,000	2,636,000	2,715,000	2,796,000	2,880,000
Public Safety	0.5% tax	157,000	568,000	550,000	1,206,000	1,214,000	1,242,000	1,279,000	1,318,000	1,357,000	1,398,000	1,440,000
Proposition K												
Syst. Maintenance (DPW)	0.05% tax	16,000	57,000	55,000	121,000	121,000	124,000	128,000	132,000	136,000	140,000	144,000
Syst. Maintenance (Transit)	0.2% tax	58,000	209,000	203,000	444,000	447,000	458,000	471,000	486,000	500,000	515,000	531,000
AB 1107 (MTA)	0.1% tax	20,000	71,000	69,000	151,000	152,000	155,000	160,000	165,000	170,000	175,000	180,000
TDA (MTA)	0.25% tax	78,000	284,000	275,000	603,000	607,000	621,000	640,000	659,000	679,000	699,000	720,000

¹ Table 10.

² Table 7.

³ Table 4.

Table 13

**ON-SITE SALES TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
revenue appreciation ¹	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
occupied retail sf ²	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312
hotel rooms: TI Full Service Hotel ³	200	200	200	200	200	200	200	200	200	200	200
hotel rooms: YBI Hotel ³	50	50	50	50	50	50	50	50	50	50	50

ON-SITE TAXABLE SALES (\$000s)

RETAIL												
New Taxable Sales	\$480 / SF	378,296	389,645	401,334	413,374	425,775	438,549	451,705	465,256	479,214	493,590	508,398
(Less) Resident Capture	25%	<u>(93,782)</u>	<u>(96,595)</u>	<u>(99,493)</u>	<u>(102,478)</u>	<u>(105,552)</u>	<u>(108,719)</u>	<u>(111,980)</u>	<u>(115,340)</u>	<u>(118,800)</u>	<u>(122,364)</u>	<u>(126,035)</u>
		284,514	293,050	301,841	310,896	320,223	329,830	339,725	349,916	360,414	371,226	382,363
HOTEL												
Taxable Sales												
TI Full Service Hotel	\$20,531 /rm	7,868	8,104	8,347	8,598	8,856	9,121	9,395	9,677	9,967	10,266	10,574
YBI Hotel	\$44,484 /rm	<u>4,262</u>	<u>4,390</u>	<u>4,521</u>	<u>4,657</u>	<u>4,797</u>	<u>4,941</u>	<u>5,089</u>	<u>5,242</u>	<u>5,399</u>	<u>5,561</u>	<u>5,728</u>
		12,130	12,494	12,869	13,255	13,652	14,062	14,484	14,918	15,366	15,827	16,301
TOTAL TAXABLE SALES		296,644	305,543	314,709	324,151	333,875	343,892	354,208	364,835	375,780	387,053	398,664

SALES TAX												
General Fund	1% tax	2,966,000	3,055,000	3,147,000	3,242,000	3,339,000	3,439,000	3,542,000	3,648,000	3,758,000	3,871,000	3,987,000
Public Safety	0.5% tax	1,483,000	1,528,000	1,574,000	1,621,000	1,669,000	1,719,000	1,771,000	1,824,000	1,879,000	1,935,000	1,993,000
Proposition K												
Syst. Maintenance (DPW)	0.05% tax	148,000	153,000	157,000	162,000	167,000	172,000	177,000	182,000	188,000	194,000	199,000
Syst. Maintenance (Transit)	0.2% tax	546,000	563,000	580,000	597,000	615,000	634,000	653,000	672,000	692,000	713,000	734,000
AB 1107 (MTA)	0.1% tax	185,000	191,000	197,000	203,000	209,000	215,000	221,000	228,000	235,000	242,000	249,000
TDA (MTA)	0.25% tax	742,000	764,000	787,000	810,000	835,000	860,000	886,000	912,000	939,000	968,000	997,000

¹ Table 10.

² Table 7.

³ Table 4.

Table 13

**ON-SITE SALES TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	
revenue appreciation ¹	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56	
occupied retail sf ²	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	
hotel rooms: TI Full Service Hotel ³	200	200	200	200	200	200	200	200	200	200	200	
hotel rooms: YBI Hotel ³	50	50	50	50	50	50	50	50	50	50	50	
ON-SITE TAXABLE SALES (\$000s)												
RETAIL												
New Taxable Sales	\$480 / SF	523,650	539,359	555,540	572,206	589,373	607,054	625,265	644,023	663,344	683,244	703,742
(Less) Resident Capture	25%	(129,816)	(133,710)	(137,722)	(141,853)	(146,109)	(150,492)	(155,007)	(159,657)	(164,447)	(169,381)	(174,462)
		393,834	405,649	417,818	430,353	443,264	456,562	470,259	484,366	498,897	513,864	529,280
HOTEL												
Taxable Sales												
TI Full Service Hotel	\$20,531 /rm	10,891	11,218	11,554	11,901	12,258	12,626	13,005	13,395	13,797	14,210	14,637
YBI Hotel	\$44,484 /rm	5,899	6,076	6,259	6,446	6,640	6,839	7,044	7,255	7,473	7,697	7,928
		16,791	17,294	17,813	18,347	18,898	19,465	20,049	20,650	21,270	21,908	22,565
TOTAL TAXABLE SALES		410,625	422,943	435,632	448,701	462,162	476,026	490,307	505,017	520,167	535,772	551,845
SALES TAX												
General Fund	1% tax	4,106,000	4,229,000	4,356,000	4,487,000	4,622,000	4,760,000	4,903,000	5,050,000	5,202,000	5,358,000	5,518,000
Public Safety	0.5% tax	2,053,000	2,115,000	2,178,000	2,244,000	2,311,000	2,380,000	2,452,000	2,525,000	2,601,000	2,679,000	2,759,000
Proposition K												
Syst. Maintenance (DPW)	0.05% tax	205,000	211,000	218,000	224,000	231,000	238,000	245,000	253,000	260,000	268,000	276,000
Syst. Maintenance (Transit)	0.2% tax	756,000	779,000	803,000	827,000	851,000	877,000	903,000	930,000	958,000	987,000	1,017,000
AB 1107 (MTA)	0.1% tax	257,000	264,000	272,000	280,000	289,000	298,000	306,000	316,000	325,000	335,000	345,000
TDA (MTA)	0.25% tax	1,027,000	1,057,000	1,089,000	1,122,000	1,155,000	1,190,000	1,226,000	1,263,000	1,300,000	1,339,000	1,380,000

¹ Table 10.

² Table 7.

³ Table 4.

Table 13

**ON-SITE SALES TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹		2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
revenue appreciation ¹		3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
occupied retail sf ²		411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312	411,312
hotel rooms: TI Full Service Hotel ³		200	200	200	200	200	200	200	200	200
hotel rooms: YBI Hotel ³		50	50	50	50	50	50	50	50	50
ON-SITE TAXABLE SALES (\$000s)										
RETAIL										
New Taxable Sales	\$480 / SF	724,854	746,600	768,998	792,067	815,829	840,304	865,514	891,479	918,223
(Less) Resident Capture	25%	<u>(179,696)</u>	<u>(185,086)</u>	<u>(190,639)</u>	<u>(196,358)</u>	<u>(202,249)</u>	<u>(208,316)</u>	<u>(214,566)</u>	<u>(221,003)</u>	<u>(227,633)</u>
		545,158	561,513	578,359	595,709	613,580	631,988	650,948	670,476	690,590
HOTEL										
Taxable Sales										
TI Full Service Hotel	\$20,531 /rm	15,076	15,528	15,994	16,474	16,968	17,477	18,001	18,541	19,098
YBI Hotel	\$44,484 /rm	<u>8,166</u>	<u>8,411</u>	<u>8,663</u>	<u>8,923</u>	<u>9,191</u>	<u>9,467</u>	<u>9,751</u>	<u>10,043</u>	<u>10,345</u>
		23,242	23,939	24,657	25,397	26,159	26,944	27,752	28,585	29,442
TOTAL TAXABLE SALES		568,400	585,453	603,016	621,107	639,739	658,932	678,700	699,061	720,033
SALES TAX										
General Fund	1% tax	5,684,000	5,855,000	6,030,000	6,211,000	6,397,000	6,589,000	6,787,000	6,991,000	7,200,000
Public Safety	0.5% tax	2,842,000	2,927,000	3,015,000	3,106,000	3,199,000	3,295,000	3,393,000	3,495,000	3,600,000
Proposition K										
Syst. Maintenance (DPW)	0.05% tax	284,000	293,000	302,000	311,000	320,000	329,000	339,000	350,000	360,000
Syst. Maintenance (Transit)	0.2% tax	1,047,000	1,079,000	1,111,000	1,144,000	1,179,000	1,214,000	1,250,000	1,288,000	1,326,000
AB 1107 (MTA)	0.1% tax	355,000	366,000	377,000	388,000	400,000	412,000	424,000	437,000	450,000
TDA (MTA)	0.25% tax	1,421,000	1,464,000	1,508,000	1,553,000	1,599,000	1,647,000	1,697,000	1,748,000	1,800,000

¹ Table 10.

² Table 7.

³ Table 4.

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
revenue appreciation ¹		1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
office employees ²		0	0	0	0	0	0	0	0	0	0	0
hotel rooms: TI Full Service Hotel ³		0	0	0	0	0	0	200	200	200	200	200
hotel rooms: YBI hotel ³		0	0	0	0	0	0	0	0	50	50	50
occupied rental units ²		0	0	0	0	0	40	157	290	302	387	457
occupied retail sf (000s) ⁴		0	0	0	0	0	0	0	0	0	99	99
occupied office sf (000s) ⁴		0	0	0	0	0	0	0	0	0	0	0
I. GROSS RECEIPTS TAX												
RETAIL												
New Gross Receipts (\$000s)	\$600 /SF	0	0	0	0	0	0	0	0	0	77,823	80,158
Tax	\$1.00 /\$1,000	0	0	0	0	0	0	0	0	0	78,000	80,000
OFFICE												
Tax	\$907 /empl	0	0	0	0	0	0	0	0	0	0	0
HOTEL												
New Gross Receipts (\$000s)												
TI Full Service Hotel	\$123,188 /rm	0	0	0	0	0	0	29,418	30,301	31,210	32,146	33,111
YBI Hotel	\$266,906 /rm	0	0	0	0	0	0	0	0	16,905	17,413	17,935
Tax												
TI Full Service Hotel	\$4.00 /\$1,000	0	0	0	0	0	0	117,674	121,204	124,840	128,585	132,443
YBI Hotel	\$3.25 /\$1,000	0	0	0	0	0	0	0	0	54,943	56,591	58,289
Total Tax	\$3.25 /\$1,000	0	0	0	0	0	0	117,674	121,204	179,783	185,176	190,732
LEASING												
New Gross Receipts (\$000s)												
Rental Units (Market & BMR)	\$44,400 /unit	0	0	0	0	0	2,056	8,315	15,851	16,984	22,404	27,261
Retail Sq Ft	\$50 /sf	0	0	0	0	0	0	0	0	0	6	7
Office Square Feet	\$70 /sf	0	0	0	0	0	0	0	0	0	0	0
Tax	\$2.85 /\$1,000	0	0	0	0	0	5,859	23,697	45,177	48,406	63,869	77,712
GROSS RECEIPTS TAX TOTAL		0	0	0	0	0	6,000	141,000	166,000	228,000	327,000	348,000

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹		2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
revenue appreciation ¹		1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
office employees ²		0	281	281	281	281	281	281	281	281	281	281
hotel rooms: TI Full Service Hotel ³		200	200	200	200	200	200	200	200	200	200	200
hotel rooms: YBI hotel ³		50	50	50	50	50	50	50	50	50	50	50
occupied rental units ²		476	476	597	597	597	597	597	597	597	597	597
occupied retail sf (000s) ⁴		99	227	227	411	411	411	411	411	411	411	411
occupied office sf (000s) ⁴		0	91	91	91	91	91	91	91	91	91	91
I. GROSS RECEIPTS TAX												
RETAIL												
New Gross Receipts (\$000s)	\$600 /SF	82,562	194,264	200,092	373,288	384,486	396,021	407,902	420,139	432,743	445,725	459,097
Tax	\$1.00 /\$1,000	83,000	194,000	200,000	373,000	384,000	396,000	408,000	420,000	433,000	446,000	459,000
OFFICE												
Tax	\$907 /empl	0	362,863	373,749	384,962	396,511	408,406	420,658	433,278	446,276	459,665	473,455
HOTEL												
New Gross Receipts (\$000s)												
TI Full Service Hotel	\$123,188 /rm	34,104	35,127	36,181	37,266	38,384	39,536	40,722	41,944	43,202	44,498	45,833
YBI Hotel	\$266,906 /rm	18,473	19,027	19,598	20,186	20,792	21,415	22,058	22,720	23,401	24,103	24,826
Tax												
TI Full Service Hotel	\$4.00 /\$1,000	136,416	140,509	144,724	149,066	153,538	158,144	162,888	167,775	172,808	177,992	183,332
YBI Hotel	\$3.25 /\$1,000	60,037	61,838	63,694	65,604	67,573	69,600	71,688	73,838	76,054	78,335	80,685
Total Tax	\$3.25 /\$1,000	196,454	202,347	208,418	214,670	221,110	227,744	234,576	241,613	248,862	256,327	264,017
LEASING												
New Gross Receipts (\$000s)												
Rental Units (Market & BMR)	\$44,400 /unit	29,276	30,154	38,935	40,103	41,306	42,545	43,821	45,136	46,490	47,885	49,321
Retail Sq Ft	\$50 /sf	7	16	17	31	32	33	34	35	36	37	38
Office Square Feet	\$70 /sf	0	9	9	10	10	10	11	11	11	12	12
Tax	\$2.85 /\$1,000	29,283	30,179	38,961	40,143	41,348	42,588	43,866	45,182	46,537	47,933	49,371
		83,456	86,011	111,038	114,409	117,841	121,376	125,017	128,768	132,631	136,610	140,708
GROSS RECEIPTS TAX TOTAL		363,000	845,000	893,000	1,087,000	1,119,000	1,154,000	1,188,000	1,224,000	1,261,000	1,299,000	1,337,000

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹		2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
revenue appreciation ¹		1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
office employees ²		281	281	281	281	281	281	281	281	281	281	281
hotel rooms: TI Full Service Hotel ³		200	200	200	200	200	200	200	200	200	200	200
hotel rooms: YBI hotel ³		50	50	50	50	50	50	50	50	50	50	50
occupied rental units ²		597	597	597	597	597	597	597	597	597	597	597
occupied retail sf (000s) ⁴		411	411	411	411	411	411	411	411	411	411	411
occupied office sf (000s) ⁴		91	91	91	91	91	91	91	91	91	91	91
I. GROSS RECEIPTS TAX												
RETAIL												
New Gross Receipts (\$000s)	\$600 /SF	472,870	487,056	501,668	516,718	532,219	548,186	564,631	581,570	599,017	616,988	635,497
Tax	\$1.00 /\$1,000	473,000	487,000	502,000	517,000	532,000	548,000	565,000	582,000	599,000	617,000	635,000
OFFICE												
Tax	\$907 /empl	487,658	502,288	517,357	532,877	548,864	565,330	582,289	599,758	617,751	636,283	655,372
HOTEL												
New Gross Receipts (\$000s)												
TI Full Service Hotel	\$123,188 /rm	47,208	48,624	50,083	51,585	53,133	54,727	56,369	58,060	59,802	61,596	63,444
YBI Hotel	\$266,906 /rm	25,571	26,338	27,128	27,942	28,780	29,644	30,533	31,449	32,393	33,364	34,365
Tax												
TI Full Service Hotel	\$4.00 /\$1,000	188,832	194,497	200,332	206,342	212,532	218,908	225,475	232,240	239,207	246,383	253,774
YBI Hotel	\$3.25 /\$1,000	<u>83,106</u>	<u>85,599</u>	<u>88,167</u>	<u>90,812</u>	<u>93,536</u>	<u>96,342</u>	<u>99,233</u>	<u>102,210</u>	<u>105,276</u>	<u>108,434</u>	<u>111,687</u>
Total Tax	\$3.25 /\$1,000	271,938	280,096	288,499	297,154	306,068	315,250	324,708	334,449	344,483	354,817	365,462
LEASING												
New Gross Receipts (\$000s)												
Rental Units (Market & BMR)	\$44,400 /unit	50,801	52,325	53,895	55,511	57,177	58,892	60,659	62,479	64,353	66,284	68,272
Retail Sq Ft	\$50 /sf	39	41	42	43	44	46	47	48	50	51	53
Office Square Feet	\$70 /sf	<u>12</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>14</u>	<u>14</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>16</u>	<u>16</u>
Tax	\$2.85 /\$1,000	144,930	149,277	153,756	158,368	163,119	168,013	173,053	178,245	183,592	189,100	194,773
GROSS RECEIPTS TAX TOTAL		1,378,000	1,419,000	1,462,000	1,505,000	1,550,000	1,597,000	1,645,000	1,694,000	1,745,000	1,797,000	1,851,000

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹		2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
revenue appreciation ¹		2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56
office employees ²		281	281	281	281	281	281	281	281	281	281	281
hotel rooms: TI Full Service Hotel ³		200	200	200	200	200	200	200	200	200	200	200
hotel rooms: YBI hotel ³		50	50	50	50	50	50	50	50	50	50	50
occupied rental units ²		597	597	597	597	597	597	597	597	597	597	597
occupied retail sf (000s) ⁴		411	411	411	411	411	411	411	411	411	411	411
occupied office sf (000s) ⁴		91	91	91	91	91	91	91	91	91	91	91
I. GROSS RECEIPTS TAX												
RETAIL												
New Gross Receipts (\$000s)	\$600 /SF	654,562	674,199	694,425	715,258	736,716	758,817	781,582	805,029	829,180	854,055	879,677
Tax	\$1.00 /\$1,000	655,000	674,000	694,000	715,000	737,000	759,000	782,000	805,000	829,000	854,000	880,000
OFFICE												
Tax	\$907 /empl	675,033	695,284	716,143	737,627	759,756	782,548	806,025	830,205	855,112	880,765	907,188
HOTEL												
New Gross Receipts (\$000s)												
TI Full Service Hotel	\$123,188 /rm	65,347	67,307	69,327	71,406	73,549	75,755	78,028	80,368	82,780	85,263	87,821
YBI Hotel	\$266,906 /rm	35,396	36,458	37,552	38,678	39,839	41,034	42,265	43,533	44,839	46,184	47,570
Tax												
TI Full Service Hotel	\$4.00 /\$1,000	261,388	269,229	277,306	285,625	294,194	303,020	312,111	321,474	331,118	341,052	351,283
YBI Hotel	\$3.25 /\$1,000	<u>115,038</u>	<u>118,489</u>	<u>122,044</u>	<u>125,705</u>	<u>129,476</u>	<u>133,360</u>	<u>137,361</u>	<u>141,482</u>	<u>145,726</u>	<u>150,098</u>	<u>154,601</u>
Total Tax	\$3.25 /\$1,000	376,425	387,718	399,350	411,330	423,670	436,380	449,472	462,956	476,844	491,150	505,884
LEASING												
New Gross Receipts (\$000s)												
Rental Units (Market & BMR)	\$44,400 /unit	70,320	72,430	74,603	76,841	79,146	81,520	83,966	86,485	89,080	91,752	94,505
Retail Sq Ft	\$50 /sf	55	56	58	60	61	63	65	67	69	71	73
Office Square Feet	\$70 /sf	17	17	18	19	19	20	20	21	21	22	23
Tax	\$2.85 /\$1,000	200,616	206,635	212,834	219,219	225,795	232,569	239,546	246,733	254,135	261,759	269,612
GROSS RECEIPTS TAX TOTAL		1,907,000	1,964,000	2,022,000	2,083,000	2,146,000	2,210,000	2,277,000	2,345,000	2,415,000	2,488,000	2,563,000

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	
revenue appreciation ¹	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65	
office employees ²	281	281	281	281	281	281	281	281	281	
hotel rooms: TI Full Service Hotel ³	200	200	200	200	200	200	200	200	200	
hotel rooms: YBI hotel ³	50	50	50	50	50	50	50	50	50	
occupied rental units ²	597	597	597	597	597	597	597	597	597	
occupied retail sf (000s) ⁴	411	411	411	411	411	411	411	411	411	
occupied office sf (000s) ⁴	91	91	91	91	91	91	91	91	91	
I. GROSS RECEIPTS TAX										
RETAIL										
New Gross Receipts (\$000s)	\$600 /SF	906,067	933,249	961,247	990,084	1,019,787	1,050,380	1,081,892	1,114,349	1,147,779
Tax	\$1.00 /\$1,000	906,000	933,000	961,000	990,000	1,020,000	1,050,000	1,082,000	1,114,000	1,148,000
OFFICE										
Tax	\$907 /empl	934,404	962,436	991,309	1,021,048	1,051,679	1,083,230	1,115,727	1,149,198	1,183,674
HOTEL										
New Gross Receipts (\$000s)										
TI Full Service Hotel	\$123,188 /rm	90,455	93,169	95,964	98,843	101,808	104,863	108,008	111,249	114,586
YBI Hotel	\$266,906 /rm	48,997	50,467	51,981	53,540	55,146	56,801	58,505	60,260	62,068
Tax										
TI Full Service Hotel	\$4.00 /\$1,000	361,822	372,676	383,857	395,372	407,233	419,450	432,034	444,995	458,345
YBI Hotel	\$3.25 /\$1,000	<u>159,239</u>	<u>164,016</u>	<u>168,937</u>	<u>174,005</u>	<u>179,225</u>	<u>184,602</u>	<u>190,140</u>	<u>195,844</u>	<u>201,719</u>
Total Tax	\$3.25 /\$1,000	521,061	536,693	552,793	569,377	586,459	604,052	622,174	640,839	660,064
LEASING										
New Gross Receipts (\$000s)										
Rental Units (Market & BMR)	\$44,400 /unit	97,340	100,260	103,268	106,366	109,557	112,843	116,229	119,715	123,307
Retail Sq Ft	\$50 /sf	76	78	80	83	85	88	90	93	96
Office Square Feet	\$70 /sf	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>
Tax	\$2.85 /\$1,000	277,700	286,031	294,612	303,450	312,554	321,930	331,588	341,536	351,782
GROSS RECEIPTS TAX TOTAL		2,639,000	2,718,000	2,800,000	2,884,000	2,971,000	3,059,000	3,151,000	3,246,000	3,344,000

Table 14

BUSINESS TAX REVENUE ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
II. BUSINESS REGISTRATION TAX											
RETAIL											
Business Licenses	3,000 sf/bus.	0	0	0	0	0	0	0	0	33	33
License Rate	\$200 /bus.	0	0	0	0	0	0	0	0	8,677	8,937
OFFICE											
Business Licenses	5,000 sf/bus.	0	0	0	0	0	0	0	0	0	0
License Rate	\$500 /bus.	0	0	0	0	0	0	0	0	0	0
HOTEL											
Business Licenses											
TI Full Service	1 license	0	0	0	0	0	1	1	1	1	1
YBI Hotel	1 license	0	0	0	0	0	0	0	1	1	1
License Fees											
TI Full Service	\$12,500 /license	0	0	0	0	0	14,926	15,373	15,835	16,310	16,799
YBI Hotel	\$1,500 /license	0	0	0	0	0	0	0	1,900	1,957	2,016
		0	0	0	0	0	14,926	15,373	17,735	18,267	18,815
BUSINESS REGISTRATION TAX TOTAL		0	0	0	0	0	15,000	15,000	18,000	27,000	28,000

¹ Table 10.

² Table 6.

³ Table 4.

⁴ Table 7.

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

	MEASURE ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
II. BUSINESS REGISTRATION TAX												
RETAIL												
Business Licenses	3,000 sf/bus.	33	76	76	137	137	137	137	137	137	137	137
License Rate	\$200 /bus.	9,205	21,581	22,229	41,480	42,725	44,006	45,327	46,686	48,087	49,530	51,015
OFFICE												
Business Licenses	5,000 sf/bus.	0	18	18	18	18	18	18	18	18	18	18
License Rate	\$500 /bus.	0	13,003	13,393	13,795	14,209	14,635	15,074	15,526	15,992	16,472	16,966
HOTEL												
Business Licenses												
TI Full Service	1 license	1	1	1	1	1	1	1	1	1	1	1
YBI Hotel	1 license	1	1	1	1	1	1	1	1	1	1	1
License Fees												
TI Full Service	\$12,500 /license	17,303	17,822	18,357	18,907	19,475	20,059	20,661	21,280	21,919	22,576	23,254
YBI Hotel	\$1,500 /license	<u>2,076</u>	<u>2,139</u>	<u>2,203</u>	<u>2,269</u>	<u>2,337</u>	<u>2,407</u>	<u>2,479</u>	<u>2,554</u>	<u>2,630</u>	<u>2,709</u>	<u>2,790</u>
		19,379	19,961	20,559	21,176	21,812	22,466	23,140	23,834	24,549	25,286	26,044
BUSINESS REGISTRATION TAX TOTAL		29,000	55,000	56,000	76,000	79,000	81,000	84,000	86,000	89,000	91,000	94,000

¹ Table 10.

² Table 6.

³ Table 4.

⁴ Table 7.

Table 14

BUSINESS TAX REVENUE ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
II. BUSINESS REGISTRATION TAX											
RETAIL											
Business Licenses	3,000 sf/bus.	137	137	137	137	137	137	137	137	137	137
License Rate	\$200 /bus.	52,546	54,122	55,746	57,418	59,141	60,915	62,743	64,625	66,564	70,617
OFFICE											
Business Licenses	5,000 sf/bus.	18	18	18	18	18	18	18	18	18	18
License Rate	\$500 /bus.	17,475	17,999	18,539	19,095	19,668	20,258	20,866	21,492	22,137	23,485
HOTEL											
Business Licenses											
TI Full Service	1 license	1	1	1	1	1	1	1	1	1	1
YBI Hotel	1 license	1	1	1	1	1	1	1	1	1	1
License Fees											
TI Full Service	\$12,500 /license	23,951	24,670	25,410	26,172	26,957	27,766	28,599	29,457	30,341	31,251
YBI Hotel	\$1,500 /license	<u>2,874</u>	<u>2,960</u>	<u>3,049</u>	<u>3,141</u>	<u>3,235</u>	<u>3,332</u>	<u>3,432</u>	<u>3,535</u>	<u>3,641</u>	<u>3,750</u>
		26,825	27,630	28,459	29,313	30,192	31,098	32,031	32,992	33,982	35,001
BUSINESS REGISTRATION TAX TOTAL		97,000	100,000	103,000	106,000	109,000	112,000	116,000	119,000	123,000	130,000

¹ Table 10.

² Table 6.

³ Table 4.

⁴ Table 7.

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

	MEASURE ¹	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
II. BUSINESS REGISTRATION TAX												
RETAIL												
Business Licenses	3,000 sf/bus.	137	137	137	137	137	137	137	137	137	137	137
License Rate	\$200 /bus.	72,736	74,918	77,165	79,480	81,865	84,321	86,850	89,456	92,140	94,904	97,751
OFFICE												
Business Licenses	5,000 sf/bus.	18	18	18	18	18	18	18	18	18	18	18
License Rate	\$500 /bus.	24,189	24,915	25,662	26,432	27,225	28,042	28,883	29,750	30,642	31,562	32,508
HOTEL												
Business Licenses												
TI Full Service	1 license	1	1	1	1	1	1	1	1	1	1	1
YBI Hotel	1 license	1	1	1	1	1	1	1	1	1	1	1
License Fees												
TI Full Service	\$12,500 /license	33,154	34,149	35,173	36,228	37,315	38,435	39,588	40,775	41,999	43,259	44,556
YBI Hotel	\$1,500 /license	<u>3,979</u>	<u>4,098</u>	<u>4,221</u>	<u>4,347</u>	<u>4,478</u>	<u>4,612</u>	<u>4,751</u>	<u>4,893</u>	<u>5,040</u>	<u>5,191</u>	<u>5,347</u>
		37,133	38,247	39,394	40,576	41,793	43,047	44,338	45,669	47,039	48,450	49,903
BUSINESS REGISTRATION TAX TOTAL		134,000	138,000	142,000	146,000	151,000	155,000	160,000	165,000	170,000	175,000	180,000

¹ Table 10.

² Table 6.

³ Table 4.

⁴ Table 7.

Table 14

**BUSINESS TAX REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

MEASURE ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	
II. BUSINESS REGISTRATION TAX										
RETAIL										
Business Licenses	3,000 sf/bus.	137	137	137	137	137	137	137	137	137
License Rate	\$200 /bus.	100,683	103,704	106,815	110,020	113,320	116,720	120,221	123,828	127,543
OFFICE										
Business Licenses	5,000 sf/bus.	18	18	18	18	18	18	18	18	18
License Rate	\$500 /bus.	33,484	34,488	35,523	36,588	37,686	38,817	39,981	41,181	42,416
HOTEL										
Business Licenses										
TI Full Service	1 license	1	1	1	1	1	1	1	1	1
YBI Hotel	1 license	1	1	1	1	1	1	1	1	1
License Fees										
TI Full Service	\$12,500 /license	45,893	47,270	48,688	50,149	51,653	53,203	54,799	56,443	58,136
YBI Hotel	\$1,500 /license	<u>5,507</u>	<u>5,672</u>	<u>5,843</u>	<u>6,018</u>	<u>6,198</u>	<u>6,384</u>	<u>6,576</u>	<u>6,773</u>	<u>6,976</u>
		51,400	52,942	54,531	56,167	57,852	59,587	61,375	63,216	65,112
BUSINESS REGISTRATION TAX TOTAL		186,000	191,000	197,000	203,000	209,000	215,000	222,000	228,000	235,000

¹ Table 10.

² Table 6.

³ Table 4.

⁴ Table 7.

Table 15

TRANSFER TAX REVENUE ESTIMATES ¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
VALUE SUBJECT TO TRANSFER TAX (\$000s)											
RESIDENTIAL VALUE²											
Market Rate Home Sales (\$000s)	0	0	0	69,074	304,051	465,567	549,832	491,288	675,686	834,975	877,645
Cumulative Value Inflated / 1 year lag 1.03	0	0	0	69,074	375,197	852,020	1,427,412	1,961,523	2,696,055	3,611,912	4,597,914
BMR Home Sales (\$000s)	0	0	0	669	3,092	4,919	6,754	6,348	6,538	6,734	6,937
Cumulative Value Inflated / 1 year lag 1.01	0	0	0	669	3,768	8,724	15,566	22,069	28,829	35,851	43,146
RESIDENTIAL TURNOVER											
Market Rate Units 10% /Year	0	0	0	0	7,115	38,645	87,758	147,023	202,037	277,694	372,027
Affordable Units 10% /Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>68</u>	<u>361</u>	<u>881</u>	<u>1,572</u>	<u>2,229</u>	<u>2,912</u>	<u>3,621</u>
	0	0	0	0	7,182	39,026	88,639	148,596	204,266	280,605	375,648
TRANSFER TAX REVENUE											
Market Rate Units \$7.50 /\$1,000	0	0	0	0	53,000	290,000	658,000	1,103,000	1,515,000	2,083,000	2,790,000
Affordable Units \$6.80 /\$1,000	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>6,000</u>	<u>11,000</u>	<u>15,000</u>	<u>20,000</u>	<u>25,000</u>
Notes	0	0	0	0	53,000	293,000	664,000	1,114,000	1,530,000	2,103,000	2,815,000

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 15

TRANSFER TAX REVENUE ESTIMATES ¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹		2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
VALUE SUBJECT TO TRANSFER TAX (\$000s)												
RESIDENTIAL VALUE²												
Market Rate Home Sales (\$000s)		865,778	848,007	832,925	857,912	809,672	244,121	0	0	0	0	0
Cumulative Value Inflated / 1 year lag	1.03	5,601,629	6,617,684	7,649,139	8,736,526	9,808,294	10,346,664	10,657,064	10,976,775	11,306,079	11,645,261	11,994,619
BMR Home Sales (\$000s)		7,145	7,359	7,580	7,807	6,866	1,251	0	0	0	0	0
Cumulative Value Inflated / 1 year lag	1.01	50,722	58,589	66,754	75,229	82,847	84,926	85,776	86,634	87,500	88,375	89,259
RESIDENTIAL TURNOVER												
Market Rate Units	10% /Year	473,585	576,968	681,621	787,861	899,862	1,010,254	1,065,706	1,097,678	1,130,608	1,164,526	1,199,462
Affordable Units	10% /Year	<u>4,358</u>	<u>5,123</u>	<u>5,917</u>	<u>6,742</u>	<u>7,598</u>	<u>8,368</u>	<u>8,578</u>	<u>8,663</u>	<u>8,750</u>	<u>8,837</u>	<u>8,926</u>
		477,943	582,091	687,539	794,604	907,460	1,018,622	1,074,284	1,106,341	1,139,358	1,173,364	1,208,388
TRANSFER TAX REVENUE												
Market Rate Units	\$7.50 /\$1,000	3,552,000	4,327,000	5,112,000	5,909,000	6,749,000	7,577,000	7,993,000	8,233,000	8,480,000	8,734,000	8,996,000
Affordable Units	\$6.80 /\$1,000	<u>30,000</u>	<u>35,000</u>	<u>40,000</u>	<u>46,000</u>	<u>52,000</u>	<u>57,000</u>	<u>58,000</u>	<u>59,000</u>	<u>59,000</u>	<u>60,000</u>	<u>61,000</u>
Notes		3,582,000	4,362,000	5,152,000	5,955,000	6,801,000	7,634,000	8,051,000	8,292,000	8,539,000	8,794,000	9,057,000

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 15

TRANSFER TAX REVENUE ESTIMATES ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
VALUE SUBJECT TO TRANSFER TAX (\$000s)											
RESIDENTIAL VALUE²											
Market Rate Home Sales (\$000s)	0	0	0	0	0	0	0	0	0	0	0
Cumulative Value Inflated / 1 year lag 1.03	12,354,457	12,725,091	13,106,844	13,500,049	13,905,051	14,322,202	14,751,868	15,194,424	15,650,257	16,119,765	16,603,358
BMR Home Sales (\$000s)	0	0	0	0	0	0	0	0	0	0	0
Cumulative Value Inflated / 1 year lag 1.01	90,151	91,053	91,963	92,883	93,812	94,750	95,697	96,654	97,621	98,597	99,583
RESIDENTIAL TURNOVER											
Market Rate Units 10% /Year	1,235,446	1,272,509	1,310,684	1,350,005	1,390,505	1,432,220	1,475,187	1,519,442	1,565,026	1,611,976	1,660,336
Affordable Units 10% /Year	<u>9,015</u>	<u>9,105</u>	<u>9,196</u>	<u>9,288</u>	<u>9,381</u>	<u>9,475</u>	<u>9,570</u>	<u>9,665</u>	<u>9,762</u>	<u>9,860</u>	<u>9,958</u>
	1,244,461	1,281,614	1,319,881	1,359,293	1,399,886	1,441,695	1,484,757	1,529,108	1,574,788	1,621,836	1,670,294
TRANSFER TAX REVENUE											
Market Rate Units \$7.50 /\$1,000	9,266,000	9,544,000	9,830,000	10,125,000	10,429,000	10,742,000	11,064,000	11,396,000	11,738,000	12,090,000	12,453,000
Affordable Units \$6.80 /\$1,000	<u>61,000</u>	<u>62,000</u>	<u>63,000</u>	<u>63,000</u>	<u>64,000</u>	<u>64,000</u>	<u>65,000</u>	<u>66,000</u>	<u>66,000</u>	<u>67,000</u>	<u>68,000</u>
Notes	9,327,000	9,606,000	9,893,000	10,188,000	10,493,000	10,806,000	11,129,000	11,462,000	11,804,000	12,157,000	12,521,000

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 15

TRANSFER TAX REVENUE ESTIMATES ¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹		2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
VALUE SUBJECT TO TRANSFER TAX (\$000s)												
RESIDENTIAL VALUE²												
Market Rate Home Sales (\$000s)		0	0	0	0	0	0	0	0	0	0	0
Cumulative Value Inflated / 1 year lag	1.03	17,101,459	17,614,502	18,142,937	18,687,225	19,247,842	19,825,277	20,420,036	21,032,637	21,663,616	22,313,524	22,982,930
BMR Home Sales (\$000s)		0	0	0	0	0	0	0	0	0	0	0
Cumulative Value Inflated / 1 year lag	1.01	100,579	101,585	102,600	103,626	104,663	105,709	106,766	107,834	108,912	110,002	111,102
RESIDENTIAL TURNOVER												
Market Rate Units	10% /Year	1,710,146	1,761,450	1,814,294	1,868,723	1,924,784	1,982,528	2,042,004	2,103,264	2,166,362	2,231,352	2,298,293
Affordable Units	10% /Year	<u>10,058</u>	<u>10,158</u>	<u>10,260</u>	<u>10,363</u>	<u>10,466</u>	<u>10,571</u>	<u>10,677</u>	<u>10,783</u>	<u>10,891</u>	<u>11,000</u>	<u>11,110</u>
		1,720,204	1,771,609	1,824,554	1,879,085	1,935,250	1,993,099	2,052,680	2,114,047	2,177,253	2,242,353	2,309,403
TRANSFER TAX REVENUE												
Market Rate Units	\$7.50 /\$1,000	12,826,000	13,211,000	13,607,000	14,015,000	14,436,000	14,869,000	15,315,000	15,774,000	16,248,000	16,735,000	17,237,000
Affordable Units	\$6.80 /\$1,000	<u>68,000</u>	<u>69,000</u>	<u>70,000</u>	<u>70,000</u>	<u>71,000</u>	<u>72,000</u>	<u>73,000</u>	<u>73,000</u>	<u>74,000</u>	<u>75,000</u>	<u>76,000</u>
		12,894,000	13,280,000	13,677,000	14,085,000	14,507,000	14,941,000	15,388,000	15,847,000	16,322,000	16,810,000	17,313,000

Notes

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 15

TRANSFER TAX REVENUE ESTIMATES ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
VALUE SUBJECT TO TRANSFER TAX (\$000s)									
RESIDENTIAL VALUE²									
Market Rate Home Sales (\$000s)	0	0	0	0	0	0	0	0	0
Cumulative Value Inflated / 1 year lag 1.03	23,672,418	24,382,591	25,114,068	25,867,490	26,643,515	27,442,821	28,266,105	29,114,088	29,987,511
BMR Home Sales (\$000s)	0	0	0	0	0	0	0	0	0
Cumulative Value Inflated / 1 year lag 1.01	112,213	113,335	114,468	115,613	116,769	117,937	119,116	120,307	121,510
RESIDENTIAL TURNOVER									
Market Rate Units 10% /Year	2,367,242	2,438,259	2,511,407	2,586,749	2,664,352	2,744,282	2,826,611	2,911,409	2,998,751
Affordable Units 10% /Year	<u>11,221</u>	<u>11,333</u>	<u>11,447</u>	<u>11,561</u>	<u>11,677</u>	<u>11,794</u>	<u>11,912</u>	<u>12,031</u>	<u>12,151</u>
	2,378,463	2,449,593	2,522,854	2,598,310	2,676,028	2,756,076	2,838,522	2,923,440	3,010,902
TRANSFER TAX REVENUE									
Market Rate Units \$7.50 /\$1,000	17,754,000	18,287,000	18,836,000	19,401,000	19,983,000	20,582,000	21,200,000	21,836,000	22,491,000
Affordable Units \$6.80 /\$1,000	<u>76,000</u>	<u>77,000</u>	<u>78,000</u>	<u>79,000</u>	<u>79,000</u>	<u>80,000</u>	<u>81,000</u>	<u>82,000</u>	<u>83,000</u>
Notes	17,830,000	18,364,000	18,914,000	19,480,000	20,062,000	20,662,000	21,281,000	21,918,000	22,574,000

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 16

GENERAL FUND OPERATING EXPENSE ASSUMPTIONS ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

Global Escalation Assumption	3.0%	Per Year ¹		
2015 City/County Service Population Estimate	845,602	Resident Population ²		
	613,200	Employment Base ²		
	1,458,802	Day and Evening Population ²		

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Gen. Administration & Finance:				
Elections	58%	share of residents eligible and registered to vote ³		
	800	voters per polling place ³		
	\$20,000	cost per polling place (2010\$) ³		
	\$23,881	cost per polling place (2016\$), inflated		
	\$17	cost per capita (2016\$)		
Gen. Administration & Finance:				
Assessor/ Recorder	1	required FTE ³		
	\$133,617	fully loaded service cost ⁴		
		<u>start year threshold:</u>		
	2%	of new residents ³		
Gen. Administration & Finance:				
311 Call Center	4.59	annual calls per resident ³		
	48,000	annual calls per customer service representative (CSR) ³		
	\$108,133	total compensation per CSR ⁴		
	\$10	service cost per capita		
	51%	transfer adjustment ⁵		
	\$5	cost per capita, net of transfers		
Gen. Administration & Finance:				
All Other	\$198,908,263	Net Expenses FY 2015-16 (Appendix A-2) ⁶		
	1,060,222	resident equivalents		
	25%	variable costs ³		
	\$0	cost per resident equivalent ³	\$47	(excluded)
Public Safety: Fire Protection		<u>Costs by Apparatus (See Table 9-D)</u>	<u>Existing</u>	<u>New</u> <u>Replaced</u>
	3,469,493	Engine	1	1 0
	4,144,253	Ladder Truck	1	1 0
	75,967	Ambulance (Backup)	1	0 0
	1,602,890	Ambulance (Staffed)	0	1 0
	1,739,357	Engine-Hose Tender	1	0 -1
	1,267,028	Battalion Chief	0	1 0
	89,767	New Ladder Truck (Equipment Only)	0	1 0

Table 16

GENERAL FUND OPERATING EXPENSE ASSUMPTIONS ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

p 2/4	Fire (Continued)	35%	Population Threshold To Complete Fire Station ⁷
		50%	Share of Costs to Phase In/Out in First Operating Year ¹
	Public Safety: Police		<u>Costs at Build-Out</u>
		1.42	Sworn Officers /1,000 Day and Nighttime Population ³
		<u>1.2</u>	"Island Factor" ³
		1.70	Sworn Officers /1,000 Day and Nighttime Population (Treasure Island)
		\$174,799	Average Salary and Benefits Per Sworn Officer (2015\$) ⁸
		\$297	Cost Per Day and Nighttime Population
			<u>Existing Costs</u>
		11	Sworn Officers ³
		\$174,799	Average Salary and Benefits Per Sworn Officer (2015\$) ⁸
	Public Safety: Emergency Communications		
		1.18	911 Calls Per Resident ³
		6,045	Calls Per Public Safety Dispatcher (PSD)/Supervisor ³
		133,868	total compensation per PSD/ PSD supervisor ⁴
		\$26	cost per capita (2016\$)
	Public Health		
		0.30	visits per person (low-moderate income) ³
		14%	share of patients admitted ³
		6	length of stay (days) ³
		\$565	ER cost / visit (2010\$) ³
		\$3,000	Inpatient cost / day (2010\$) ³
		\$675	ER cost / visit (2016\$)
		\$3,582	Inpatient cost / visit (2016\$)
		\$1,076	Total cost ER + Inpatient
		80%	Reimbursement share ³
		\$215	Unreimbursed cost
		28%	% of residents living in affordable units ⁹
		\$60	per capita service cost

Table 16

GENERAL FUND OPERATING EXPENSE ASSUMPTIONS ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

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Public Works

1,849,420 sq. ft. of new streets³

<i>delivery of streets based on cumulative share of residents in subsequent year:</i> ³	
res. threshold	% of streets
<u>% of pop.</u>	<u>delivered</u>
1.50%	41%
19.81%	14%
45.50%	20%
65.98%	8%
80.42%	<u>17%</u>
	100%

New Costs

\$0.65	maintenance and reconstruction cost PSF (2010\$) ³
\$0.07	street sweeping cost PSF (2010\$) ³
\$0.71	maintenance and reconstruction cost PSF (2016\$)
\$0.08	street sweeping cost PSF (2016\$)

Phase In

1	year cost delay ³
10	years to full public cost ³

GF Transfer to SFMTA¹⁰

	<u>Prop. B Population Adjustment</u>
\$271,700,000	Base Transfer from General Fund FY16 ¹¹
1,458,802	Day and Evening Population
\$186	Per Resident/Employee

Other Transportation/Economic Development

\$0 Not Estimated³

Library/Community Facilities

	<u>Library¹²</u>	<u>Community</u>	
\$186,724		\$314,800	Net Annual Operating Cost (2010\$) ³
\$222,958		\$375,888	Net Annual Operating Cost (2016\$), Inflated
\$325,142		\$600,000	Initial Capital Cost (2010\$) ³
\$388,237		\$716,431	Initial Capital Cost (2016\$), Inflated
5		5	Amoritization Period ³
5%		5%	Amoritization Rate ³
\$89,673		\$165,478	Annual Payment
			5 years
20%		20%	percent of residents ³
33%		33%	Year 1 Phase In ³
67%		67%	Year 2 Phase In ³

Culture and Recreation: Recreation & Park

\$0 parks and open space funded by private and/or non-profit sources³

Table 16

GENERAL FUND OPERATING EXPENSE ASSUMPTIONS ¹
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

p 4/4	Other Culture and Recreation	\$39,911,064 \$1,060,222 25% \$0	Net Expenses FY2015-16 (Appendix A-2) ⁶ resident equivalents variable costs cost per resident equivalent: ³	\$9 (excluded)
	Human Welfare & Neighborhood Development	\$885,614,064 1,060,222 25% \$0	Net Expenses FY 2015-16 (Appendix A-2) ⁶ resident equivalents variable costs cost per resident equivalent: ³	\$209 (excluded)
	General City Responsibility	\$0	not estimated ³	

Notes

- ¹ KMA assumption.
- ² Table 9.
- ³ Per the report, "Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project," by Economic Planning Systems in May 2011.
- ⁴ San Francisco Office of the Controller. FY 2015/16 Rate Table. Based on weighted average of personnel categories identified in 2011 EPS study.
- ⁵ City and County of San Francisco. Budget and Appropriation Ordinance. Fiscal Year Ending June 30, 2016. Share of 311 costs borne by enterprise funds.
- ⁶ City and County of San Francisco. Budget and Appropriation Ordinance. Fiscal Year Ending June 30, 2016.
- ⁷ TICD Schedule of Performance, June 2016.
- ⁸ City & County of San Francisco Office of the Controller, City Services Benchmarking Report: Police Staffing (July 2015).
- ⁹ Table 6.
- ¹⁰ Base transfer to MTA deducted from revenues. See revenue assumptions, Table 10.
- ¹¹ City of San Francisco. Office of the Controller. FY2015-16 Revenue Letter. As a result of Proposition B, passed by voters in 2014, required GF payments to MTA are to be adjusted proportionally to growth in the day or evening population, whichever is greater.
- ¹² Library expenses assumed to be paid out of baseline transfer to Library Fund. See Table 23.

Table 17
ESTIMATE OF GENERAL FUND EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
expense appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	
residents ²	0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181	
employees ²	0	0	0	19	66	123	356	415	514	921	981	
day & night time pop. ²	0	0	0	128	724	1,736	3,443	4,872	6,185	8,287	10,162	
Percent Buildout Population ²	0%	0%	0%	1%	4%	10%	19%	27%	35%	45%	56%	
GENERAL FUND EXPENSES												
Elections	\$17.19 /res	0	0	0	2,000	13,000	32,000	63,000	94,000	124,000	165,000	212,000
Assessor/Recorder	\$133,617 2016\$	0	0	0	0	150,000	155,000	160,000	164,000	169,000	174,000	180,000
311	\$5.07 /res	0	0	0	1,000	4,000	9,000	19,000	28,000	36,000	49,000	63,000
Police Services												
Total Cost	\$297.50 /res & emp.	0	0	0	42,000	243,000	599,000	1,223,000	1,783,000	2,331,000	3,217,000	4,063,000
(Less) Existing Costs	\$1,922,789 2016\$	(1,923,000)	(1,980,000)	(2,040,000)	(2,101,000)	(2,164,000)	(2,229,000)	(2,296,000)	(2,365,000)	(2,436,000)	(2,509,000)	(2,584,000)
Incremental Cost		0	0	0	0	0	0	0	0	708,000	1,479,000	
Fire Protection	Table 18	0	0	0	0	0	0	0	2,970,000	6,119,000	6,303,000	
911 Emergency Response	\$26.13 /res	0	0	0	3,000	19,000	49,000	96,000	143,000	188,000	251,000	322,000
Public Health	\$60.05 /res	0	0	0	7,000	44,000	112,000	221,000	329,000	431,000	577,000	741,000
Public Works	Table 20	0	0	0	0	0	42,000	69,000	168,000	239,000	279,000	611,000
Library/Community Facilities	Table 23	0	0	0	0	0	0	205,000	418,000	641,000	655,000	670,000
SFMTA Prop. B	Table 21-A	0	0	0	26,000	152,000	375,000	766,000	1,116,000	1,459,000	2,014,000	2,544,000
TOTAL EXPENSES		0	0	0	39,000	382,000	774,000	1,599,000	2,460,000	6,257,000	10,991,000	13,125,000

Notes

¹ Table 16.

² Table 6.

Table 17
ESTIMATE OF GENERAL FUND EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	
expense appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86	
residents ²	10,689	12,111	13,734	14,952	16,043	16,326	16,326	16,326	16,326	16,326	16,326	
employees ²	1,032	1,786	1,842	2,497	2,534	2,544	2,544	2,544	2,544	2,544	2,544	
day & night time pop. ²	11,721	13,897	15,576	17,449	18,577	18,870	18,870	18,870	18,870	18,870	18,870	
Percent Buildout Population ²	65%	74%	84%	92%	98%	100%	100%	100%	100%	100%	100%	
GENERAL FUND EXPENSES												
Elections	\$17.19 /res	254,000	297,000	347,000	389,000	430,000	450,000	464,000	478,000	492,000	507,000	522,000
Assessor/Recorder	\$133,617 2016\$	185,000	191,000	196,000	202,000	208,000	214,000	221,000	227,000	234,000	241,000	249,000
311	\$5.07 /res	75,000	88,000	102,000	115,000	127,000	133,000	137,000	141,000	145,000	149,000	154,000
Police Services												
Total Cost	\$297.50 /res & emp.	4,827,000	5,895,000	6,805,000	7,852,000	8,610,000	9,009,000	9,279,000	9,557,000	9,844,000	10,139,000	10,443,000
(Less) Existing Costs	\$1,922,789 2016\$	<u>(2,662,000)</u>	<u>(2,741,000)</u>	<u>(2,824,000)</u>	<u>(2,908,000)</u>	<u>(2,996,000)</u>	<u>(3,086,000)</u>	<u>(3,178,000)</u>	<u>(3,273,000)</u>	<u>(3,372,000)</u>	<u>(3,473,000)</u>	<u>(3,577,000)</u>
Incremental Cost		2,165,000	3,154,000	3,981,000	4,944,000	5,614,000	5,923,000	6,101,000	6,284,000	6,472,000	6,666,000	6,866,000
Fire Protection	Table 18	6,492,000	6,687,000	6,887,000	7,094,000	7,307,000	7,526,000	7,752,000	7,984,000	8,224,000	8,470,000	8,724,000
911 Emergency Response	\$26.13 /res	387,000	451,000	527,000	591,000	653,000	685,000	705,000	726,000	748,000	771,000	794,000
Public Health	\$80.05 /res	888,000	1,037,000	1,211,000	1,358,000	1,501,000	1,573,000	1,620,000	1,669,000	1,719,000	1,771,000	1,824,000
Public Works	Table 20	736,000	977,000	1,497,000	1,473,000	1,494,000	1,527,000	1,572,000	1,619,000	1,668,000	1,718,000	1,770,000
Library/Community Facilities	Table 23	685,000	536,000	552,000	569,000	586,000	603,000	621,000	640,000	659,000	679,000	699,000
SFMTA Prop. B	Table 21-A	3,022,000	3,690,000	4,260,000	4,916,000	5,390,000	5,640,000	5,809,000	5,983,000	6,163,000	6,348,000	6,538,000
TOTAL EXPENSES		14,889,000	17,108,000	19,560,000	21,651,000	23,310,000	24,274,000	25,002,000	25,751,000	26,524,000	27,320,000	28,140,000

Notes

¹ Table 16.

² Table 6.

Table 17
ESTIMATE OF GENERAL FUND EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	
expense appreciation ¹	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58	
residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
employees ²	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	
day & night time pop. ²	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	
Percent Buildout Population ²	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
GENERAL FUND EXPENSES												
Elections	\$17.19 /res	538,000	554,000	571,000	588,000	605,000	624,000	642,000	662,000	681,000	702,000	723,000
Assessor/Recorder	\$133,617 2016\$	256,000	264,000	272,000	280,000	288,000	297,000	306,000	315,000	324,000	334,000	344,000
311	\$5.07 /res	159,000	163,000	168,000	173,000	178,000	184,000	189,000	195,000	201,000	207,000	213,000
Police Services												
Total Cost	\$297.50 /res & emp.	10,757,000	11,080,000	11,412,000	11,754,000	12,107,000	12,470,000	12,844,000	13,230,000	13,626,000	14,035,000	14,456,000
(Less) Existing Costs	\$1,922,789 2016\$	<u>(3,684,000)</u>	<u>(3,795,000)</u>	<u>(3,909,000)</u>	<u>(4,026,000)</u>	<u>(4,147,000)</u>	<u>(4,271,000)</u>	<u>(4,399,000)</u>	<u>(4,531,000)</u>	<u>(4,667,000)</u>	<u>(4,807,000)</u>	<u>(4,951,000)</u>
Incremental Cost		7,073,000	7,285,000	7,503,000	7,728,000	7,960,000	8,199,000	8,445,000	8,699,000	8,959,000	9,228,000	9,505,000
Fire Protection	Table 18	8,986,000	9,256,000	9,533,000	9,819,000	10,114,000	10,417,000	10,730,000	11,052,000	11,383,000	11,725,000	12,077,000
911 Emergency Response	\$26.13 /res	817,000	842,000	867,000	893,000	920,000	948,000	976,000	1,005,000	1,036,000	1,067,000	1,099,000
Public Health	\$60.05 /res	1,878,000	1,935,000	1,993,000	2,053,000	2,114,000	2,178,000	2,243,000	2,310,000	2,380,000	2,451,000	2,525,000
Public Works	Table 20	1,823,000	1,877,000	1,935,000	1,992,000	2,051,000	2,113,000	2,176,000	2,242,000	2,309,000	2,377,000	2,450,000
Library/Community Facilities	Table 23	720,000	742,000	764,000	787,000	811,000	835,000	860,000	886,000	912,000	940,000	968,000
SFMTA Prop. B	Table 21-A	6,734,000	6,936,000	7,144,000	7,359,000	7,580,000	7,807,000	8,041,000	8,282,000	8,531,000	8,787,000	9,050,000
TOTAL EXPENSES		28,984,000	29,854,000	30,750,000	31,672,000	32,621,000	33,602,000	34,608,000	35,648,000	36,716,000	37,818,000	38,954,000

Notes

¹ Table 16.

² Table 6.

Table 17
ESTIMATE OF GENERAL FUND EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	
expense appreciation ¹	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56	
residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
employees ²	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	
day & night time pop. ²	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	
Percent Buildout Population ²	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
GENERAL FUND EXPENSES												
Elections	\$17.19 /res	745,000	767,000	790,000	814,000	838,000	863,000	889,000	916,000	943,000	971,000	1,001,000
Assessor/Recorder	\$133,617 2016\$	354,000	365,000	376,000	387,000	399,000	411,000	423,000	436,000	449,000	462,000	476,000
311	\$5.07 /res	219,000	226,000	233,000	240,000	247,000	254,000	262,000	270,000	278,000	286,000	295,000
Police Services												
Total Cost	\$297.50 /res & emp.	14,890,000	15,337,000	15,797,000	16,271,000	16,759,000	17,262,000	17,779,000	18,313,000	18,862,000	19,428,000	20,011,000
(Less) Existing Costs	\$1,922,789 2016\$	<u>(5,100,000)</u>	<u>(5,253,000)</u>	<u>(5,410,000)</u>	<u>(5,573,000)</u>	<u>(5,740,000)</u>	<u>(5,912,000)</u>	<u>(6,090,000)</u>	<u>(6,272,000)</u>	<u>(6,460,000)</u>	<u>(6,654,000)</u>	<u>(6,854,000)</u>
Incremental Cost		9,790,000	10,084,000	10,387,000	10,698,000	11,019,000	11,350,000	11,689,000	12,041,000	12,402,000	12,774,000	13,157,000
Fire Protection	Table 18	12,439,000	12,812,000	13,197,000	13,592,000	14,000,000	14,420,000	14,853,000	15,298,000	15,757,000	16,230,000	16,717,000
911 Emergency Response	\$26.13 /res	1,132,000	1,166,000	1,200,000	1,237,000	1,274,000	1,312,000	1,351,000	1,392,000	1,433,000	1,476,000	1,521,000
Public Health	\$60.05 /res	2,600,000	2,678,000	2,759,000	2,841,000	2,927,000	3,014,000	3,105,000	3,198,000	3,294,000	3,393,000	3,495,000
Public Works	Table 20	2,523,000	2,599,000	2,677,000	2,757,000	2,840,000	2,925,000	3,012,000	3,103,000	3,196,000	3,292,000	3,391,000
Library/Community Facilities	Table 23	997,000	1,027,000	1,058,000	1,089,000	1,122,000	1,156,000	1,190,000	1,226,000	1,263,000	1,301,000	1,340,000
SFMTA Prop. B	Table 21-A	9,322,000	9,601,000	9,890,000	10,186,000	10,492,000	10,807,000	11,131,000	11,465,000	11,809,000	12,163,000	12,528,000
TOTAL EXPENSES		40,121,000	41,325,000	42,567,000	43,841,000	45,158,000	46,512,000	47,905,000	49,345,000	50,824,000	52,348,000	53,921,000

Notes

¹ Table 16.

² Table 6.

Table 17
ESTIMATE OF GENERAL FUND EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	
expense appreciation ¹	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65	
residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
employees ²	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	
day & night time pop. ²	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	
Percent Buildout Population ²	100%	100%	100%	100%	100%	100%	100%	100%	100%	
GENERAL FUND EXPENSES										
Elections	\$17.19 /res	1,031,000	1,062,000	1,093,000	1,126,000	1,160,000	1,195,000	1,231,000	1,268,000	1,306,000
Assessor/Recorder	\$133,617 2016\$	491,000	505,000	520,000	536,000	552,000	569,000	586,000	603,000	621,000
311	\$5.07 /res	304,000	313,000	322,000	332,000	342,000	352,000	363,000	374,000	385,000
Police Services										
Total Cost	\$297.50 /res & emp.	20,611,000	21,229,000	21,866,000	22,522,000	23,198,000	23,894,000	24,611,000	25,349,000	26,110,000
(Less) Existing Costs	\$1,922,789 2016\$	<u>(7,059,000)</u>	<u>(7,271,000)</u>	<u>(7,489,000)</u>	<u>(7,714,000)</u>	<u>(7,945,000)</u>	<u>(8,184,000)</u>	<u>(8,429,000)</u>	<u>(8,682,000)</u>	<u>(8,943,000)</u>
Incremental Cost		13,552,000	13,958,000	14,377,000	14,808,000	15,253,000	15,710,000	16,182,000	16,667,000	17,167,000
Fire Protection	Table 18	17,218,000	17,735,000	18,267,000	18,815,000	19,380,000	19,961,000	20,560,000	21,177,000	21,812,000
911 Emergency Response	\$26.13 /res	1,566,000	1,613,000	1,662,000	1,712,000	1,763,000	1,816,000	1,870,000	1,926,000	1,984,000
Public Health	\$80.05 /res	3,599,000	3,707,000	3,819,000	3,933,000	4,051,000	4,173,000	4,298,000	4,427,000	4,560,000
Public Works	Table 20	3,493,000	3,597,000	3,705,000	3,816,000	3,931,000	4,049,000	4,171,000	4,295,000	4,424,000
Library/Community Facilities	Table 23	1,380,000	1,421,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000	1,697,000	1,748,000
SFMTA Prop. B	Table 21-A	12,904,000	13,291,000	13,689,000	14,100,000	14,523,000	14,959,000	15,408,000	15,870,000	16,346,000
TOTAL EXPENSES		55,538,000	57,202,000	58,918,000	60,686,000	62,508,000	64,384,000	66,317,000	68,304,000	70,353,000

Notes

¹ Table 16.

² Table 6.

Table 18
ESTIMATE OF FIRE PROTECTION EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
expense appreciation ²	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	
residents ³	0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181	
employees ³	0	0	0	19	66	123	356	415	514	921	981	
Percent Buildout Population ³	0%	0%	0%	1%	4%	10%	19%	27%	35%	45%	56%	
FIRE PROTECTION EXPENSES												
Base Expenses To Maintain												
Existing Engine Company	\$3,469,493	3,469,493	3,573,578	3,680,786	3,791,209	3,904,945	4,022,094	4,142,757	4,267,039	4,395,050	4,526,902	4,662,709
Existing Truck Company	\$4,144,253	4,144,253	4,268,581	4,396,638	4,528,537	4,664,393	4,804,325	4,948,455	5,096,908	5,249,816	5,407,310	5,569,529
Existing Ambulance	\$75,967	75,967	78,246	80,593	83,011	85,501	88,066	90,708	93,429	96,232	99,119	102,093
		7,689,713	7,920,404	8,158,017	8,402,757	8,654,840	8,914,485	9,181,919	9,457,377	9,741,098	10,033,331	10,334,331
Base Expenses To Phase Out												
Existing Engine: Hose Tender	\$1,739,357	1,739,357	1,791,537	1,845,284	1,900,642	1,957,661	2,016,391	2,076,883	2,139,189	1,101,683	0	0
New Expenses To Phase In												
New Engine Company	\$3,469,493	0	0	0	0	0	0	0	0	2,197,525	4,526,902	4,662,709
New Ambulance	\$1,602,890	0	0	0	0	0	0	0	0	1,015,246	2,091,408	2,154,150
New Battalion Chief	\$1,267,028	0	0	0	0	0	0	0	0	802,517	1,653,185	1,702,780
New Ladder Truck	\$89,767	0	0	0	0	0	0	0	0	56,857	117,125	120,639
		0	0	0	0	0	0	0	0	4,072,145	8,388,620	8,640,278
Gross Expenses w/ Project		9,429,070	9,711,942	10,003,300	10,303,399	10,612,501	10,930,876	11,258,802	11,596,566	14,914,926	18,421,951	18,974,609
(Less) Base Expenses		-9,429,070	-9,711,942	-10,003,300	-10,303,399	-10,612,501	-10,930,876	-11,258,802	-11,596,566	-11,944,463	-12,302,797	-12,671,881
Net Expenses		0	0	0	0	0	0	0	0	2,970,000	6,119,000	6,303,000

Notes

¹ Table 19.

² Table 16.

³ Table 6.

Table 18
ESTIMATE OF FIRE PROTECTION EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	
expense appreciation ²	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86	
residents ³	10,689	12,111	13,734	14,952	16,043	16,326	16,326	16,326	16,326	16,326	16,326	
employees ³	1,032	1,786	1,842	2,497	2,534	2,544	2,544	2,544	2,544	2,544	2,544	
Percent Buildout Population ³	65%	74%	84%	92%	98%	100%	100%	100%	100%	100%	100%	
FIRE PROTECTION EXPENSES												
Base Expenses To Maintain												
Existing Engine Company	\$3,469,493	4,802,590	4,946,668	5,095,068	5,247,920	5,405,358	5,567,518	5,734,544	5,906,580	6,083,778	6,266,291	6,454,280
Existing Truck Company	\$4,144,253	5,736,615	5,908,714	6,085,975	6,268,554	6,456,611	6,650,309	6,849,819	7,055,313	7,266,973	7,484,982	7,709,531
Existing Ambulance	\$75,967	105,156	108,310	111,560	114,906	118,354	121,904	125,561	129,328	133,208	137,204	141,320
		10,644,361	10,963,692	11,292,603	11,631,381	11,980,322	12,339,732	12,709,924	13,091,222	13,483,958	13,888,477	14,305,131
Base Expenses To Phase Out												
Existing Engine: Hose Tender	\$1,739,357	0	0	0	0	0	0	0	0	0	0	0
New Expenses To Phase In												
New Engine Company	\$3,469,493	4,802,590	4,946,668	5,095,068	5,247,920	5,405,358	5,567,518	5,734,544	5,906,580	6,083,778	6,266,291	6,454,280
New Ambulance	\$1,602,890	2,218,774	2,285,338	2,353,898	2,424,515	2,497,250	2,572,168	2,649,333	2,728,813	2,810,677	2,894,997	2,981,847
New Battalion Chief	\$1,267,028	1,753,864	1,806,480	1,860,674	1,916,494	1,973,989	2,033,209	2,094,205	2,157,031	2,221,742	2,288,394	2,357,046
New Ladder Truck	\$89,767	124,258	127,986	131,825	135,780	139,854	144,049	148,371	152,822	157,406	162,129	166,992
		8,899,486	9,166,471	9,441,465	9,724,709	10,016,450	10,316,944	10,626,452	10,945,246	11,273,603	11,611,811	11,960,166
Gross Expenses w/ Project		19,543,848	20,130,163	20,734,068	21,356,090	21,996,773	22,656,676	23,336,376	24,036,467	24,757,562	25,500,288	26,265,297
(Less) Base Expenses		-13,052,038	-13,443,599	-13,846,907	-14,262,314	-14,690,183	-15,130,889	-15,584,816	-16,052,360	-16,533,931	-17,029,949	-17,540,847
Net Expenses		6,492,000	6,687,000	6,887,000	7,094,000	7,307,000	7,526,000	7,752,000	7,984,000	8,224,000	8,470,000	8,724,000

Notes

¹ Table 19.

² Table 16.

³ Table 6.

Table 18
ESTIMATE OF FIRE PROTECTION EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	
expense appreciation ²	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58	
residents ³	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
employees ³	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	
Percent Buildout Population ³	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
FIRE PROTECTION EXPENSES												
Base Expenses To Maintain												
Existing Engine Company	\$3,469,493	6,647,908	6,847,345	7,052,766	7,264,349	7,482,279	7,706,748	7,937,950	8,176,089	8,421,371	8,674,012	8,934,233
Existing Truck Company	\$4,144,253	7,940,817	8,179,042	8,424,413	8,677,145	8,937,460	9,205,583	9,481,751	9,766,204	10,059,190	10,360,965	10,671,794
Existing Ambulance	\$75,967	145,560	149,927	154,425	159,057	163,829	168,744	173,806	179,020	184,391	189,923	195,620
		14,734,285	15,176,314	15,631,603	16,100,551	16,583,568	17,081,075	17,593,507	18,121,312	18,664,952	19,224,900	19,801,647
Base Expenses To Phase Out												
Existing Engine: Hose Tender	\$1,739,357	0	0	0	0	0	0	0	0	0	0	0
New Expenses To Phase In												
New Engine Company	\$3,469,493	6,647,908	6,847,345	7,052,766	7,264,349	7,482,279	7,706,748	7,937,950	8,176,089	8,421,371	8,674,012	8,934,233
New Ambulance	\$1,602,890	3,071,303	3,163,442	3,258,345	3,356,095	3,456,778	3,560,482	3,667,296	3,777,315	3,890,634	4,007,353	4,127,574
New Battalion Chief	\$1,267,028	2,427,757	2,500,590	2,575,608	2,652,876	2,732,462	2,814,436	2,898,869	2,985,835	3,075,411	3,167,673	3,262,703
New Ladder Truck	\$89,767	172,002	177,162	182,477	187,951	193,590	199,398	205,380	211,541	217,887	224,424	231,157
		12,318,971	12,688,540	13,069,196	13,461,272	13,865,110	14,281,063	14,709,495	15,150,780	15,605,303	16,073,462	16,555,666
Gross Expenses w/ Project		27,053,256	27,864,854	28,700,799	29,561,823	30,448,678	31,362,138	32,303,002	33,272,092	34,270,255	35,298,363	36,357,314
(Less) Base Expenses		-18,067,073	-18,609,085	-19,167,357	-19,742,378	-20,334,649	-20,944,689	-21,573,030	-22,220,221	-22,886,827	-23,573,432	-24,280,635
Net Expenses		8,986,000	9,256,000	9,533,000	9,819,000	10,114,000	10,417,000	10,730,000	11,052,000	11,383,000	11,725,000	12,077,000

Notes

¹ Table 19.

² Table 16.

³ Table 6.

Table 18
ESTIMATE OF FIRE PROTECTION EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	MEASURE ¹	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	
	expense appreciation ²	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56	
	residents ³	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
	employees ³	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	
	Percent Buildout Population ³	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
FIRE PROTECTION EXPENSES													
Base Expenses To Maintain													
	Existing Engine Company	\$3,469,493	9,202,260	9,478,327	9,762,677	10,055,558	10,357,224	10,667,941	10,987,979	11,317,619	11,657,147	12,006,862	12,367,067
	Existing Truck Company	\$4,144,253	10,991,948	11,321,707	11,661,358	12,011,198	12,371,534	12,742,680	13,124,961	13,518,710	13,924,271	14,341,999	14,772,259
	Existing Ambulance	\$75,967	201,489	207,534	213,760	220,173	226,778	233,581	240,588	247,806	255,240	262,898	270,784
			<u>20,395,697</u>	<u>21,007,568</u>	<u>21,637,795</u>	<u>22,286,929</u>	<u>22,955,536</u>	<u>23,644,203</u>	<u>24,353,529</u>	<u>25,084,134</u>	<u>25,836,659</u>	<u>26,611,758</u>	<u>27,410,111</u>
Base Expenses To Phase Out													
	Existing Engine: Hose Tender	\$1,739,357	0	0	0	0	0	0	0	0	0	0	
New Expenses To Phase In													
	New Engine Company	\$3,469,493	9,202,260	9,478,327	9,762,677	10,055,558	10,357,224	10,667,941	10,987,979	11,317,619	11,657,147	12,006,862	12,367,067
	New Ambulance	\$1,602,890	4,251,401	4,378,943	4,510,312	4,645,621	4,784,990	4,928,539	5,076,395	5,228,687	5,385,548	5,547,114	5,713,528
	New Battalion Chief	\$1,267,028	3,360,584	3,461,402	3,565,244	3,672,201	3,782,367	3,895,838	4,012,713	4,133,095	4,257,087	4,384,800	4,516,344
	New Ladder Truck	\$89,767	238,091	245,234	252,591	260,169	267,974	276,013	284,293	292,822	301,607	310,655	319,975
			<u>17,052,336</u>	<u>17,563,906</u>	<u>18,090,824</u>	<u>18,633,548</u>	<u>19,192,555</u>	<u>19,768,331</u>	<u>20,361,381</u>	<u>20,972,223</u>	<u>21,601,389</u>	<u>22,249,431</u>	<u>22,916,914</u>
	Gross Expenses w/ Project		37,448,033	38,571,474	39,728,618	40,920,477	42,148,091	43,412,534	44,714,910	46,056,357	47,438,048	48,861,189	50,327,025
	(Less) Base Expenses		-25,009,054	-25,759,326	-26,532,105	-27,328,068	-28,147,911	-28,992,348	-29,862,118	-30,757,982	-31,680,721	-32,631,143	-33,610,077
	Net Expenses		<u>12,439,000</u>	<u>12,812,000</u>	<u>13,197,000</u>	<u>13,592,000</u>	<u>14,000,000</u>	<u>14,420,000</u>	<u>14,853,000</u>	<u>15,298,000</u>	<u>15,757,000</u>	<u>16,230,000</u>	<u>16,717,000</u>

Notes

¹ Table 19.

² Table 16.

³ Table 6.

Table 18
ESTIMATE OF FIRE PROTECTION EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	
expense appreciation ²	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65	
residents ³	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
employees ³	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	2,544	
Percent Buildout Population ³	100%	100%	100%	100%	100%	100%	100%	100%	100%	
FIRE PROTECTION EXPENSES										
Base Expenses To Maintain										
Existing Engine Company	\$3,469,493	12,738,080	13,120,222	13,513,829	13,919,243	14,336,821	14,766,925	15,209,933	15,666,231	16,136,218
Existing Truck Company	\$4,144,253	15,215,427	15,671,890	16,142,046	16,626,308	17,125,097	17,638,850	18,168,015	18,713,056	19,274,448
Existing Ambulance	\$75,967	278,908	287,275	295,893	304,770	313,913	323,331	333,031	343,022	353,312
		<u>28,232,414</u>	<u>29,079,387</u>	<u>29,951,768</u>	<u>30,850,321</u>	<u>31,775,831</u>	<u>32,729,106</u>	<u>33,710,979</u>	<u>34,722,309</u>	<u>35,763,978</u>
Base Expenses To Phase Out										
Existing Engine: Hose Tender	\$1,739,357	0	0	0	0	0	0	0	0	0
New Expenses To Phase In										
New Engine Company	\$3,469,493	12,738,080	13,120,222	13,513,829	13,919,243	14,336,821	14,766,925	15,209,933	15,666,231	16,136,218
New Ambulance	\$1,602,890	5,884,934	6,061,482	6,243,326	6,430,626	6,623,545	6,822,251	7,026,918	7,237,726	7,454,858
New Battalion Chief	\$1,267,028	4,651,834	4,791,389	4,935,131	5,083,185	5,235,681	5,392,751	5,554,534	5,721,170	5,892,805
New Ladder Truck	\$89,767	329,574	339,461	349,645	360,134	370,938	382,067	393,529	405,334	417,495
		<u>23,604,422</u>	<u>24,312,554</u>	<u>25,041,931</u>	<u>25,793,189</u>	<u>26,566,984</u>	<u>27,363,994</u>	<u>28,184,914</u>	<u>29,030,461</u>	<u>29,901,375</u>
Gross Expenses w/ Project		51,836,836	53,391,941	54,993,699	56,643,510	58,342,815	60,093,100	61,895,893	63,752,770	65,665,353
(Less) Base Expenses		-34,618,380	-35,656,931	-36,726,639	-37,828,438	-38,963,291	-40,132,190	-41,336,156	-42,576,240	-43,853,527
Net Expenses		<u>17,218,000</u>	<u>17,735,000</u>	<u>18,267,000</u>	<u>18,815,000</u>	<u>19,380,000</u>	<u>19,961,000</u>	<u>20,560,000</u>	<u>21,177,000</u>	<u>21,812,000</u>

Notes

¹ Table 19.

² Table 16.

³ Table 6.

Table 19

**SERVICE COST ASSUMPTIONS: FIRE DEPARTMENT
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

SERVICE COSTS BY APPARATUS			ENGINE	LADDER TRUCK	AMULANCE (BACKUP)	AMBULANCE	ENGINE (HOSE TENDER)	BATTALION CHIEF
STAFFING		Direct Salary ¹						
H2	Firefighter	\$113,312	FTE: ² 9.36	18.72	0	9.36	4.68	
H3	FF/Paramedic	\$130,932	FTE: 4.68					
H20	Lieutenant	\$131,667	FTE: 2.34	2.34			4.68	
H30	Captain	\$150,338	FTE: 2.34	2.34				
H40	Battalion Chief	\$180,432	FTE:					4.68
			18.72	23.4	0	9.36	9.36	4.68
Direct Salary Costs	Salary X FTE		2,333,254	2,781,092	-	1,060,600	1,146,502	844,422
Staffing Adjustment ³	7%		2,492,793	2,971,253	-	1,133,120	1,224,895	902,160
Overtime, Taxes, Benefits ¹	30%		1,068,340	1,273,394	-	485,623	524,955	386,640
Subtotal, Staffing			3,401,593	4,054,486	-	1,546,223	1,671,457	1,231,062
EQUIPMENT⁴								
Replacement Cost (2010\$)			450,000	810,000	144,000	144,000	450,000	40,000
Replacement Cost (2016\$)	3% inflation		540,000	970,000	170,000	170,000	540,000	50,000
Useful Life			12	15	3	3	12	3
Replacement Annual Cost			45,000	64,667	56,667	56,667	45,000	16,667
Vehicle Maintenance (2010\$)			19,200	21,000	16,200		19,200	16,200
Vehicle Maintenance (2016\$)	3% inflation		22,900	25,100	19,300	-	22,900	19,300
Subtotal, Equipment (2016\$)			67,900	89,767	75,967	56,667	67,900	35,967
TOTAL COST PER APPARATUS (2016\$)			3,469,493	4,144,253	75,967	1,602,890	1,739,357	1,267,028
TOTAL EQUIPMENT⁵								
Existing Equipment			1	1	1		1	0
New Equipment			1	1		1		1
Phased-Out Equipment							-1	
Total At Build-Out			2	2	1	1	0	1

Notes

- ¹ San Francisco Office of the Controller. FY 2015/16 Rate Table. Based on weighted average of personnel categories identified in 2011 EPS study.
- ² Per the report, Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project, by Economic Planning Systems in May 2011. □
- ³ Per March 2016 email from Fire Department, the staffing requirement is anticipated to fall between 65-75 FTE. The prior fiscal analysis prepared by EPS estimated 66 FTE. Base staffing costs are increased by 7% to reflect the current, mid-range staffing estimate (70 FTE).
- ⁴ Per EPS (2011) report, adjusted for inflation.
- ⁵ Per March 2016 email from Fire Department, an additional ladder truck will be required. The cost of an additional ladder truck has been added to the projection.

Table 20
ESTIMATE OF PUBLIC WORKS G.F. EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
revenue appreciation	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	
expense appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	
residents ²	0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181	
population build-out ²	0.0%	0.0%	0.0%	0.7%	4.0%	9.9%	18.9%	27.3%	34.7%	45.1%	56.2%	
RIGHT OF WAY MAINTENANCE AND REPAIR												
NEW MAINTENANCE COSTS												
SF of Streets	1,849,420 sf	0	0	0	752,620	0	0	258,080	0	0	371,540	0
Cumulative		0	0	0	752,620	752,620	752,620	1,010,700	1,010,700	1,010,700	1,382,240	1,382,240
Subject to Cost	1 yr. delay	0	0	0	0	752,620	752,620	752,620	1,010,700	1,010,700	1,010,700	1,382,240
Cost Phase-In	10% /yr	0%	0%	0%	0%	10%	20%	30%	40%	50%	60%	70%
Replacement Reserve	\$0.71 /sf	0	0	0	0	60,078	123,760	191,210	352,641	454,025	561,175	922,238
Street Sweeping	\$0.08 /sf	0	0	0	0	6,470	13,328	20,592	37,977	48,895	60,434	99,318
TOTAL COST		0	0	0	0	67,000	137,000	212,000	391,000	503,000	622,000	1,022,000
REVENUES												
(Less) Gas Tax Revenue	\$19.99 /res	0	0	0	0	(15,000)	(37,000)	(74,000)	(110,000)	(144,000)	(192,000)	(247,000)
(Less) Prop. K Sales Tax	Tables 12, 13 & 23	0	0	0	0	(63,000)	(58,000)	(69,000)	(113,000)	(120,000)	(151,000)	(164,000)
NET PUBLIC WORKS EXPENSE¹		0	0	0	0	0	42,000	69,000	168,000	239,000	279,000	611,000

Notes:

¹ Table 16.

² Table 6.

Table 20
ESTIMATE OF PUBLIC WORKS G.F. EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
revenue appreciation	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
expense appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
residents ²	10,689	12,111	13,734	14,952	16,043	16,326	16,326	16,326	16,326	16,326	16,326
population build-out ²	65.5%	74.2%	84.1%	91.6%	98.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
RIGHT OF WAY MAINTENANCE AND REPAIR											
NEW MAINTENANCE COSTS											
SF of Streets	1,849,420 sf	150,720	316,460	0	0	0	0	0	0	0	0
Cumulative		1,532,960	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Subject to Cost	1 yr. delay	1,382,240	1,532,960	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Cost Phase-In	10% /yr	80%	90%	100%	100%	100%	100%	100%	100%	100%	100%
Replacement Reserve	\$0.71 /sf	1,085,606	1,395,113	1,926,233	1,984,020	2,043,541	2,104,847	2,167,993	2,233,033	2,300,023	2,369,024
Street Sweeping	\$0.08 /sf	116,911	150,243	207,441	213,664	220,074	226,676	233,476	240,480	247,695	255,126
TOTAL COST		1,203,000	1,545,000	2,134,000	2,198,000	2,264,000	2,332,000	2,401,000	2,474,000	2,548,000	2,624,000
REVENUES											
(Less) Gas Tax Revenue	\$19.99 /res	(296,000)	(345,000)	(403,000)	(452,000)	(500,000)	(524,000)	(539,000)	(556,000)	(572,000)	(589,000)
(Less) Prop. K Sales Tax	Tables 12, 13 & 23	(171,000)	(223,000)	(234,000)	(273,000)	(270,000)	(281,000)	(290,000)	(299,000)	(308,000)	(317,000)
NET PUBLIC WORKS EXPENSE¹		736,000	977,000	1,497,000	1,473,000	1,494,000	1,527,000	1,572,000	1,619,000	1,668,000	1,770,000

Notes:

¹ Table 16.

² Table 6.

Table 20
ESTIMATE OF PUBLIC WORKS G.F. EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
revenue appreciation	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
expense appreciation ¹	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
population build-out ²	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
RIGHT OF WAY MAINTENANCE AND REPAIR											
NEW MAINTENANCE COSTS											
SF of Streets	1,849,420 sf	0	0	0	0	0	0	0	0	0	0
Cumulative		1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Subject to Cost	1 yr. delay	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Cost Phase-In	10% /yr	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Replacement Reserve	\$0.71 /sf	2,513,298	2,588,697	2,666,358	2,746,348	2,828,739	2,913,601	3,001,009	3,091,039	3,183,770	3,279,284
Street Sweeping	\$0.08 /sf	270,663	278,783	287,146	295,761	304,633	313,772	323,186	332,881	342,868	353,154
TOTAL COST		2,784,000	2,867,000	2,954,000	3,042,000	3,133,000	3,227,000	3,324,000	3,424,000	3,527,000	3,632,000
REVENUES											
(Less) Gas Tax Revenue	\$19.99 /res	(625,000)	(644,000)	(663,000)	(683,000)	(704,000)	(725,000)	(747,000)	(769,000)	(792,000)	(816,000)
(Less) Prop. K Sales Tax	Tables 12, 13 & 23	(336,000)	(346,000)	(356,000)	(367,000)	(378,000)	(389,000)	(401,000)	(413,000)	(426,000)	(439,000)
NET PUBLIC WORKS EXPENSE¹		1,823,000	1,877,000	1,935,000	1,992,000	2,051,000	2,113,000	2,176,000	2,242,000	2,309,000	2,377,000

Notes:

¹ Table 16.

² Table 6.

Table 20
ESTIMATE OF PUBLIC WORKS G.F. EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS ¹	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
revenue appreciation	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56
expense appreciation ¹	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56
residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
population build-out ²	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
RIGHT OF WAY MAINTENANCE AND REPAIR											
NEW MAINTENANCE COSTS											
SF of Streets	1,849,420 sf	0	0	0	0	0	0	0	0	0	0
Cumulative		1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Subject to Cost	1 yr. delay	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Cost Phase-In	10% /yr	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Replacement Reserve	\$0.71 /sf	3,478,992	3,583,362	3,690,863	3,801,588	3,915,636	4,033,105	4,154,098	4,278,721	4,407,083	4,539,295
Street Sweeping	\$0.08 /sf	374,661	385,900	397,478	409,402	421,684	434,334	447,364	460,785	474,609	488,847
TOTAL COST		3,854,000	3,969,000	4,088,000	4,211,000	4,337,000	4,467,000	4,601,000	4,740,000	4,882,000	5,028,000
REVENUES											
(Less) Gas Tax Revenue	\$19.99 /res	(866,000)	(892,000)	(918,000)	(946,000)	(974,000)	(1,003,000)	(1,034,000)	(1,065,000)	(1,097,000)	(1,129,000)
(Less) Prop. K Sales Tax	Tables 12, 13 & 23	(465,000)	(478,000)	(493,000)	(508,000)	(523,000)	(539,000)	(555,000)	(572,000)	(589,000)	(607,000)
NET PUBLIC WORKS EXPENSE¹		2,523,000	2,599,000	2,677,000	2,757,000	2,840,000	2,925,000	3,012,000	3,103,000	3,196,000	3,292,000

Notes:

¹ Table 16.

² Table 6.

Table 20
ESTIMATE OF PUBLIC WORKS G.F. EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
revenue appreciation	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
expense appreciation ¹	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
population build-out ²	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
RIGHT OF WAY MAINTENANCE AND REPAIR									
NEW MAINTENANCE COSTS									
SF of Streets	1,849,420 sf	0	0	0	0	0	0	0	0
Cumulative		1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Subject to Cost	1 yr. delay	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420	1,849,420
Cost Phase-In	10% /yr	100%	100%	100%	100%	100%	100%	100%	100%
Replacement Reserve	\$0.71 /sf	4,815,738	4,960,211	5,109,017	5,262,287	5,420,156	5,582,761	5,750,244	6,100,433
Street Sweeping	\$0.08 /sf	518,618	534,177	550,202	566,708	583,709	601,220	619,257	656,970
TOTAL COST		5,334,000	5,494,000	5,659,000	5,829,000	6,004,000	6,184,000	6,370,000	6,757,000
REVENUES									
(Less) Gas Tax Revenue	\$19.99 /res	(1,198,000)	(1,234,000)	(1,271,000)	(1,309,000)	(1,349,000)	(1,389,000)	(1,431,000)	(1,518,000)
(Less) Prop. K Sales Tax	Tables 12, 13 & 23	(643,000)	(663,000)	(683,000)	(704,000)	(724,000)	(746,000)	(768,000)	(815,000)
NET PUBLIC WORKS EXPENSE¹		3,493,000	3,597,000	3,705,000	3,816,000	3,931,000	4,049,000	4,171,000	4,424,000

Notes:

¹ Table 16.

² Table 6.

Table 21-A
ESTIMATE OF MTA IMPACTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
	revenue appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	
	expense appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	
	residential units ²	0	0	0	42	275	699	1,406	2,074	2,670	3,523	4,409	
	residents ²	0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181	
	residents & employees (day & nighttime population) ²	0	0	0	128	724	1,736	3,443	4,872	6,185	8,287	10,162	
	population build-out ²	0.0%	0.0%	0.0%	0.7%	4.0%	9.9%	18.9%	27.3%	34.7%	45.1%	56.2%	
SERVICE ASSUMPTIONS													
	Transportation Phase	Table 22-A	Existing	Existing	Existing	Existing	Existing	Existing	1	2	2	3	4
	Ridership Growth	Table 22-A	0	0	0	0	0	9,983	346,190	346,190	682,397	1,018,603	
	New Buses (Cumulative)	Table 22-A	0	0	0	0	0	0	0	0	0	0	
			0	0	0	0	0	0	0	0	0	0	
SERVICE COSTS													
	Incremental Operating Costs	Table 22-A	0	0	0	0	0	0	227,146	233,961	1,500,244	134,699	
	Capital Cost (Buses)	Table 21-B	0	0	0	0	0	0	0	0	685,430	685,430	
	Facility Cost	Table 21-B	0	0	0	0	0	0	0	0	465,812	465,812	
	Other MTA	\$21.08 / res. & emp ¹	0	0	0	2,704	15,268	36,589	72,577	102,703	130,375	174,692	214,218
	Subtotal		0	0	0	2,704	15,268	36,589	72,577	329,849	364,335	2,826,177	1,500,159
REVENUES													
	Farebox Revenues	\$0.86 /trip ¹	0	0	0	0	0	10,221	365,072	376,024	763,441	1,173,765	
	Advertising	\$3,503 /bus ¹	0	0	0	0	0	0	0	0	0	0	
	Prop K Sales Tax	Tables 12, 13 & 23	15,000	46,000	98,000	150,000	232,000	211,000	255,000	416,000	442,000	558,000	603,000
	State Sales Tax (AB 1107)	Tables 12, 13 & 23	5,000	16,000	33,000	51,000	79,000	71,000	86,000	141,000	150,000	190,000	205,000
	TDA Sales Tax	Tables 12, 13 & 23	20,000	63,000	133,000	204,000	314,000	286,000	345,000	565,000	599,000	757,000	820,000
	State Transit Assistance	\$41.97 /res ¹	0	0	0	4,595	27,614	67,704	129,573	187,055	238,006	309,153	385,328
	Subtotal		40,000	125,000	264,000	409,595	652,614	635,704	825,794	1,674,127	1,805,030	2,577,594	3,187,092
NET OPERATIONS SAVINGS (COST)			40,000	125,000	264,000	406,891	637,346	599,115	753,216	1,344,278	1,440,695	(248,584)	1,686,933
GENERAL FUND TRANSFERS													
	Base Transfer (Recurring)	9.19% Table 11-A	0	0	0	2,000	32,000	104,000	484,000	643,000	993,000	1,259,000	1,497,000
	Base Transfer (Construction)	9.19% Table 24	31,000	163,000	381,000	511,000	632,000	949,000	813,000	851,000	1,154,000	1,224,000	1,091,000
	Prop. B Adjustment	\$186 /res & emp. ¹	0	0	0	26,000	152,000	375,000	766,000	1,116,000	1,459,000	2,014,000	2,544,000
	Total Transfer		31,000	163,000	381,000	539,000	816,000	1,428,000	2,063,000	2,610,000	3,606,000	4,497,000	5,132,000
MTA BALANCE AFTER GF TRANSFER			71,000	288,000	645,000	946,000	1,453,000	2,027,000	2,816,000	3,954,000	5,047,000	4,248,000	6,819,000

Notes

¹ Table 22-B.

³ Table 16.

² Table 6.

Table 21-A
ESTIMATE OF MTA IMPACTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS		2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	revenue appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
	expense appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
	residential units ²	5,154	5,863	6,677	7,295	7,851	8,000	8,000	8,000	8,000	8,000	8,000
	residents ²	10,689	12,111	13,734	14,962	16,043	16,326	16,326	16,326	16,326	16,326	16,326
	residents & employees (day & nighttime population) ²	11,721	13,897	15,576	17,449	18,577	18,870	18,870	18,870	18,870	18,870	18,870
	population build-out ²	65.5%	74.2%	84.1%	91.6%	98.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
SERVICE ASSUMPTIONS												
	Transportation Phase	Table 22-A	5	5	6	7	7	8	8	8	8	8
	Ridership Growth	Table 22-A	1,501,362	1,501,362	1,718,603	2,039,293	2,039,293	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948
	New Buses (Cumulative)	Table 22-A	5	5	5	5	5	6	6	6	6	6
			5	0	0	0	0	1	0	0	0	0
SERVICE COSTS												
	Incremental Operating Costs	Table 22-A	453,632	467,241	481,258	7,302,569	7,521,646	9,299,646	9,578,635	9,865,994	10,161,974	10,466,833
	Capital Cost (Buses)	Table 21-B	685,430	685,430	685,430	844,402	844,402	844,402	844,402	844,402	844,402	844,402
	Facility Cost	Table 21-B	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812
	Other MTA	\$21.08 / res. & emp ¹	247,078	292,953	328,330	367,825	391,591	397,781	397,781	397,781	397,781	397,781
	Subtotal		1,851,952	1,911,436	1,960,830	8,980,608	9,223,450	11,007,641	11,286,630	11,573,989	11,869,969	12,174,828
REVENUES												
	Farebox Revenues	\$0.86 /trip ¹	1,781,962	1,835,421	2,164,030	2,644,870	2,724,216	3,479,679	3,584,069	3,691,591	3,802,339	3,916,409
	Advertising	\$3,503 /bus ¹	24,242	24,970	25,719	26,490	27,285	33,726	34,738	35,780	36,854	37,959
	Prop K Sales Tax	Tables 12, 13 & 23	627,000	818,000	862,000	1,004,000	997,000	1,037,000	1,067,000	1,100,000	1,132,000	1,166,000
	State Sales Tax (AB 1107)	Tables 12, 13 & 23	213,000	277,000	293,000	342,000	339,000	351,000	362,000	373,000	385,000	396,000
	TDA Sales Tax	Tables 12, 13 & 23	850,000	1,111,000	1,169,000	1,364,000	1,354,000	1,406,000	1,449,000	1,492,000	1,537,000	1,583,000
	State Transit Assistance	\$41.97 /res ¹	448,627	508,298	576,415	627,547	673,311	685,219	685,219	685,219	685,219	685,219
	Subtotal		3,944,831	4,574,689	5,090,163	6,008,908	6,114,813	6,992,624	7,182,026	7,377,590	7,578,411	7,784,587
	NET OPERATIONS SAVINGS (COST)		2,092,880	2,663,253	3,129,333	(2,971,699)	(3,108,638)	(4,015,017)	(4,104,604)	(4,196,399)	(4,291,557)	(4,390,241)
GENERAL FUND TRANSFERS												
	Base Transfer (Recurring)	9.19% Table 11-A	1,809,000	2,223,000	2,538,000	2,988,000	3,285,000	3,560,000	3,795,000	3,984,000	4,086,000	4,190,000
	Base Transfer (Construction)	9.19% Table 24	1,252,000	1,078,000	861,000	675,000	563,000	169,000	0	0	0	0
	Prop. B Adjustment	\$186 /res & emp. ¹	3,022,000	3,690,000	4,260,000	4,916,000	5,390,000	5,640,000	5,809,000	5,983,000	6,163,000	6,348,000
	Total Transfer		6,083,000	6,991,000	7,659,000	8,579,000	9,238,000	9,369,000	9,604,000	9,967,000	10,249,000	10,538,000
	MTA BALANCE AFTER GF TRANSFER		8,176,000	9,654,000	10,788,000	5,607,000	6,129,000	5,354,000	5,499,000	5,771,000	5,957,000	6,345,000

Notes

¹ Table 22-B.

³ Table 16.

² Table 6.

Table 21-A
ESTIMATE OF MTA IMPACTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS		2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
	revenue appreciation ¹	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
	expense appreciation ¹	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
	residential units ²	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
	residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
	residents & employees (day & nighttime population) ²	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
	population build-out ²	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
SERVICE ASSUMPTIONS												
	Transportation Phase	Table 22-A	8	8	8	8	8	8	8	8	8	8
	Ridership Growth	Table 22-A	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948
	New Buses (Cumulative)	Table 22-A	6	6	6	6	6	6	6	6	6	6
			0	0	0	0	0	0	0	0	0	0
SERVICE COSTS												
	Incremental Operating Costs	Table 22-A	11,104,263	11,437,391	11,780,513	12,133,928	12,497,946	12,872,885	13,259,071	13,656,843	14,066,549	14,488,545
	Capital Cost (Buses)	Table 21-B	844,402	158,972	158,972	158,972	158,972	158,972	0	0	0	0
	Facility Cost	Table 21-B	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812
	Other MTA	\$21.08 / res. & emp. ¹	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781
	Subtotal		12,812,258	12,459,957	12,803,078	13,156,494	13,520,512	13,895,450	14,122,664	14,520,437	14,930,142	15,352,138
REVENUES												
	Farebox Revenues	\$0.86 /trip ¹	4,154,918	4,279,566	4,407,953	4,540,191	4,676,397	4,816,689	4,961,190	5,110,025	5,263,326	5,421,226
	Advertising	\$3,503 /bus ¹	40,271	41,479	42,723	44,005	45,325	46,685	48,086	49,528	51,014	52,544
	Prop K Sales Tax	Tables 12, 13 & 23	1,237,000	1,275,000	1,313,000	1,352,000	1,393,000	1,435,000	1,478,000	1,522,000	1,567,000	1,615,000
	State Sales Tax (AB 1107)	Tables 12, 13 & 23	419,000	432,000	446,000	459,000	473,000	487,000	501,000	516,000	532,000	548,000
	TDA Sales Tax	Tables 12, 13 & 23	1,680,000	1,730,000	1,782,000	1,835,000	1,891,000	1,947,000	2,006,000	2,065,000	2,127,000	2,192,000
	State Transit Assistance	\$41.97 /res ¹	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219
	Subtotal		8,216,408	8,443,264	8,676,895	8,915,416	9,163,941	9,417,593	9,679,494	9,947,773	10,225,559	10,513,989
	NET OPERATIONS SAVINGS (COST)		(4,595,850)	(4,016,693)	(4,126,183)	(4,241,078)	(4,356,570)	(4,477,857)	(4,443,170)	(4,572,664)	(4,704,583)	(4,838,149)
GENERAL FUND TRANSFERS												
	Base Transfer (Recurring)	9.19% Table 11-A	4,407,000	4,520,000	4,636,000	4,755,000	4,877,000	5,002,000	5,131,000	5,263,000	5,399,000	5,538,000
	Base Transfer (Construction)	9.19% Table 24	0	0	0	0	0	0	0	0	0	0
	Prop. B Adjustment	\$186 /res & emp. ¹	6,734,000	6,936,000	7,144,000	7,359,000	7,580,000	7,807,000	8,041,000	8,282,000	8,531,000	8,787,000
	Total Transfer		11,141,000	11,456,000	11,780,000	12,114,000	12,457,000	12,809,000	13,172,000	13,545,000	13,930,000	14,325,000
	MTA BALANCE AFTER GF TRANSFER		6,545,000	7,439,000	7,654,000	7,873,000	8,100,000	8,331,000	8,729,000	8,972,000	9,225,000	9,487,000

Notes

¹ Table 22-B.

³ Table 16.

² Table 6.

Table 21-A
ESTIMATE OF MTA IMPACTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS		2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	
	revenue appreciation ¹	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	
	expense appreciation ¹	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	
	residential units ²	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
	residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	
	residents & employees (day & nighttime population) ²	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	
	population build-out ²	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
SERVICE ASSUMPTIONS												
	Transportation Phase	Table 22-A	8	8	8	8	8	8	8	8	8	
	Ridership Growth	Table 22-A	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	
	New Buses (Cumulative)	Table 22-A	6	6	6	6	6	6	6	6	6	
			0	0	0	0	0	0	0	0	0	
SERVICE COSTS												
	Incremental Operating Costs	Table 22-A	15,370,898	15,832,024	16,306,985	16,796,195	17,300,081	17,819,083	18,353,656	18,904,265	19,471,393	20,055,535
	Capital Cost (Buses)	Table 21-B	0	0	0	0	0	0	0	0	0	
	Facility Cost	Table 21-B	465,812	465,812	465,812	465,812	465,812	465,812	0	0	0	
	Other MTA	\$21.08 / res. & emp ¹	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781	
	Subtotal		16,234,491	16,695,618	17,170,578	17,659,788	18,163,674	18,682,676	18,751,436	19,302,046	19,869,174	20,453,316
REVENUES												
	Farebox Revenues	\$0.86 /trip ¹	5,751,379	5,923,920	6,101,638	6,284,687	6,473,227	6,667,424	6,867,447	7,073,470	7,285,674	7,504,245
	Advertising	\$3,503 /bus ¹	55,744	57,417	59,139	60,913	62,741	64,623	66,562	68,558	70,615	72,734
	Prop K Sales Tax	Tables 12, 13 & 23	1,713,000	1,764,000	1,818,000	1,872,000	1,928,000	1,986,000	2,045,000	2,106,000	2,170,000	2,235,000
	State Sales Tax (AB 1107)	Tables 12, 13 & 23	582,000	598,000	616,000	635,000	654,000	674,000	694,000	715,000	736,000	758,000
	TDA Sales Tax	Tables 12, 13 & 23	2,325,000	2,394,000	2,466,000	2,541,000	2,616,000	2,695,000	2,776,000	2,860,000	2,944,000	3,033,000
	State Transit Assistance	\$41.97 /res ¹	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219	
	Subtotal		11,112,342	11,422,556	11,745,996	12,078,819	12,419,187	12,772,266	13,134,228	13,508,248	13,891,509	14,288,197
NET OPERATIONS SAVINGS (COST)			(5,122,149)	(5,273,062)	(5,424,583)	(5,580,969)	(5,744,487)	(5,910,410)	(5,617,209)	(5,793,798)	(5,977,665)	(6,165,118)
GENERAL FUND TRANSFERS												
	Base Transfer (Recurring)	9.19% Table 11-A	5,828,000	5,978,000	6,133,000	6,292,000	6,456,000	6,623,000	6,796,000	6,972,000	7,154,000	7,341,000
	Base Transfer (Construction)	9.19% Table 24	0	0	0	0	0	0	0	0	0	
	Prop. B Adjustment	\$186 /res & emp. ¹	9,322,000	9,601,000	9,890,000	10,186,000	10,492,000	10,807,000	11,131,000	11,465,000	11,809,000	12,163,000
	Total Transfer		15,150,000	15,579,000	16,023,000	16,478,000	16,948,000	17,430,000	17,927,000	18,437,000	18,963,000	19,504,000
MTA BALANCE AFTER GF TRANSFER			10,028,000	10,306,000	10,598,000	10,897,000	11,204,000	11,520,000	12,310,000	12,643,000	12,985,000	13,339,000

Notes

¹ Table 22-B.

³ Table 16.

² Table 6.

Table 21-A
ESTIMATE OF MTA IMPACTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS		2058-59	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
	revenue appreciation ¹	3.56	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
	expense appreciation ¹	3.56	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
	residential units ²	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
	residents ²	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
	residents & employees (day & nighttime population) ²	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
	population build-out ²	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
SERVICE ASSUMPTIONS											
	Transportation Phase	Table 22-A	8	8	8	8	8	8	8	8	8
	Ridership Growth	Table 22-A	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948	2,528,948
	New Buses (Cumulative)	Table 22-A	6	6	6	6	6	6	6	6	6
			0	0	0	0	0	0	0	0	0
SERVICE COSTS											
	Incremental Operating Costs	Table 22-A	20,657,201	21,276,917	21,915,225	22,572,681	23,249,862	23,947,358	24,665,778	25,405,752	26,167,924
	Capital Cost (Buses)	Table 21-B	0	0	0	0	0	0	0	0	0
	Facility Cost	Table 21-B	0	0	0	0	0	0	0	0	0
	Other MTA	\$21.08 / res. & emp ¹	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781	397,781
	Subtotal		21,054,982	21,674,698	22,313,005	22,970,462	23,647,643	24,345,138	25,063,559	25,803,532	26,565,705
REVENUES											
	Farebox Revenues	\$0.86 /trip ¹	7,729,372	7,961,253	8,200,091	8,446,093	8,699,476	8,960,460	9,229,274	9,506,152	9,791,337
	Advertising	\$3,503 /bus ¹	74,916	77,163	79,478	81,862	84,318	86,848	89,453	92,137	94,901
	Prop K Sales Tax	Tables 12, 13 & 23	2,303,000	2,371,000	2,443,000	2,516,000	2,591,000	2,669,000	2,749,000	2,831,000	2,917,000
	State Sales Tax (AB 1107)	Tables 12, 13 & 23	781,000	804,000	829,000	854,000	879,000	906,000	933,000	960,000	990,000
	TDA Sales Tax	Tables 12, 13 & 23	3,125,000	3,218,000	3,315,000	3,414,000	3,517,000	3,621,000	3,730,000	3,843,000	3,958,000
	State Transit Assistance	\$41.97 /res ¹	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219	685,219
	Subtotal		14,698,507	15,116,635	15,551,788	15,997,175	16,456,014	16,928,527	17,415,947	17,917,508	18,436,457
	NET OPERATIONS SAVINGS (COST)		(6,356,475)	(6,558,063)	(6,761,218)	(6,973,287)	(7,191,629)	(7,416,611)	(7,647,613)	(7,886,024)	(8,129,248)
GENERAL FUND TRANSFERS											
	Base Transfer (Recurring)	9.19% Table 11-A	7,532,000	7,623,000	7,563,000	7,664,000	7,777,000	7,721,000	7,841,000	7,824,000	8,037,000
	Base Transfer (Construction)	9.19% Table 24	0	0	0	0	0	0	0	0	0
	Prop. B Adjustment	\$186 /res & emp. ¹	12,528,000	12,904,000	13,291,000	13,689,000	14,100,000	14,523,000	14,959,000	15,408,000	15,870,000
	Total Transfer		20,060,000	20,527,000	20,854,000	21,353,000	21,877,000	22,244,000	22,800,000	23,232,000	24,602,000
	MTA BALANCE AFTER GF TRANSFER		13,704,000	13,969,000	14,093,000	14,380,000	14,685,000	14,827,000	15,152,000	15,346,000	15,778,000

Notes

¹ Table 22-B.

³ Table 16.

² Table 6.

Table 21-B
MTA IMPACTS: CAPITAL COST DETAIL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	expense appreciation ¹		1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
	residential units ²		0	0	0	42	275	699	1,406	2,074	2,670	3,523	4,409
	residents ²		0	0	0	109	658	1,613	3,087	4,457	5,671	7,366	9,181
residents & employees (day & nighttime population) ²			0	0	0	128	724	1,736	3,443	4,872	6,185	8,287	10,162
	population build-out ²		0.0%	0.0%	0.0%	0.7%	4.0%	9.9%	18.9%	27.3%	34.7%	45.1%	56.2%
CAPITAL COST DETAIL													
New Capital Costs													
New Buses Purchased	2 yrs. prior ¹		0	0	0	0	0	0	0	0	0	5	0
	\$1,040,000 /bus ¹		0	0	0	0	0	0	0	0	0	6,784,821	0
New Facility Share ¹		\$4,610,909	0	0	0	0	0	0	0	0	0	4,610,909	0
Amortized Costs¹													
New Buses	5% interest	14 years	0	0	0	0	0	0	0	0	0	685,430	685,430
New Facility	5% interest	30 years	0	0	0	0	0	0	0	0	0	465,812	465,812

Notes

¹ Table 22-B.

² Table 6.

Table 21-B
MTA IMPACTS: CAPITAL COST DETAIL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS			2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
expense appreciation ¹			1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86
residential units ²			5,154	5,863	6,677	7,295	7,851	8,000	8,000	8,000	8,000	8,000	8,000
residents ²			10,689	12,111	13,734	14,952	16,043	16,326	16,326	16,326	16,326	16,326	16,326
residents & employees (day & nighttime population) ²			11,721	13,897	15,576	17,449	18,577	18,870	18,870	18,870	18,870	18,870	18,870
population build-out ²			65.5%	74.2%	84.1%	91.6%	98.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
CAPITAL COST DETAIL													
New Capital Costs													
New Buses Purchased	2 yrs. prior ¹		0	0	0	1	0	0	0	0	0	0	0
	\$1,040,000 /bus ¹		0	0	0	1,573,608	0	0	0	0	0	0	0
New Facility Share ¹	\$4,610,909		0	0	0	0	0	0	0	0	0	0	0
Amortized Costs¹													
New Buses	5% interest	14 years	685,430	685,430	685,430	844,402	844,402	844,402	844,402	844,402	844,402	844,402	844,402
New Facility	5% interest	30 years	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812

Notes

¹ Table 22-B.

² Table 6.

Table 21-B
MTA IMPACTS: CAPITAL COST DETAIL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS			2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48
	expense appreciation ¹		1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58
	residential units ²		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
	residents ²		16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
	residents & employees (day & nighttime population) ²		18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
	population build-out ²		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
CAPITAL COST DETAIL													
New Capital Costs													
	New Buses Purchased	2 yrs. prior ¹	0	0	0	0	0	0	0	0	0	0	0
		\$1,040,000 /bus ¹	0	0	0	0	0	0	0	0	0	0	0
	New Facility Share ¹		0	0	0	0	0	0	0	0	0	0	0
		\$4,610,909											
Amortized Costs¹													
	New Buses	5% interest 14 years	844,402	158,972	158,972	158,972	158,972	158,972	0	0	0	0	0
	New Facility	5% interest 30 years	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812	465,812

Notes

¹ Table 22-B.

² Table 6.

Table 21-B
MTA IMPACTS: CAPITAL COST DETAIL
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

BASIS		2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59
expense appreciation ¹		2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56
residential units ²		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
residents ²		16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326	16,326
residents & employees (day & nighttime population) ²		18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870
population build-out ²		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
CAPITAL COST DETAIL												
New Capital Costs												
New Buses Purchased	2 yrs. prior ¹	0	0	0	0	0	0	0	0	0	0	0
	\$1,040,000 /bus ¹	0	0	0	0	0	0	0	0	0	0	0
New Facility Share ¹	\$4,610,909	0	0	0	0	0	0	0	0	0	0	0
Amortized Costs¹												
New Buses	5% interest 14 years	0	0	0	0	0	0	0	0	0	0	0
New Facility	5% interest 30 years	465,812	465,812	465,812	465,812	465,812	465,812	0	0	0	0	0

Notes

¹ Table 22-B.

² Table 6.

Table 22-A

MTA OPERATING COST ASSUMPTIONS¹
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

PHASE	NEW		OPERATING COSTS (2010\$)			OPERATING COSTS (2016\$)	ANNUAL RIDERSHIP ²	NUMBER OF BUSES	BUSES PURCHASED
	UNITS		TRANSBAY	CIVIC CNTR.	TOTAL				
	Up to:					Inflation Factor: 2%			
Existing	-	DU	\$3,678,000	\$0	\$3,678,000	\$4,142,025	474,500	4	
1	1,000	DU	\$3,678,000	\$0	\$3,678,000	\$4,142,025	484,483	4	-
2	2,000	DU	\$3,842,000	\$0	\$3,842,000	\$4,326,716	820,690	4	-
3	3,000	DU	\$4,699,000	\$0	\$4,699,000	\$5,291,837	1,156,897	4	-
4	4,000	DU	\$3,767,000	\$0	\$3,767,000	\$4,242,254	1,493,103	4	-
5	5,000	DU	\$3,969,000	\$0	\$3,969,000	\$4,469,739	1,975,862	9	5
6	6,000	DU	\$3,969,000	\$0	\$3,969,000	\$4,469,739	2,193,103	9	-
7	7,000	DU	\$3,969,000	\$3,996,000	\$7,965,000	\$8,969,884	2,513,793	9	-
8	8,000	DU	\$4,828,000	\$3,996,000	\$8,824,000	\$9,937,257	3,003,448	10	1

Notes

¹ Per the report, Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project, by Economic Planning Systems in May 2011.

² Derived from EPS report based on farebox revenue projection, using factor of \$.58 per rider.

Table 22-B

MTA OPERATING EXPENSE AND REVENUE ASSUMPTIONS
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

Global Escalation Assumption	3.0%	Per Year ¹	
2015 City/County Service Population Estimate	845,602	Resident Population ²	
	613,200	Employment Base ²	
	1,060,222	Service Population ²	
	1,458,802	Day and Evening Population ²	

I. EXPENSES

Operating Cost	<i>See Table 22-A</i>		
Other Muni Costs	\$353,218	other MTA costs upon build-out (2010\$) ³	
	2%	Inflation Factor	
	18,870	day and evening population upon build-out ⁴	
	\$17	per Resident/Employee (2010\$)	
	<u>\$21</u>	per Resident Employee (2016\$)	
Capital Costs: Buses	\$1,510,000	Cost Per Articulated Bus (2010\$) ³	
	\$1,118,976	Direct Cost Per Articulated Bus (2016\$) ⁵	6 buses
	14%	Tax, Warranty, and Consultant Support ⁶	
	\$1,300,000	Total Cost Per Articulated Bus (2016\$)	
	80%	Non-Project Funded ⁷	
	\$1,040,000	Net Non-Project Cost	
	2	years in advance of phase ⁷	
	5%	Amoritization Rate ⁷	
	14	Amoritization Period ⁷	
Capital Costs: Islais Creek Motorcoach Facility	\$90,750,000	Estimated Project Cost (2010\$) ⁷	
	\$126,800,000	Estimated Project Cost (2016\$) ⁸	
	165	Bus Capacity of Facility ⁹	
	\$768,485	Per Bus	
	\$4,610,909	Treasure Island Share	6 buses
	30	Amoritization Period ⁷	
	5%	Annual Rate ⁷	
	\$299,946	Annual Payment	

Table 22-B

**MTA OPERATING EXPENSE AND REVENUE ASSUMPTIONS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

II. REVENUE

Parking Tax (80% MTA Share)	0%	Excluded ¹⁰
Proposition K Sales Tax	0.50%	Sales Tax ¹¹
	37%	Share Allocated to Transit - System Maintenance and Renovation ¹¹
AB 1107 Sales Tax	0.50%	Sales Tax ¹²
	12.50%	MTA Share ¹²
TDA Sales Tax	0.25%	Sales Tax ¹²
State Transit Assistance	\$35,490,000	MTA Revenues FY16 ¹³
	845,602	Residents
	\$41.97	Per Resident
Farebox Revenue	\$182,280,000	Transit Fares FY16 ¹⁴
	212,586,375	Annual Unlinked Passenger Trips ¹⁵
	\$0.86	Fare Revenue/Trip
Advertising	\$5,390,000	Vehicle Advertising Revenues FY16 ¹³
	769	Average Number of Vehicles Operating at Peak Demand ¹⁵
	\$7,005	Revenue per vehicle
	50%	Administrative Costs ⁷
	\$3,503	Net Revenue Per Vehicle

¹ KMA assumption.

² Table 7.

³ Per the report, "Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project," by Economic Planning Systems in May 2011. Reported to include annual maintenance of stop signs, signals, and bike lanes.

⁴ Table 6.

⁵ Derived from MTA Contract No. CPT 713 (Procurement of 40-Ft and 60-Ft Low Floor Diesel Hybrid Coaches) with New Flyer of America Inc. to purchase 61 articulated low floor buses, in an amount not to exceed \$68,257,536.

⁶ Based on staff report accompanying amendment to Amendment No. 2 to Contract No. CPT 713 with New Flyer of America Inc.

⁷ Per the report, Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project, by Economic Planning Systems in May 2011.

⁸ San Francisco County Transportation Authority, MUNI Modernization Projects Fact Sheet, July 2015. Cost in EPS report was estimated to be \$89.9M (2006\$).

⁹ San Francisco County Transportation Authority, MUNI Modernization Projects Fact Sheet, July 2015.

¹⁰ Per the report, Fiscal Analysis of the Treasure Island/Yerba Buena Island Development Project, by Economic Planning Systems in May 2011, parking will be under the jurisdiction of the Treasure Island Transportation Management Agency.

¹¹ San Francisco County Transportation Authority. Prop K Expenditure Plan (last updated January 2016).

¹² Metropolitan Transportation Commission. Resolution No. 4220. Annual Fund Estimate and proposed apportionment and distribution of \$626 million in Transportation Development Act (TDA), State Transit Assistance (STA) Population-Based funds, Assembly Bill 1107 (AB 1107), and transit-related bridge toll funds for FY 2016-17.

¹³ SFMTA Adopted Operating Budget, FY2015-16.

¹⁴ SFMTA Adopted Operating Budget, FY2015-16. Excludes Cable Car Fares.

¹⁵ National Transit Database Monthly Data, February 2015-January 2016.

Table 23
LIBRARY/ COMMUNITY FACILITY EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
expense appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
Percent Buildout Population ²	0%	0%	0%	1%	4%	10%	19%	27%	35%	45%	56%
LIBRARY EXPENSES											
Annual Operating	\$222,958 2016\$	0	0	0	0	0	89,000	183,000	282,000	291,000	300,000
Initial Capital Expense	\$89,673 /yr (5 yrs.)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>60,000</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>
		0	0	0	0	0	119,000	243,000	372,000	381,000	390,000
(LESS) BASELINE TRANSFERS TO LIBRARY ³		(8,000)	(40,000)	(95,000)	(128,000)	(165,000)	(322,000)	(372,000)	(534,000)	(617,000)	(643,000)
ADDITIONAL G.F SUPPORT REQUIRED		0	0	0	0	0	0	0	0	0	0
LIBRARY BALANCE		8,000	40,000	95,000	128,000	165,000	203,000	129,000	162,000	236,000	253,000
COMMUNITY FACILITIES EXPENSES											
Annual Operating	\$375,888 2016\$	0	0	0	0	0	150,000	308,000	476,000	490,000	505,000
Initial Capital Expense	\$165,478 /yr (5 yrs.)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>55,000</u>	<u>110,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>
		0	0	0	0	0	205,000	418,000	641,000	655,000	670,000
TOTAL LIBRARY/COMM. FACILITIES GEN. FUND EXPENSES		0	0	0	0	0	205,000	418,000	641,000	655,000	670,000

Notes

¹ Table 16.

² Table 6.

³ Table 11-A.

Table 23
LIBRARY/ COMMUNITY FACILITY EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	
expense appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81	1.86	
Percent Buildout Population ²	65%	74%	84%	92%	98%	100%	100%	100%	100%	100%	100%	
LIBRARY EXPENSES												
Annual Operating	\$222,958 2016\$	309,000	318,000	327,000	337,000	347,000	358,000	369,000	380,000	391,000	403,000	415,000
Initial Capital Expense	\$89,673 /yr (5 yrs.)	<u>90,000</u>	<u>0</u>	<u>0</u>	<u>0</u>							
		399,000	318,000	327,000	337,000	347,000	358,000	369,000	380,000	391,000	403,000	415,000
(LESS) BASELINE TRANSFERS TO LIBRARY ³		(761,000)	(821,000)	(845,000)	(911,000)	(957,000)	(927,000)	(944,000)	(991,000)	(1,016,000)	(1,042,000)	(1,069,000)
ADDITIONAL G.F SUPPORT REQUIRED		0	0	0	0	0	0	0	0	0	0	0
LIBRARY BALANCE		362,000	503,000	518,000	574,000	610,000	569,000	575,000	611,000	625,000	639,000	654,000
COMMUNITY FACILITIES EXPENSES												
Annual Operating	\$375,888 2016\$	520,000	536,000	552,000	569,000	586,000	603,000	621,000	640,000	659,000	679,000	699,000
Initial Capital Expense	\$165,478 /yr (5 yrs.)	<u>165,000</u>	<u>0</u>	<u>0</u>	<u>0</u>							
		685,000	536,000	552,000	569,000	586,000	603,000	621,000	640,000	659,000	679,000	699,000
TOTAL LIBRARY/COMM. FACILITIES GEN. FUND EXPENSES		685,000	536,000	552,000	569,000	586,000	603,000	621,000	640,000	659,000	679,000	699,000

Notes

¹ Table 16.

² Table 6.

³ Table 11-A.

Table 23
LIBRARY/ COMMUNITY FACILITY EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	
expense appreciation ¹	1.92	1.97	2.03	2.09	2.16	2.22	2.29	2.36	2.43	2.50	2.58	
Percent Buildout Population ²	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
LIBRARY EXPENSES												
Annual Operating	\$222,958 2016\$	427,000	440,000	453,000	467,000	481,000	495,000	510,000	525,000	541,000	557,000	574,000
Initial Capital Expense	\$89,673 /yr (5 yrs.)	0	0	0	0	0	0	0	0	0	0	0
		427,000	440,000	453,000	467,000	481,000	495,000	510,000	525,000	541,000	557,000	574,000
(LESS) BASELINE TRANSFERS TO LIBRARY ³		(1,096,000)	(1,124,000)	(1,153,000)	(1,182,000)	(1,213,000)	(1,244,000)	(1,276,000)	(1,309,000)	(1,342,000)	(1,377,000)	(1,413,000)
ADDITIONAL G.F SUPPORT REQUIRED												
		0	0	0	0	0	0	0	0	0	0	0
LIBRARY BALANCE												
		669,000	684,000	700,000	715,000	732,000	749,000	766,000	784,000	801,000	820,000	839,000
COMMUNITY FACILITIES EXPENSES												
Annual Operating	\$375,888 2016\$	720,000	742,000	764,000	787,000	811,000	835,000	860,000	886,000	912,000	940,000	968,000
Initial Capital Expense	\$165,478 /yr (5 yrs.)	0	0	0	0	0	0	0	0	0	0	0
		720,000	742,000	764,000	787,000	811,000	835,000	860,000	886,000	912,000	940,000	968,000
TOTAL LIBRARY/COMM. FACILITIES GEN. FUND EXPENSES												
		720,000	742,000	764,000	787,000	811,000	835,000	860,000	886,000	912,000	940,000	968,000

Notes

¹ Table 16.

² Table 6.

³ Table 11-A.

Table 23
LIBRARY/ COMMUNITY FACILITY EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

MEASURE ¹	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	
expense appreciation ¹	2.65	2.73	2.81	2.90	2.99	3.07	3.17	3.26	3.36	3.46	3.56	
Percent Buildout Population ²	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
LIBRARY EXPENSES												
Annual Operating	\$222,958 2016\$	591,000	609,000	627,000	646,000	666,000	686,000	706,000	727,000	749,000	772,000	795,000
Initial Capital Expense	\$89,673 /yr (5 yrs.)	0	0	0	0	0	0	0	0	0	0	0
		591,000	609,000	627,000	646,000	666,000	686,000	706,000	727,000	749,000	772,000	795,000
(LESS) BASELINE TRANSFERS TO LIBRARY ³		(1,449,000)	(1,487,000)	(1,525,000)	(1,565,000)	(1,605,000)	(1,647,000)	(1,690,000)	(1,734,000)	(1,779,000)	(1,825,000)	(1,873,000)
ADDITIONAL G.F SUPPORT REQUIRED		0	0	0	0	0	0	0	0	0	0	0
LIBRARY BALANCE		858,000	878,000	898,000	919,000	939,000	961,000	984,000	1,007,000	1,030,000	1,053,000	1,078,000
COMMUNITY FACILITIES EXPENSES												
Annual Operating	\$375,888 2016\$	997,000	1,027,000	1,058,000	1,089,000	1,122,000	1,156,000	1,190,000	1,226,000	1,263,000	1,301,000	1,340,000
Initial Capital Expense	\$165,478 /yr (5 yrs.)	0	0	0	0	0	0	0	0	0	0	0
		997,000	1,027,000	1,058,000	1,089,000	1,122,000	1,156,000	1,190,000	1,226,000	1,263,000	1,301,000	1,340,000
TOTAL LIBRARY/COMM. FACILITIES GEN. FUND EXPENSES		997,000	1,027,000	1,058,000	1,089,000	1,122,000	1,156,000	1,190,000	1,226,000	1,263,000	1,301,000	1,340,000

Notes

¹ Table 16.

² Table 6.

³ Table 11-A.

Table 23
LIBRARY/ COMMUNITY FACILITY EXPENSES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	MEASURE ¹	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68
	expense appreciation ¹	3.67	3.78	3.90	4.01	4.13	4.26	4.38	4.52	4.65
	Percent Buildout Population ²	100%	100%	100%	100%	100%	100%	100%	100%	100%
LIBRARY EXPENSES										
Annual Operating	\$222,958 2016\$	819,000	843,000	868,000	894,000	921,000	949,000	977,000	1,007,000	1,037,000
Initial Capital Expense	\$89,673 /yr (5 yrs.)	0	0	0	0	0	0	0	0	0
		819,000	843,000	868,000	894,000	921,000	949,000	977,000	1,007,000	1,037,000
(LESS) BASELINE TRANSFERS TO LIBRARY ³		(1,896,000)	(1,881,000)	(1,906,000)	(1,934,000)	(1,920,000)	(1,950,000)	(1,946,000)	(1,998,000)	(2,053,000)
ADDITIONAL G.F SUPPORT REQUIRED										
		0	0	0	0	0	0	0	0	0
LIBRARY BALANCE		1,077,000	1,038,000	1,038,000	1,040,000	999,000	1,001,000	969,000	991,000	1,016,000
COMMUNITY FACILITIES EXPENSES										
Annual Operating	\$375,888 2016\$	1,380,000	1,421,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000	1,697,000	1,748,000
Initial Capital Expense	\$165,478 /yr (5 yrs.)	0	0	0	0	0	0	0	0	0
		1,380,000	1,421,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000	1,697,000	1,748,000
TOTAL LIBRARY/COMM. FACILITIES GEN. FUND EXPENSES		1,380,000	1,421,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000	1,697,000	1,748,000

Notes

¹ Table 16.

² Table 6.

³ Table 11-A.

Table 24

CONSTRUCTION REVENUE SUMMARY
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	Fiscal Year: July 1 - June 30										
SET ASIDE ²	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
CONSTRUCTION REVENUES (GROSS)¹											
Discretionary											
Transfer Tax On Initial Pad & Unit Sales	116,000	1,118,000	2,826,000	3,644,000	4,095,000	8,133,000	6,693,000	5,460,000	8,997,000	9,764,000	8,337,000
Gross Receipts Taxes / Construction	28,000	175,000	554,000	1,115,000	1,619,000	1,275,000	1,256,000	2,215,000	2,078,000	2,072,000	2,064,000
Payroll Tax / Construction	111,000	226,000	237,000	0	0	0	0	0	0	0	0
Construction Sales Tax (General)	<u>80,000</u>	<u>250,000</u>	<u>530,000</u>	<u>800,000</u>	<u>1,160,000</u>	<u>910,000</u>	<u>900,000</u>	<u>1,580,000</u>	<u>1,480,000</u>	<u>1,480,000</u>	<u>1,470,000</u>
Subtotal-Discretionary	335,000	1,769,000	4,147,000	5,559,000	6,874,000	10,318,000	8,849,000	9,255,000	12,555,000	13,316,000	11,871,000
Construction Sales Tax (Public Safety)	40,000	125,000	265,000	400,000	580,000	455,000	450,000	790,000	740,000	740,000	735,000
TOTAL	375,000	1,894,000	4,412,000	5,959,000	7,454,000	10,773,000	9,299,000	10,045,000	13,295,000	14,056,000	12,606,000
CONSTRUCTION REVENUES (NET OF SET-ASIDES)											
Discretionary 20% set aside											
Transfer Tax On Initial Pad & Unit Sales	93,000	892,000	2,254,000	2,907,000	3,266,000	6,487,000	5,339,000	4,355,000	7,176,000	7,788,000	6,650,000
Gross Receipts Taxes / Construction	22,000	140,000	442,000	889,000	1,291,000	1,017,000	1,002,000	1,767,000	1,657,000	1,653,000	1,646,000
Payroll Tax / Construction	89,000	180,000	189,000	0	0	0	0	0	0	0	0
Construction Sales Tax (General)	<u>64,000</u>	<u>199,000</u>	<u>423,000</u>	<u>638,000</u>	<u>925,000</u>	<u>726,000</u>	<u>718,000</u>	<u>1,260,000</u>	<u>1,181,000</u>	<u>1,181,000</u>	<u>1,173,000</u>
Subtotal-Discretionary	268,000	1,411,000	3,308,000	4,434,000	5,482,000	8,230,000	7,059,000	7,382,000	10,014,000	10,622,000	9,469,000
Construction Sales Tax (Public Safety) 0% set aside	40,000	125,000	265,000	400,000	580,000	455,000	450,000	790,000	740,000	740,000	735,000
TOTAL NET	308,000	1,536,000	3,573,000	4,834,000	6,062,000	8,685,000	7,509,000	8,172,000	10,754,000	11,362,000	10,204,000
BASELINE SET-ASIDES											
MTA 9.2% of ADR	31,000	163,000	381,000	511,000	632,000	949,000	813,000	851,000	1,154,000	1,224,000	1,091,000
Library 2.3% of ADR	8,000	40,000	95,000	127,000	157,000	236,000	202,000	212,000	287,000	304,000	271,000
Children's Services 8.8% of ADR	<u>29,000</u>	<u>155,000</u>	<u>363,000</u>	<u>487,000</u>	<u>602,000</u>	<u>904,000</u>	<u>775,000</u>	<u>810,000</u>	<u>1,099,000</u>	<u>1,166,000</u>	<u>1,040,000</u>
TOTAL	68,000	358,000	839,000	1,125,000	1,391,000	2,089,000	1,790,000	1,873,000	2,540,000	2,694,000	2,402,000

Notes:

¹ Tables 25 and 26.

² Table 10.

Table 24

**CONSTRUCTION REVENUE SUMMARY
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

	SET ASIDE ²	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-2033	2033-34	2034-35	2035-36
CONSTRUCTION REVENUES (GROSS)¹											
Discretionary											
Transfer Tax On Initial Pad & Unit Sales		10,381,000	8,672,000	6,491,000	6,487,000	6,120,000	1,840,000	0	0	0	0
Gross Receipts Taxes / Construction		1,886,000	1,780,000	1,679,000	498,000	0	0	0	0	0	0
Payroll Tax / Construction		0	0	0	0	0	0	0	0	0	0
Construction Sales Tax (General)		<u>1,350,000</u>	<u>1,270,000</u>	<u>1,200,000</u>	<u>360,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal-Discretionary		13,617,000	11,722,000	9,370,000	7,345,000	6,120,000	1,840,000	0	0	0	0
Construction Sales Tax (Public Safety)		<u>675,000</u>	<u>635,000</u>	<u>600,000</u>	<u>180,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL		14,292,000	12,357,000	9,970,000	7,525,000	6,120,000	1,840,000	0	0	0	0
CONSTRUCTION REVENUES (NET OF SET-ASIDES)											
Discretionary <i>20% set aside</i>											
Transfer Tax On Initial Pad & Unit Sales		8,280,000	6,917,000	5,177,000	5,174,000	4,882,000	1,468,000	0	0	0	0
Gross Receipts Taxes / Construction		1,504,000	1,420,000	1,339,000	397,000	0	0	0	0	0	0
Payroll Tax / Construction		0	0	0	0	0	0	0	0	0	0
Construction Sales Tax (General)		<u>1,077,000</u>	<u>1,013,000</u>	<u>957,000</u>	<u>287,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal-Discretionary		10,861,000	9,350,000	7,473,000	5,858,000	4,882,000	1,468,000	0	0	0	0
Construction Sales Tax (Public Safety)	<i>0% set aside</i>	<u>675,000</u>	<u>635,000</u>	<u>600,000</u>	<u>180,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NET		11,536,000	9,985,000	8,073,000	6,038,000	4,882,000	1,468,000	0	0	0	0
BASELINE SET-ASIDES											
MTA	<i>9.2% of ADR</i>	1,252,000	1,078,000	861,000	675,000	563,000	169,000	0	0	0	0
Library	<i>2.3% of ADR</i>	311,000	268,000	214,000	168,000	140,000	42,000	0	0	0	0
Children's Services	<i>8.8% of ADR</i>	<u>1,192,000</u>	<u>1,026,000</u>	<u>821,000</u>	<u>643,000</u>	<u>536,000</u>	<u>161,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL		2,755,000	2,372,000	1,896,000	1,486,000	1,239,000	372,000	0	0	0	0

Notes:

¹ Tables 25 and 26.

² Table 10.

Table 25

**SELECT CONSTRUCTION REVENUE ESTIMATES
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

	BASIS ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	vertical cost appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
I. TRANSFER TAX ON INITIAL PAD & UNIT SALES												
Initial Site Acquisition (\$000s) ²	65,180	5,780	7,480	7,260	7,040	6,820	6,600	6,380	6,160	5,940	5,720	0
Residential Pad Sales (\$000s) ²	1,587,731	0	48,416	134,038	146,521	82,922	220,295	119,754	80,440	188,283	167,079	85,376
Hotel Pad Sales (\$000s) ²		0	0	0	2,500	0	3,500	0	0	0	0	0
Residential Unit Sales (\$000s) ²												
Market	8,726,532	0	0	0	69,074	304,051	465,567	549,832	491,288	675,686	834,975	877,645
BMR	79,999	0	0	0	669	3,092	4,919	6,754	6,348	6,538	6,734	6,937
Total Transfer Tax												
Initial Purchase	\$20.00 /\$1,000	116,000	150,000	145,000	141,000	136,000	132,000	128,000	123,000	119,000	114,000	0
Residential Pad Sales	\$20.00 /\$1,000	0	968,000	2,681,000	2,930,000	1,658,000	4,406,000	2,395,000	1,609,000	3,766,000	3,342,000	1,708,000
Hotel Pad Sales	\$20.00 /\$1,000	0	0	0	50,000	0	70,000	0	0	0	0	0
Residential Home Sales (Market)	\$7.50 /\$1,000	0	0	0	518,000	2,280,000	3,492,000	4,124,000	3,685,000	5,068,000	6,262,000	6,582,000
Residential Home Sales (BMR)	\$6.80 /\$1,000	0	0	0	5,000	21,000	33,000	46,000	43,000	44,000	46,000	47,000
Total		116,000	1,118,000	2,826,000	3,644,000	4,095,000	8,133,000	6,693,000	5,460,000	8,997,000	9,764,000	8,337,000
II. GROSS RECEIPTS TAXES / CONSTRUCTION												
Contractor Gross Receipts (\$000s) ²												
Horizontal Hard Costs Costs	785,578 hard cost	31,951	100,248	104,571	67,900	33,562	27,436	57,407	94,785	87,665	66,084	69,686
Vertical Costs												
Residential												
YBI Townhomes	1,041 cost/du	0	0	40,936	84,329	86,858	37,277	0	0	0	0	0
TI Townhomes	831 cost/du	0	0	0	31,814	57,828	6,949	0	36,861	16,271	67,038	47,184
Flats	605 cost/du	0	0	65,367	134,657	138,696	142,857	147,143	151,557	156,104	160,787	165,611
Neighborhood Tower	677 cost/du	0	0	0	0	145,531	149,897	154,394	159,026	163,797	168,711	173,772
High Rise	780 cost/du	0	0	0	0	0	0	0	122,084	125,747	129,519	133,405
Branded Condo	752 cost/du	0	0	0	0	0	0	0	68,587	44,153	0	0
Subtotal -Vertical		0	0	106,303	250,800	428,914	336,980	301,537	538,115	506,072	526,055	519,971
Total Gross Receipts		31,951	100,248	210,875	318,700	462,476	364,416	358,944	632,899	593,737	592,139	589,657
Phase-In Rate		25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%
Total Gross Receipts Tax	\$3.50 /\$1,000	28,000	175,000	554,000	1,115,000	1,619,000	1,275,000	1,256,000	2,215,000	2,078,000	2,072,000	2,064,000
III. PAYROLL TAXES/CONSTRUCTION												
Payroll (\$000s)	40% hard cost	12,780	40,099	84,350	127,480	184,990	145,766	143,577	253,160	237,495	236,856	235,863
Payroll Adjusted (\$000s)	25% exemption	9,585	30,074	63,262	95,610	138,743	109,325	107,683	189,870	178,121	177,642	176,897
Rate		1.162%	0.8%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Payroll Taxes		111,000	226,000	237,000	0	0	0	0	0	0	0	0

Notes

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 25

SELECT CONSTRUCTION REVENUE ESTIMATES
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	BASIS ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	vertical cost appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81
I. TRANSFER TAX ON INITIAL PAD & UNIT SALES											
Initial Site Acquisition (\$000s) ²	65,180	0	0	0	0	0	0	0	0	0	0
Residential Pad Sales (\$000s) ²	1,587,731	191,940	113,081	9,586	0	0	0	0	0	0	0
Hotel Pad Sales (\$000s) ²		0	0	0	0	0	0	0	0	0	0
Residential Unit Sales (\$000s) ²											
Market	8,726,532	865,778	848,007	832,925	857,912	809,672	244,121	0	0	0	0
BMR	79,999	7,145	7,359	7,580	7,807	6,866	1,251	0	0	0	0
Total Transfer Tax											
Initial Purchase	\$20.00 /\$1,000	0	0	0	0	0	0	0	0	0	0
Residential Pad Sales	\$20.00 /\$1,000	3,839,000	2,262,000	192,000	0	0	0	0	0	0	0
Hotel Pad Sales	\$20.00 /\$1,000	0	0	0	0	0	0	0	0	0	0
Residential Home Sales (Market)	\$7.50 /\$1,000	6,493,000	6,360,000	6,247,000	6,434,000	6,073,000	1,831,000	0	0	0	0
Residential Home Sales (BMR)	\$6.80 /\$1,000	49,000	50,000	52,000	53,000	47,000	9,000	0	0	0	0
Total		10,381,000	8,672,000	6,491,000	6,487,000	6,120,000	1,840,000	0	0	0	0
II. GROSS RECEIPTS TAXES / CONSTRUCTION											
Contractor Gross Receipts (\$000s) ²											
Horizontal Hard Costs	785,578 hard cost	29,491	6,951	7,263	579	0	0	0	0	0	0
Vertical Costs											
Residential											
YBI Townhomes	1,041 cost/du	0	0	0	0	0	0	0	0	0	0
TI Townhomes	831 cost/du	22,522	0	0	0	0	0	0	0	0	0
Flats	605 cost/du	170,579	175,696	136,668	0	0	0	0	0	0	0
Neighborhood Tower	677 cost/du	178,985	184,355	189,885	72,800	0	0	0	0	0	0
High Rise	780 cost/du	137,407	141,529	145,775	68,818	0	0	0	0	0	0
Branded Condo	752 cost/du	0	0	0	0	0	0	0	0	0	0
Subtotal -Vertical		509,493	501,580	472,328	141,618	0	0	0	0	0	0
Total Gross Receipts		538,984	508,531	479,591	142,197	0	0	0	0	0	0
Phase-In Rate		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Gross Receipts Tax	\$3.50 /\$1,000	1,886,000	1,780,000	1,679,000	498,000	0	0	0	0	0	0
III. PAYROLL TAXES/CONSTRUCTION											
Payroll (\$000s)	40% hard cost	215,593	203,413	191,836	56,879	0	0	0	0	0	0
Payroll Adjusted (\$000s)	25% exemption	161,695	152,559	143,877	42,659	0	0	0	0	0	0
Rate		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Payroll Taxes		0	0	0	0	0	0	0	0	0	0

Notes

¹ Table 10.

² TICD Pro Forma (March 2016).

Table 26

**CONSTRUCTION-RELATED SALES TAX REVENUE
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

	BASIS ¹	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	vertical cost appreciation ¹	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
CONSTRUCTION-RELATED SALES TAX												
Taxable material sales/use (\$000s) ²	50% hard cost	15,980	50,120	105,440	159,350	231,240	182,210	179,470	316,450	296,870	296,070	294,830
CCSF as Point of Sale	50% of materials	8,000	25,000	53,000	80,000	116,000	91,000	90,000	158,000	148,000	148,000	147,000
Sales Tax (General)	1.0% tax rate	80,000	250,000	530,000	800,000	1,160,000	910,000	900,000	1,580,000	1,480,000	1,480,000	1,470,000
Public Safety Sales Tax	0.5% tax rate	40,000	125,000	265,000	400,000	580,000	455,000	450,000	790,000	740,000	740,000	735,000
SALES TAXES- OTHER FUNDS												
Proposition K												
System Maintenance (DPW)	0.0500% tax ¹	4,000	13,000	27,000	40,000	58,000	46,000	45,000	79,000	74,000	74,000	74,000
System Maintenance (Transit)	0.1842% tax ³	15,000	46,000	98,000	147,000	214,000	168,000	166,000	291,000	273,000	273,000	271,000
AB 1107 (MTA)	0.0625% tax ³	5,000	16,000	33,000	50,000	73,000	57,000	56,000	99,000	93,000	93,000	92,000
TDA (MTA)	0.2500% tax ³	20,000	63,000	133,000	200,000	290,000	228,000	225,000	395,000	370,000	370,000	368,000

¹ Table 10.

² Hard cost: Table 23-a.

³ Table 22-B.

Table 26

CONSTRUCTION-RELATED SALES TAX REVENUE
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

	BASIS ¹	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	vertical cost appreciation ¹	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81
CONSTRUCTION-RELATED SALES TAX											
Taxable material sales/use (\$000s) ²	50% hard cost	269,490	254,270	239,800	71,100	0	0	0	0	0	0
CCSF as Point of Sale	50% of materials	135,000	127,000	120,000	36,000	0	0	0	0	0	0
Sales Tax (General)	1.0% tax rate	1,350,000	1,270,000	1,200,000	360,000	0	0	0	0	0	0
Public Safety Sales Tax	0.5% tax rate	675,000	635,000	600,000	180,000	0	0	0	0	0	0
SALES TAXES- OTHER FUNDS											
Proposition K											
System Maintenance (DPW)	0.0500% tax ¹	68,000	64,000	60,000	18,000	0	0	0	0	0	0
System Maintenance (Transit)	0.1842% tax ³	249,000	234,000	221,000	66,000	0	0	0	0	0	0
AB 1107 (MTA)	0.0625% tax ³	84,000	79,000	75,000	23,000	0	0	0	0	0	0
TDA (MTA)	0.2500% tax ³	338,000	318,000	300,000	90,000	0	0	0	0	0	0

¹ Table 10.

² Hard cost: Table 23-a.

³ Table 22-B.

Appendix Table A - 1

SUMMARY OF CITY AND COUNTY OF SAN FRANCISCO REVENUE SOURCES IN FY2015/16

FISCAL IMPACT ANALYSIS

TREASURE ISLAND REDEVELOPMENT

CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

GENERAL FUND REVENUE CATEGORY	FY 2015/16 BUDGET	BASIS OF PROJECTION
<u>Regular Revenues Included in the Analysis</u>		
Taxes		
Possessory Interest/Property Tax	\$1,044,519,000	Based on AV, less IFD share
Property Tax In Lieu of Vehicle License Fee	\$201,490,000	Based on AV, less IFD share
Property Transfer Tax	\$275,280,000	Estimated property sales, City tax rate
Sales and Use Tax	\$172,937,000	Estimated taxable sales, City tax rate
Telephone Users Tax	\$49,190,000	Per resident/employee
Access Line Tax	\$45,594,000	Per resident/employee
Water Users Tax	\$3,740,000	Per employee
Gas Electric Steam Users Tax	\$40,620,000	Per employee
Gross Receipts Tax	\$173,795,000	Estimated gross receipts, City tax rate
Business Registration Tax	\$44,952,000	Number of businesses, City tax rate
Hotel Room Tax	\$384,090,000	Estimated room rate revenues, City tax rate
Property Tax In Lieu of Sales and Use Tax	\$28,000,000	Included in sales tax estimate
	\$2,464,207,000	
<u>Deducted from Service Costs</u>		
Other Revenues		
Charges for Services (Departmental)	\$205,163,294	Deduct from corresponding departments
Rents and Concessions	\$15,431,961	Deduct from corresponding departments
	\$220,595,255	
<u>Regular Revenues Excluded from the Analysis</u>		
Taxes		
Property Tax Increment Pass Through	\$16,991,000	independent of analysis
Parking Tax	\$89,727,000	independent of analysis
Payroll Tax	\$416,233,000	To be phased out by FY18
Stadium Admission Tax	\$1,357,000	independent of analysis
Licenses, Permits, and Franchise Fees	\$26,642,891	independent of analysis
Fines, Forfeitures and Penalties	\$4,577,144	independent of analysis
Other Revenues		
Charges for Services (Unallocated)	\$10,321,467	independent of analysis
Other Intergovernmental (Federal and State)	\$900,530,545	independent of analysis
Intergovernmental-Other **	\$3,656,488	independent of analysis
Other Revenues **	\$31,084,070	independent of analysis
Interest and Investment Income	\$10,680,000	independent of analysis
Other Financing Sources	\$917,500	independent of analysis
	\$1,512,718,105	
Total Regular GF Revenues	\$4,197,520,360	

Appendix Table A - 1

SUMMARY OF CITY AND COUNTY OF SAN FRANCISCO REVENUE SOURCES IN FY2015/16
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

GENERAL FUND REVENUE CATEGORY	FY 2015/16 BUDGET	BASIS OF PROJECTION
<u>Other Revenue Adjustments (Excluded)</u>		independent of analysis
Total GF Revenues		
Gross		
Prior Year Balance	\$180,179,205	
Fund Reserve	\$3,070,000	
Transfers Into General Fund	\$206,782,461	
	<u>\$4,587,552,026</u>	
w/ Intrafund Transfers, Expenditure Recovery	\$126,691,499	
	<u>\$4,714,243,525</u>	
Net		
(Less) Transfer Adjustments	(\$1,056,306,837)	
	<u>\$3,657,936,688</u>	
Net GF Revenues + Related Funds		
Revenues Diverted to Related Funds	\$661,824,552	
Net GF Revenues + Related Funds	<u>\$4,319,761,240</u>	

Special Revenue Funds

Gas Tax	\$16,903,154	deduct from Public Works expense
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Source: City and County of San Francisco. Budget and Appropriation Ordinance. Fiscal Year Ending June 30, 2016.

Appendix Table A - 2

SUMMARY OF CITY AND COUNTY OF SAN FRANCISCO BUDGET EXPENDITURES IN FY2015/16
 FISCAL IMPACT ANALYSIS
 TREASURE ISLAND REDEVELOPMENT
 CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

GENERAL FUND EXPENDITURES	NET GF EXPENDITURES	RELATED FUND ALLOCATION	NET GF & RELATED EXPENDITURES	(LESS) GF REVENUE OFFSETS	TOTAL INCLUDED
General Administration and Finance					
Elections	\$18,531,335	\$0	\$18,531,335	(\$124,704)	\$18,406,631
Assessor/Recorder	\$20,975,395	\$0	\$20,975,395	(\$2,430,000)	\$18,545,395
311	\$5,263,041	\$0	\$5,263,041	\$0	\$5,263,041
Other Admin	\$242,101,446	\$0	\$242,101,446	(\$43,193,183)	\$198,908,263
Public Safety					
Fire	\$329,039,381	\$0	\$329,039,381	(\$45,403,391)	\$283,635,990
Police	\$477,297,830	\$0	\$477,297,830	(\$5,257,584)	\$472,040,246
911	\$53,824,447	\$0	\$53,824,447	(\$2,170)	\$53,822,277
Other Public Protection	\$363,819,538	\$0	\$363,819,538	(\$2,871,291)	\$360,948,247
Public Health	\$787,554,393	\$292,124,552	\$1,079,678,945	(\$67,302,676)	\$1,012,376,269
Public Works	\$131,323,606	\$0	\$131,323,606	(\$17,107,888)	\$114,215,718
Human Welfare & Nbdhd. Development	\$857,055,062	\$30,100,000	\$887,155,062	(\$1,541,000)	\$885,614,062
Culture and Recreation					
Recreation and Park	\$94,741,098	\$0	\$94,741,098	(\$33,455,230)	\$61,285,868
Libraries	\$1,611,832	\$67,600,000	\$69,211,832	\$0	\$69,211,832
Other Culture and Recreation	\$40,708,598	\$0	\$40,708,598	(\$797,534)	\$39,911,064
Transportation & Economic Development	\$30,221,216	\$272,000,000	\$302,221,216	(\$72,890,204)	\$229,331,012
General City Responsibility					
City Responsibility	\$203,868,470	\$0	\$203,868,470	(\$17,945,400)	\$185,923,070
GF Unallocated	\$0	\$0	\$0	\$0	\$0
Total	\$3,657,936,688	\$661,824,552	\$4,319,761,240	(\$310,322,255)	\$4,009,438,985
Regular Net Expenditures					
(Less) Capital Projects	(117,580,504)				
(Less) Facilities Maintenance	(7,925,826)				
(Less) Reserves	(66,987,198)				
	<u>3,465,443,160</u>				

Source: City and County of San Francisco. Budget and Appropriation Ordinance. Fiscal Year Ending June 30, 2016.

Appendix Table A - 3

**ESTIMATED OFF-SITE TAXABLE SALES TO BE GENERATED BY TREASURE ISLAND RESIDENTS
FISCAL IMPACT ANALYSIS
TREASURE ISLAND REDEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO, CA**

August 15, 2016

	YBI Townhomes	TI Townhomes	Flats	Neighbhd. Tower	Highrise	Branded Condo	Rental ¹	TIDA
Share of Units ²								
Market	95%	100%	95%	95%	100%	100%	86%	0%
BMR	5%	0%	5%	5%	0%	0%	14%	100%
Average Price ³								
Market	\$1,790,000	\$1,410,000	\$1,037,000	\$1,202,000	\$1,377,000	\$1,140,000	n/a	n/a
BMR	\$346,753	\$352,908	\$287,765	\$226,219	\$226,219	\$175,031	n/a	n/a
Weighted	\$1,721,000	\$1,410,000	\$996,000	\$1,152,000	\$1,377,000	\$1,140,000	n/a	n/a
Mort.% ⁴	0.8	0.8	0.8	0.8	0.8	0.8	n/a	n/a
Mortgage ⁴	\$1,376,800	\$1,128,000	\$796,800	\$921,600	\$1,101,600	\$912,000	n/a	n/a
Annual Mortgage ⁴	\$105,432	\$86,379	\$61,017	\$70,574	\$84,358	\$69,839	n/a	n/a
Property taxes ⁴	\$19,690	\$15,510	\$11,407	\$13,222	\$15,147	\$12,540	n/a	n/a
HOA Dues ⁴	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	n/a	n/a
Insurance ⁴	\$250	\$250	\$250	\$250	\$250	\$250	n/a	n/a
Total Annual Hsg. Costs	\$130,172	\$106,939	\$77,474	\$88,846	\$104,555	\$87,429	\$44,400	\$21,600
Housing Costs as % of Inc. ⁴	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Annual Income	\$371,919	\$305,541	\$221,354	\$253,845	\$298,728	\$249,796	\$126,857	\$61,714
Expenditures as % Income (Excl. Housing) ⁵	0.44	0.44	0.44	0.44	0.44	0.44	0.57	0.65
Taxable Share ⁵	0.32	0.32	0.32	0.32	0.32	0.32	0.36	0.42
Taxable Expend	\$52,036	\$42,749	\$30,970	\$35,516	\$41,796	\$34,950	\$26,377	\$17,002
San Francisco Capture ⁶	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Taxable Sales - San Francisco	\$41,629	\$34,199	\$24,776	\$28,413	\$33,437	\$27,960	\$21,101	\$13,601

Notes

¹ KMA has estimated rental housing costs based on unit types.

² Table 3.

³ TICD Pro Forma (March 2016).

⁴ KMA assumption.

⁵ Derived from Table 2301 of Consumer Expenditure Survey, 2014, which establishes annual expenditures for higher-income groups. Assumes 80% of retail goods taxable, per BOE.

⁶ Based on retail leakage analysis using state BOE data for 2013-14 in comparison with San Francisco resident expenditure potential.

Appendix Table A - 4

HOUSEHOLD SIZE ASSUMPTIONS

FISCAL IMPACT ANALYSIS

TREASURE ISLAND REDEVELOPMENT

CITY AND COUNTY OF SAN FRANCISCO, CA

August 15, 2016

Unit Type	Tenancy	Neighborhood	Avg. HH Size¹
Yerba Buena Island Townhomes	Owner-Occupied	San Francisco (Citywide)	2.71
Treasure Island Townhomes	Owner-Occupied	San Francisco (Citywide)	2.71
Flats (Low Rise (4-5 stories))	All Units	Mission Bay	2.03
Neighborhood Tower (15-20 stories)	All Units	Mission Bay	2.03
High Rise (23+ stories)	All Units	Rincon Hill	1.65
Branded condo with hotel services	All Units	Rincon Hill	1.65
For Rent Units	Renter-Occupied	San Francisco (Citywide)	2.10
TIDA (BMR)	Renter-Occupied	San Francisco (Citywide)	2.10

Notes

¹ Source: American Community Survey 2010-2014, for select block groups within San Francisco.

APPENDIX C: IRFD Improvements

FACILITIES TO BE PROVIDED BY THE PRIVATE SECTOR:

Facility	Estimated Project Costs	Costs + 50% Contingency (1)	Estimated Timing	Estimated Location
Acquisition	65,180,000	65,180,000	2015-2024	Entire Project
Abatement & Hazardous Soil Removal	72,513,615	108,770,422	2016-2025	Entire Project
Demolition	65,380,042	98,070,064	2016-2025	Entire Project
Supplemental Fire Water Supply System	10,012,998	15,019,498	2019-2020	Entire Project
Low Pressure Water	33,202,333	49,803,499	2016-2025	Entire Project
Water Tank Facilities	26,817,949	40,226,923	2016-2017	Entire Project
Recycled Water	16,174,120	24,261,180	2016-2027	Entire Project
Storm Drainage System	55,228,259	82,842,389	2016-2027	Entire Project
Separated Sanitary Sewer	56,517,810	84,776,715	2016-2027	Entire Project
Joint Trench	40,308,677	60,463,015	2016-2027	Entire Project
Earthwork	254,464,925	381,697,388	2016-2027	Entire Project
Retaining Walls	5,218,564	7,827,847	2016-2027	Entire Project
Highway Ramps, Roadways, Pathways, Curb, & Gutter	70,054,009	105,081,013	2016-2027	Entire Project
Traffic	17,502,045	26,253,068	2016-2027	Entire Project
Streetscape	34,359,622	51,539,433	2016-2029	Entire Project
Shoreline Improvements	13,247,420	19,871,129	2016-2027	Entire Project
Parks	134,760,285	202,140,427	2017-2029	Entire Project
Ferry Terminal	61,014,632	91,521,948	2019-2026	Entire Project
Other Hard & Soft Costs	20,647,328	30,970,991	2016-2025	Entire Project
Community Facilities	104,703,224	157,054,837	2017-2028	Entire Project
Historic Renovation	25,000,000	37,500,000	2019-2023	Entire Project
Subsidies	179,124,259	179,124,259	2017-2029	Entire Project
Total	1,361,432,116	1,919,996,044		

(1) No contingency is included for acquisition costs or subsidies.

FACILITIES TO BE PROVIDED BY PUBLIC SECTOR:

Upgrades and rehabilitation of publicly-owned assets on Treasure Island and Yerba Buena Island, including, but not limited to, buildings, hangars, school facilities, living quarters, parks, improvements for sea-level rise, and piers. The publicly-owned facilities to be provided by the public sector shall include any facilities described in the City's capital improvement program documents, as they may be amended from time-to-time. All of the publicly-owned assets are located on Treasure Island or Yerba Buena Island.

The City will be responsible for upgrading and rehabilitation of publicly-owned assets on Treasure Island and Yerba Buena Island, including, but not limited to, buildings, hangars, school facilities, living quarters, piers, roads and utilities. The City will also be responsible for future seal-level rise adaptations and for the parks, open spaces, and public infrastructure provided by the developer and dedicated to the City some of which may require capital renewal or improvement before the expiration of the IRFD. All of these publicly-owned assets are or will be located on Treasure Island or Yerba Buena Island. Periodically during the life of the IRFD, TIDA will prepare a capital plan for Treasure Island and Yerba Buena Island for incorporation into the City Capital Plan. After the Developer has been reimbursed for all Qualified Project Costs, the City may dedicate Net Available Increment to finance projects included in the Treasure Island/Yerba Buena Island Capital Plan, as it may be amended from time to time, that otherwise meet the requirements for IRFD financing. Over the projected life of the IRFD and future annexation areas, the costs of these improvements could exceed \$250,000,000 and will be specified in the Treasure Island/Yerba Buena Island Capital Plan, as it may be amended from time to time.

AFFORDABLE HOUSING TO BE PROVIDED BY TIDA:

TIDA intends to construct, or cause the construction of, approximately 1,866 units of affordable housing on Treasure Island. The estimated cost of the projected affordable housing units to be constructed, or cause to be constructed, by TIDA is \$970 million (2016 dollars). The number and cost of affordable housing units to be constructed or financed by the IRFD may be amended by the Board from time to time, as described in this Infrastructure Financing Plan.

APPENDIX D: Net Available Increment and Conditional City Increment

Appendix D Table 1

Net Available Increment Allocated to IRFD- 56.7% of TI (\$000) - 6% annual escalation of home prices

Yerba Buena and Stage 1 Treasure Island

Fiscal Year	6%		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	NPV	Total									
IRFD Year - Project Area A											
Y1.1 Townhomes	\$13,000	\$47,718	\$0	\$0	\$33	\$176	\$601	\$759	\$779	\$800	\$821
Y1.2 Townhomes	\$15,000	\$56,660	\$0	\$0	\$38	\$198	\$423	\$614	\$935	\$960	\$986
Y3 Townhomes	\$5,000	\$20,392	\$0	\$0	\$14	\$24	\$75	\$171	\$340	\$349	\$358
Y4.1 Townhomes	\$13,000	\$49,123	\$0	\$0	\$37	\$64	\$193	\$293	\$592	\$846	\$868
Y4.2 Mid-Rise	\$10,000	\$40,626	\$0	\$0	\$21	\$35	\$114	\$187	\$237	\$706	\$725
Y2. H Hotel	<u>\$6,000</u>	<u>\$23,315</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5</u>	<u>\$7</u>	<u>\$58</u>	<u>\$231</u>	<u>\$443</u>	<u>\$451</u>	<u>\$460</u>
Total Project Area A	\$64,000	\$237,835	\$0	\$0	\$148	\$504	\$1,465	\$2,256	\$3,326	\$4,112	\$4,219
Distribution to TIDA Housing - 17.5%	\$11,000	\$41,621	\$0	\$0	\$26	\$88	\$256	\$395	\$582	\$720	\$738
Distribution to IRFD Facilities - 82.5%	\$53,000	\$196,214	\$0	\$0	\$122	\$416	\$1,208	\$1,861	\$2,744	\$3,392	\$3,480
IRFD Year - Project Area B											
C3.3 Townhomes	\$6,000	\$21,090	\$0	\$0	\$0	\$80	\$165	\$313	\$332	\$341	\$350
B1.1 Low Rise	\$6,000	\$22,876	\$0	\$0	\$0	\$75	\$142	\$244	\$363	\$372	\$382
B1.2 Low Rise	\$6,000	\$20,906	\$0	\$0	\$0	\$128	\$172	\$262	\$329	\$338	\$347
C2.3 Low Rise	\$20,000	\$79,254	\$0	\$0	\$0	\$48	\$312	\$660	\$847	\$1,307	\$1,342
C2.2 Mid Rise	\$21,000	\$84,984	\$0	\$0	\$0	\$39	\$214	\$261	\$540	\$710	\$1,468
C3.4 Rental	<u>\$6,000</u>	<u>\$21,488</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$50</u>	<u>\$134</u>	<u>\$262</u>	<u>\$389</u>	<u>\$397</u>	<u>\$405</u>
Total Project Area B	\$64,000	\$250,598	\$0	\$0	\$0	\$420	\$1,138	\$2,002	\$2,800	\$3,466	\$4,294
Distribution to TIDA Housing - 17.5%	\$11,000	\$43,855	\$0	\$0	\$0	\$73	\$199	\$350	\$490	\$607	\$751
Distribution to IRFD Facilities - 82.5%	\$53,000	\$206,743	\$0	\$0	\$0	\$346	\$939	\$1,652	\$2,310	\$2,859	\$3,543
IRFD Year - Project Area C											
C1.1 High Rise	\$46,000	\$216,680	\$0	\$0	\$0	\$0	\$0	\$0	\$458	\$894	\$1,342
C1.2 High Rise	<u>\$46,000</u>	<u>\$220,555</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$113</u>	<u>\$483</u>	<u>\$932</u>
Total Project Area C	\$92,000	\$437,235	\$0	\$0	\$0	\$0	\$0	\$0	\$571	\$1,376	\$2,274
Distribution to TIDA Housing - 17.5%	\$16,000	\$76,516	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$241	\$398
Distribution to IRFD Facilities - 82.5%	\$76,000	\$360,719	\$0	\$0	\$0	\$0	\$0	\$0	\$471	\$1,136	\$1,876
IRFD Year - Project Area D											
C2.1 High Rise	\$55,000	\$281,837	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$155	\$619
C3.5 High Rise	<u>\$30,000</u>	<u>\$156,506</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$125</u>	<u>\$127</u>
Total Project Area D	\$85,000	\$438,343	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$280	\$746
Distribution to TIDA Housing - 17.5%	\$15,000	\$76,710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$49	\$130
Distribution to IRFD Facilities - 82.5%	\$70,000	\$361,633	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$231	\$615
IRFD Year - Project Area E											
C2.4 Branded Condo	\$27,000	\$125,837	\$0	\$0	\$0	\$0	\$0	\$0	\$271	\$616	\$999
C2. H Hotel	<u>\$9,000</u>	<u>\$40,103</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$34</u>	<u>\$202</u>	<u>\$710</u>
Total Project Area E	\$36,000	\$165,940	\$0	\$0	\$0	\$0	\$0	\$0	\$305	\$817	\$1,709
Distribution to TIDA Housing - 17.5%	\$6,000	\$29,039	\$0	\$0	\$0	\$0	\$0	\$0	\$53	\$143	\$299
Distribution to IRFD Facilities - 82.5%	\$30,000	\$136,900	\$0	\$0	\$0	\$0	\$0	\$0	\$251	\$674	\$1,410
Total Initial IRFD	\$341,000	\$1,529,950	\$0	\$0	\$148	\$924	\$2,602	\$4,258	\$7,001	\$10,051	\$13,242
Distribution to TIDA Housing - 17.5%	\$60,000	\$267,741	\$0	\$0	\$26	\$162	\$455	\$745	\$1,225	\$1,759	\$2,317
Distribution to IRFD Facilities - 82.5%	\$281,000	\$1,262,209	\$0	\$0	\$122	\$762	\$2,147	\$3,513	\$5,776	\$8,292	\$10,924

Appendix D Table 1

Net Available Increment Allocated to IRFD- 56.7% of TI (\$000) - 6% annual escalation of home prices

Yerba Buena and Stage 1 Treasure Island

	6%										
Fiscal Year	NPV	Total	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
IRFD Year - Project Area A			8	9	10	11	12	13	14	15	16
Y1.1 Townhomes	\$13,000	\$47,718	\$843	\$866	\$889	\$913	\$937	\$962	\$988	\$1,014	\$1,041
Y1.2 Townhomes	\$15,000	\$56,660	\$1,012	\$1,039	\$1,067	\$1,095	\$1,125	\$1,155	\$1,185	\$1,217	\$1,249
Y3 Townhomes	\$5,000	\$20,392	\$367	\$377	\$387	\$398	\$408	\$419	\$430	\$442	\$454
Y4.1 Townhomes	\$13,000	\$49,123	\$891	\$915	\$939	\$964	\$990	\$1,017	\$1,044	\$1,072	\$1,100
Y4.2 Mid-Rise	\$10,000	\$40,626	\$744	\$764	\$784	\$805	\$827	\$849	\$871	\$895	\$919
Y2. H Hotel	\$6,000	\$23,315	\$470	\$479	\$489	\$498	\$508	\$519	\$529	\$540	\$550
Total Project Area A	\$64,000	\$237,835	\$4,328	\$4,440	\$4,556	\$4,674	\$4,795	\$4,920	\$5,047	\$5,179	\$5,313
Distribution to TIDA Housing - 17.5%	\$11,000	\$41,621	\$757	\$777	\$797	\$818	\$839	\$861	\$883	\$906	\$930
Distribution to IRFD Facilities - 82.5%	\$53,000	\$196,214	\$3,571	\$3,663	\$3,758	\$3,856	\$3,956	\$4,059	\$4,164	\$4,272	\$4,383
IRFD Year - Project Area B			7	8	9	10	11	12	13	14	15
C3.3 Townhomes	\$6,000	\$21,090	\$360	\$369	\$379	\$389	\$399	\$410	\$421	\$432	\$444
B1.1 Low Rise	\$6,000	\$22,876	\$393	\$403	\$414	\$425	\$436	\$448	\$460	\$472	\$485
B1.2 Low Rise	\$6,000	\$20,906	\$356	\$366	\$376	\$386	\$396	\$406	\$417	\$428	\$440
C2.3 Low Rise	\$20,000	\$79,254	\$1,378	\$1,414	\$1,452	\$1,491	\$1,530	\$1,571	\$1,613	\$1,656	\$1,700
C2.2 Mid Rise	\$21,000	\$84,984	\$1,507	\$1,547	\$1,588	\$1,631	\$1,674	\$1,719	\$1,765	\$1,812	\$1,860
C3.4 Rental	\$6,000	\$21,488	\$413	\$422	\$430	\$439	\$447	\$456	\$465	\$475	\$484
Total Project Area B	\$64,000	\$250,598	\$4,406	\$4,521	\$4,638	\$4,759	\$4,883	\$5,011	\$5,141	\$5,275	\$5,413
Distribution to TIDA Housing - 17.5%	\$11,000	\$43,855	\$771	\$791	\$812	\$833	\$855	\$877	\$900	\$923	\$947
Distribution to IRFD Facilities - 82.5%	\$53,000	\$206,743	\$3,635	\$3,730	\$3,827	\$3,926	\$4,029	\$4,134	\$4,241	\$4,352	\$4,465
IRFD Year - Project Area C			4	5	6	7	8	9	10	11	12
C1.1 High Rise	\$46,000	\$216,680	\$1,896	\$3,582	\$3,677	\$3,775	\$3,876	\$3,979	\$4,085	\$4,194	\$4,306
C1.2 High Rise	\$46,000	\$220,555	\$1,394	\$1,664	\$3,809	\$3,910	\$4,015	\$4,122	\$4,232	\$4,344	\$4,460
Total Project Area C	\$92,000	\$437,235	\$3,290	\$5,245	\$7,486	\$7,686	\$7,891	\$8,101	\$8,317	\$8,539	\$8,767
Distribution to TIDA Housing - 17.5%	\$16,000	\$76,516	\$576	\$918	\$1,310	\$1,345	\$1,381	\$1,418	\$1,455	\$1,494	\$1,534
Distribution to IRFD Facilities - 82.5%	\$76,000	\$360,719	\$2,714	\$4,328	\$6,176	\$6,341	\$6,510	\$6,683	\$6,862	\$7,045	\$7,232
IRFD Year - Project Area D			3	4	5	6	7	8	9	10	11
C2.1 High Rise	\$55,000	\$281,837	\$1,094	\$1,692	\$1,900	\$4,272	\$5,015	\$5,149	\$5,286	\$5,427	\$5,572
C3.5 High Rise	\$30,000	\$156,506	\$456	\$637	\$1,152	\$1,652	\$2,401	\$2,891	\$2,968	\$3,047	\$3,128
Total Project Area D	\$85,000	\$438,343	\$1,550	\$2,329	\$3,052	\$5,924	\$7,416	\$8,040	\$8,254	\$8,474	\$8,700
Distribution to TIDA Housing - 17.5%	\$15,000	\$76,710	\$271	\$408	\$534	\$1,037	\$1,298	\$1,407	\$1,444	\$1,483	\$1,523
Distribution to IRFD Facilities - 82.5%	\$70,000	\$361,633	\$1,279	\$1,922	\$2,518	\$4,887	\$6,118	\$6,633	\$6,810	\$6,991	\$7,178
IRFD Year - Project Area E			4	5	6	7	8	9	10	11	12
C2.4 Branded Condo	\$27,000	\$125,837	\$1,428	\$1,753	\$2,130	\$2,187	\$2,245	\$2,305	\$2,366	\$2,429	\$2,494
C2. H Hotel	\$9,000	\$40,103	\$725	\$739	\$754	\$769	\$784	\$800	\$816	\$832	\$849
Total Project Area E	\$36,000	\$165,940	\$2,153	\$2,492	\$2,884	\$2,956	\$3,029	\$3,105	\$3,182	\$3,262	\$3,343
Distribution to TIDA Housing - 17.5%	\$6,000	\$29,039	\$377	\$436	\$505	\$517	\$530	\$543	\$557	\$571	\$585
Distribution to IRFD Facilities - 82.5%	\$30,000	\$136,900	\$1,776	\$2,056	\$2,379	\$2,438	\$2,499	\$2,562	\$2,625	\$2,691	\$2,758
Total Initial IRFD	\$341,000	\$1,529,950	\$15,727	\$19,028	\$22,616	\$25,999	\$28,015	\$29,176	\$29,942	\$30,729	\$31,536
Distribution to TIDA Housing - 17.5%	\$60,000	\$267,741	\$2,752	\$3,330	\$3,958	\$4,550	\$4,903	\$5,106	\$5,240	\$5,378	\$5,519
Distribution to IRFD Facilities - 82.5%	\$281,000	\$1,262,209	\$12,975	\$15,699	\$18,658	\$21,449	\$23,112	\$24,070	\$24,702	\$25,351	\$26,017

Appendix D Table 1

Net Available Increment Allocated to IRFD- 56.7% of TI (\$000) - 6% annual escalation of home prices

Verba Buena and Stage 1 Treasure Island

Fiscal Year	6%		2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43
	NPV	Total									
IRFD Year - Project Area A			17	18	19	20	21	22	23	24	25
Y1.1 Townhomes	\$13,000	\$47,718	\$1,069	\$1,097	\$1,127	\$1,157	\$1,187	\$1,219	\$1,252	\$1,285	\$1,319
Y1.2 Townhomes	\$15,000	\$56,660	\$1,283	\$1,317	\$1,352	\$1,388	\$1,425	\$1,463	\$1,502	\$1,542	\$1,583
Y3 Townhomes	\$5,000	\$20,392	\$466	\$478	\$491	\$504	\$517	\$531	\$545	\$560	\$575
Y4.1 Townhomes	\$13,000	\$49,123	\$1,129	\$1,160	\$1,190	\$1,222	\$1,255	\$1,288	\$1,323	\$1,358	\$1,394
Y4.2 Mid-Rise	\$10,000	\$40,626	\$943	\$968	\$994	\$1,021	\$1,048	\$1,076	\$1,104	\$1,134	\$1,164
Y2. H Hotel	<u>\$6,000</u>	<u>\$23,315</u>	<u>\$561</u>	<u>\$573</u>	<u>\$584</u>	<u>\$596</u>	<u>\$608</u>	<u>\$620</u>	<u>\$632</u>	<u>\$645</u>	<u>\$658</u>
Total Project Area A	\$64,000	\$237,835	\$5,451	\$5,593	\$5,738	\$5,887	\$6,040	\$6,197	\$6,358	\$6,524	\$6,693
Distribution to TIDA Housing - 17.5%	\$11,000	\$41,621	\$954	\$979	\$1,004	\$1,030	\$1,057	\$1,084	\$1,113	\$1,142	\$1,171
Distribution to IRFD Facilities - 82.5%	\$53,000	\$196,214	\$4,497	\$4,614	\$4,734	\$4,857	\$4,983	\$5,113	\$5,246	\$5,382	\$5,522
IRFD Year - Project Area B			16	17	18	19	20	21	22	23	24
C3.3 Townhomes	\$6,000	\$21,090	\$456	\$468	\$480	\$493	\$506	\$520	\$534	\$548	\$562
B1.1 Low Rise	\$6,000	\$22,876	\$497	\$511	\$524	\$538	\$553	\$567	\$583	\$598	\$614
B1.2 Low Rise	\$6,000	\$20,906	\$451	\$464	\$476	\$489	\$502	\$515	\$529	\$543	\$557
C2.3 Low Rise	\$20,000	\$79,254	\$1,746	\$1,792	\$1,840	\$1,889	\$1,939	\$1,991	\$2,044	\$2,099	\$2,155
C2.2 Mid Rise	\$21,000	\$84,984	\$1,910	\$1,960	\$2,013	\$2,066	\$2,121	\$2,178	\$2,236	\$2,296	\$2,357
C3.4 Rental	<u>\$6,000</u>	<u>\$21,488</u>	<u>\$494</u>	<u>\$504</u>	<u>\$514</u>	<u>\$524</u>	<u>\$535</u>	<u>\$545</u>	<u>\$556</u>	<u>\$567</u>	<u>\$579</u>
Total Project Area B	\$64,000	\$250,598	\$5,554	\$5,698	\$5,847	\$6,000	\$6,156	\$6,317	\$6,481	\$6,651	\$6,824
Distribution to TIDA Housing - 17.5%	\$11,000	\$43,855	\$972	\$997	\$1,023	\$1,050	\$1,077	\$1,105	\$1,134	\$1,164	\$1,194
Distribution to IRFD Facilities - 82.5%	\$53,000	\$206,743	\$4,582	\$4,701	\$4,824	\$4,950	\$5,079	\$5,211	\$5,347	\$5,487	\$5,630
IRFD Year - Project Area C			13	14	15	16	17	18	19	20	21
C1.1 High Rise	\$46,000	\$216,680	\$4,421	\$4,539	\$4,660	\$4,784	\$4,912	\$5,043	\$5,177	\$5,315	\$5,457
C1.2 High Rise	<u>\$46,000</u>	<u>\$220,555</u>	<u>\$4,579</u>	<u>\$4,701</u>	<u>\$4,827</u>	<u>\$4,955</u>	<u>\$5,088</u>	<u>\$5,223</u>	<u>\$5,363</u>	<u>\$5,506</u>	<u>\$5,652</u>
Total Project Area C	\$92,000	\$437,235	\$9,000	\$9,240	\$9,487	\$9,740	\$9,999	\$10,266	\$10,540	\$10,821	\$11,110
Distribution to TIDA Housing - 17.5%	\$16,000	\$76,516	\$1,575	\$1,617	\$1,660	\$1,704	\$1,750	\$1,797	\$1,844	\$1,894	\$1,944
Distribution to IRFD Facilities - 82.5%	\$76,000	\$360,719	\$7,425	\$7,623	\$7,827	\$8,035	\$8,250	\$8,470	\$8,695	\$8,927	\$9,165
IRFD Year - Project Area D			12	13	14	15	16	17	18	19	20
C2.1 High Rise	\$55,000	\$281,837	\$5,721	\$5,873	\$6,030	\$6,191	\$6,356	\$6,525	\$6,699	\$6,878	\$7,061
C3.5 High Rise	<u>\$30,000</u>	<u>\$156,506</u>	<u>\$3,212</u>	<u>\$3,297</u>	<u>\$3,385</u>	<u>\$3,476</u>	<u>\$3,568</u>	<u>\$3,663</u>	<u>\$3,761</u>	<u>\$3,861</u>	<u>\$3,964</u>
Total Project Area D	\$85,000	\$438,343	\$8,932	\$9,171	\$9,415	\$9,666	\$9,924	\$10,189	\$10,460	\$10,739	\$11,026
Distribution to TIDA Housing - 17.5%	\$15,000	\$76,710	\$1,563	\$1,605	\$1,648	\$1,692	\$1,737	\$1,783	\$1,831	\$1,879	\$1,929
Distribution to IRFD Facilities - 82.5%	\$70,000	\$361,633	\$7,369	\$7,566	\$7,767	\$7,975	\$8,187	\$8,406	\$8,630	\$8,860	\$9,096
IRFD Year - Project Area E			13	14	15	16	17	18	19	20	21
C2.4 Branded Condo	\$27,000	\$125,837	\$2,561	\$2,629	\$2,699	\$2,771	\$2,845	\$2,921	\$2,999	\$3,079	\$3,161
C2. H Hotel	<u>\$9,000</u>	<u>\$40,103</u>	<u>\$866</u>	<u>\$883</u>	<u>\$901</u>	<u>\$919</u>	<u>\$937</u>	<u>\$956</u>	<u>\$975</u>	<u>\$995</u>	<u>\$1,015</u>
Total Project Area E	\$36,000	\$165,940	\$3,427	\$3,512	\$3,600	\$3,690	\$3,782	\$3,877	\$3,974	\$4,074	\$4,176
Distribution to TIDA Housing - 17.5%	\$6,000	\$29,039	\$600	\$615	\$630	\$646	\$662	\$678	\$695	\$713	\$731
Distribution to IRFD Facilities - 82.5%	\$30,000	\$136,900	\$2,827	\$2,898	\$2,970	\$3,044	\$3,121	\$3,199	\$3,279	\$3,361	\$3,445
Total Initial IRFD	\$341,000	\$1,529,950	\$32,364	\$33,214	\$34,087	\$34,983	\$35,902	\$36,846	\$37,814	\$38,808	\$39,828
Distribution to TIDA Housing - 17.5%	\$60,000	\$267,741	\$5,664	\$5,813	\$5,965	\$6,122	\$6,283	\$6,448	\$6,617	\$6,791	\$6,970
Distribution to IRFD Facilities - 82.5%	\$281,000	\$1,262,209	\$26,700	\$27,402	\$28,122	\$28,861	\$29,619	\$30,398	\$31,196	\$32,016	\$32,858

Appendix D Table 1
 Net Available Increment Allocated to IRFD- 56.7% of TI (\$000) - 6% annual escalation of home prices
 Yerba Buena and Stage 1 Treasure Island

	6%											
Fiscal Year	NPV	Total	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	
IRFD Year - Project Area A			26	27	28	29	30	31	32	33	34	
Y1.1 Townhomes	\$13,000	\$47,718	\$1,354	\$1,391	\$1,428	\$1,466	\$1,505	\$1,545	\$1,586	\$1,628	\$1,672	
Y1.2 Townhomes	\$15,000	\$56,660	\$1,626	\$1,669	\$1,713	\$1,759	\$1,806	\$1,854	\$1,904	\$1,954	\$2,006	
Y3 Townhomes	\$5,000	\$20,392	\$590	\$606	\$622	\$639	\$656	\$673	\$691	\$709	\$728	
Y4.1 Townhomes	\$13,000	\$49,123	\$1,431	\$1,469	\$1,509	\$1,549	\$1,590	\$1,633	\$1,676	\$1,721	\$1,767	
Y4.2 Mid-Rise	\$10,000	\$40,626	\$1,195	\$1,227	\$1,260	\$1,293	\$1,328	\$1,363	\$1,399	\$1,437	\$1,475	
Y2. H Hotel	\$6,000	\$23,315	\$671	\$684	\$698	\$712	\$726	\$741	\$755	\$771	\$786	
Total Project Area A	\$64,000	\$237,835	\$6,867	\$7,046	\$7,229	\$7,417	\$7,610	\$7,809	\$8,012	\$8,221	\$8,435	
Distribution to TIDA Housing - 17.5%	\$11,000	\$41,621	\$1,202	\$1,233	\$1,265	\$1,298	\$1,332	\$1,367	\$1,402	\$1,439	\$1,476	
Distribution to IRFD Facilities - 82.5%	\$53,000	\$196,214	\$5,666	\$5,813	\$5,964	\$6,119	\$6,279	\$6,442	\$6,610	\$6,782	\$6,959	
IRFD Year - Project Area B			25	26	27	28	29	30	31	32	33	
C3.3 Townhomes	\$6,000	\$21,090	\$577	\$593	\$609	\$625	\$642	\$659	\$676	\$694	\$713	
B1.1 Low Rise	\$6,000	\$22,876	\$630	\$647	\$664	\$682	\$700	\$719	\$738	\$758	\$778	
B1.2 Low Rise	\$6,000	\$20,906	\$572	\$587	\$603	\$619	\$636	\$653	\$670	\$688	\$706	
C2.3 Low Rise	\$20,000	\$79,254	\$2,212	\$2,271	\$2,332	\$2,394	\$2,458	\$2,523	\$2,591	\$2,660	\$2,731	
C2.2 Mid Rise	\$21,000	\$84,984	\$2,420	\$2,484	\$2,551	\$2,619	\$2,688	\$2,760	\$2,834	\$2,909	\$2,987	
C3.4 Rental	\$6,000	\$21,488	\$590	\$602	\$614	\$626	\$639	\$652	\$665	\$678	\$692	
Total Project Area B	\$64,000	\$250,598	\$7,002	\$7,185	\$7,373	\$7,565	\$7,763	\$7,966	\$8,174	\$8,387	\$8,606	
Distribution to TIDA Housing - 17.5%	\$11,000	\$43,855	\$1,225	\$1,257	\$1,290	\$1,324	\$1,358	\$1,394	\$1,430	\$1,468	\$1,506	
Distribution to IRFD Facilities - 82.5%	\$53,000	\$206,743	\$5,777	\$5,928	\$6,082	\$6,241	\$6,404	\$6,572	\$6,743	\$6,919	\$7,100	
IRFD Year - Project Area C			22	23	24	25	26	27	28	29	30	
C1.1 High Rise	\$46,000	\$216,680	\$5,603	\$5,752	\$5,905	\$6,063	\$6,225	\$6,391	\$6,561	\$6,736	\$6,916	
C1.2 High Rise	\$46,000	\$220,555	\$5,803	\$5,958	\$6,117	\$6,280	\$6,447	\$6,619	\$6,796	\$6,977	\$7,163	
Total Project Area C	\$92,000	\$437,235	\$11,406	\$11,710	\$12,022	\$12,343	\$12,672	\$13,010	\$13,357	\$13,713	\$14,079	
Distribution to TIDA Housing - 17.5%	\$16,000	\$76,516	\$1,996	\$2,049	\$2,104	\$2,160	\$2,218	\$2,277	\$2,337	\$2,400	\$2,464	
Distribution to IRFD Facilities - 82.5%	\$76,000	\$360,719	\$9,410	\$9,661	\$9,918	\$10,183	\$10,454	\$10,733	\$11,019	\$11,313	\$11,615	
IRFD Year - Project Area D			21	22	23	24	25	26	27	28	29	
C2.1 High Rise	\$55,000	\$281,837	\$7,249	\$7,443	\$7,641	\$7,845	\$8,054	\$8,269	\$8,489	\$8,716	\$8,948	
C3.5 High Rise	\$30,000	\$156,506	\$4,070	\$4,179	\$4,290	\$4,405	\$4,522	\$4,643	\$4,766	\$4,894	\$5,024	
Total Project Area D	\$85,000	\$438,343	\$11,320	\$11,621	\$11,931	\$12,250	\$12,576	\$12,912	\$13,256	\$13,609	\$13,972	
Distribution to TIDA Housing - 17.5%	\$15,000	\$76,710	\$1,981	\$2,034	\$2,088	\$2,144	\$2,201	\$2,260	\$2,320	\$2,382	\$2,445	
Distribution to IRFD Facilities - 82.5%	\$70,000	\$361,633	\$9,339	\$9,588	\$9,843	\$10,106	\$10,375	\$10,652	\$10,936	\$11,228	\$11,527	
IRFD Year - Project Area E			22	23	24	25	26	27	28	29	30	
C2.4 Branded Condo	\$27,000	\$125,837	\$3,245	\$3,332	\$3,420	\$3,512	\$3,605	\$3,701	\$3,800	\$3,902	\$4,006	
C2. H Hotel	\$9,000	\$40,103	\$1,035	\$1,056	\$1,077	\$1,098	\$1,120	\$1,143	\$1,166	\$1,189	\$1,213	
Total Project Area E	\$36,000	\$165,940	\$4,280	\$4,387	\$4,497	\$4,610	\$4,726	\$4,844	\$4,966	\$5,090	\$5,218	
Distribution to TIDA Housing - 17.5%	\$6,000	\$29,039	\$749	\$768	\$787	\$807	\$827	\$848	\$869	\$891	\$913	
Distribution to IRFD Facilities - 82.5%	\$30,000	\$136,900	\$3,531	\$3,620	\$3,710	\$3,803	\$3,899	\$3,996	\$4,097	\$4,200	\$4,305	
Total Initial IRFD	\$341,000	\$1,529,950	\$40,875	\$41,950	\$43,053	\$44,185	\$45,347	\$46,540	\$47,764	\$49,020	\$50,310	
Distribution to TIDA Housing - 17.5%	\$60,000	\$267,741	\$7,153	\$7,341	\$7,534	\$7,732	\$7,936	\$8,144	\$8,359	\$8,579	\$8,804	
Distribution to IRFD Facilities - 82.5%	\$281,000	\$1,262,209	\$33,722	\$34,609	\$35,519	\$36,453	\$37,411	\$38,395	\$39,405	\$40,442	\$41,506	

Appendix D Table 1

Net Available Increment Allocated to IRFD- 56.7% of TI (\$000) - 6% annual escalation of home prices

Yerba Buena and Stage 1 Treasure Island

	6%								
	Fiscal Year	NPV	Total	2052/53	2053/54	2054/55	2055/56	2056/57	2057/58
IRFD Year - Project Area A				35	36	37	38	39	40
Y1.1 Townhomes	\$13,000	\$47,718	\$1,716	\$1,762	\$1,809	\$1,857	\$1,907	\$1,958	\$1,958
Y1.2 Townhomes	\$15,000	\$56,660	\$2,060	\$2,115	\$2,171	\$2,229	\$2,289	\$2,350	\$2,350
Y3 Townhomes	\$5,000	\$20,392	\$748	\$768	\$788	\$809	\$831	\$853	\$853
Y4.1 Townhomes	\$13,000	\$49,123	\$1,814	\$1,862	\$1,912	\$1,963	\$2,015	\$2,069	\$2,069
Y4.2 Mid-Rise	\$10,000	\$40,626	\$1,514	\$1,555	\$1,596	\$1,639	\$1,683	\$1,727	\$1,727
Y2. H Hotel	<u>\$6,000</u>	<u>\$23,315</u>	<u>\$802</u>	<u>\$818</u>	<u>\$834</u>	<u>\$851</u>	<u>\$868</u>	<u>\$885</u>	<u>\$885</u>
Total Project Area A	\$64,000	\$237,835	\$8,654	\$8,880	\$9,111	\$9,348	\$9,592	\$9,842	\$9,842
Distribution to TIDA Housing - 17.5%	\$11,000	\$41,621	\$1,514	\$1,554	\$1,594	\$1,636	\$1,679	\$1,722	\$1,722
Distribution to IRFD Facilities - 82.5%	\$53,000	\$196,214	\$7,140	\$7,326	\$7,517	\$7,712	\$7,913	\$8,120	\$8,120
IRFD Year - Project Area B				34	35	36	37	38	39
C3.3 Townhomes	\$6,000	\$21,090	\$732	\$751	\$771	\$792	\$813	\$835	\$835
B1.1 Low Rise	\$6,000	\$22,876	\$799	\$820	\$842	\$865	\$888	\$911	\$911
B1.2 Low Rise	\$6,000	\$20,906	\$725	\$744	\$764	\$785	\$806	\$827	\$827
C2.3 Low Rise	\$20,000	\$79,254	\$2,803	\$2,878	\$2,955	\$3,034	\$3,115	\$3,198	\$3,198
C2.2 Mid Rise	\$21,000	\$84,984	\$3,067	\$3,148	\$3,232	\$3,319	\$3,407	\$3,498	\$3,498
C3.4 Rental	<u>\$6,000</u>	<u>\$21,488</u>	<u>\$705</u>	<u>\$719</u>	<u>\$734</u>	<u>\$749</u>	<u>\$764</u>	<u>\$779</u>	<u>\$779</u>
Total Project Area B	\$64,000	\$250,598	\$8,831	\$9,062	\$9,299	\$9,542	\$9,791	\$10,047	\$10,047
Distribution to TIDA Housing - 17.5%	\$11,000	\$43,855	\$1,545	\$1,586	\$1,627	\$1,670	\$1,713	\$1,758	\$1,758
Distribution to IRFD Facilities - 82.5%	\$53,000	\$206,743	\$7,286	\$7,476	\$7,672	\$7,872	\$8,078	\$8,289	\$8,289
IRFD Year - Project Area C				31	32	33	34	35	36
C1.1 High Rise	\$46,000	\$216,680	\$7,100	\$7,289	\$7,484	\$7,683	\$7,888	\$8,099	\$8,099
C1.2 High Rise	<u>\$46,000</u>	<u>\$220,555</u>	<u>\$7,354</u>	<u>\$7,550</u>	<u>\$7,751</u>	<u>\$7,958</u>	<u>\$8,170</u>	<u>\$8,388</u>	<u>\$8,388</u>
Total Project Area C	\$92,000	\$437,235	\$14,454	\$14,839	\$15,235	\$15,641	\$16,059	\$16,487	\$16,487
Distribution to TIDA Housing - 17.5%	\$16,000	\$76,516	\$2,529	\$2,597	\$2,666	\$2,737	\$2,810	\$2,885	\$2,885
Distribution to IRFD Facilities - 82.5%	\$76,000	\$360,719	\$11,925	\$12,243	\$12,569	\$12,904	\$13,248	\$13,602	\$13,602
IRFD Year - Project Area D				30	31	32	33	34	35
C2.1 High Rise	\$55,000	\$281,837	\$9,187	\$9,432	\$9,683	\$9,942	\$10,207	\$10,479	\$10,479
C3.5 High Rise	<u>\$30,000</u>	<u>\$156,506</u>	<u>\$5,158</u>	<u>\$5,296</u>	<u>\$5,437</u>	<u>\$5,582</u>	<u>\$5,731</u>	<u>\$5,883</u>	<u>\$5,883</u>
Total Project Area D	\$85,000	\$438,343	\$14,345	\$14,727	\$15,120	\$15,523	\$15,937	\$16,362	\$16,362
Distribution to TIDA Housing - 17.5%	\$15,000	\$76,710	\$2,510	\$2,577	\$2,646	\$2,717	\$2,789	\$2,863	\$2,863
Distribution to IRFD Facilities - 82.5%	\$70,000	\$361,633	\$11,835	\$12,150	\$12,474	\$12,807	\$13,148	\$13,499	\$13,499
IRFD Year - Project Area E				31	32	33	34	35	36
C2.4 Branded Condo	\$27,000	\$125,837	\$4,112	\$4,222	\$4,335	\$4,450	\$4,569	\$4,691	\$4,691
C2. H Hotel	<u>\$9,000</u>	<u>\$40,103</u>	<u>\$1,237</u>	<u>\$1,262</u>	<u>\$1,287</u>	<u>\$1,313</u>	<u>\$1,339</u>	<u>\$1,366</u>	<u>\$1,366</u>
Total Project Area E	\$36,000	\$165,940	\$5,349	\$5,484	\$5,622	\$5,763	\$5,908	\$6,056	\$6,056
Distribution to TIDA Housing - 17.5%	\$6,000	\$29,039	\$936	\$960	\$984	\$1,008	\$1,034	\$1,060	\$1,060
Distribution to IRFD Facilities - 82.5%	\$30,000	\$136,900	\$4,413	\$4,524	\$4,638	\$4,754	\$4,874	\$4,997	\$4,997
Total Initial IRFD	\$341,000	\$1,529,950	\$51,634	\$52,992	\$54,387	\$55,818	\$57,287	\$58,795	\$58,795
Distribution to TIDA Housing - 17.5%	\$60,000	\$267,741	\$9,036	\$9,274	\$9,518	\$9,768	\$10,025	\$10,289	\$10,289
Distribution to IRFD Facilities - 82.5%	\$281,000	\$1,262,209	\$42,598	\$43,719	\$44,869	\$46,050	\$47,262	\$48,506	\$48,506

Appendix D Table 2

Conditional City Increment - 8.0% of Tax Inc. \$000 - 6% annual escalation of home prices

Verba Buena and Stage 1 Treasure Island

Fiscal Year	NPV	Total	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
IRFD Year - Project Area A			0	0	1	2	3	4	5	6	7
Y1.1 Townhomes	\$2,000	\$6,733	\$0	\$0	\$5	\$25	\$85	\$107	\$110	\$113	\$116
Y1.2 Townhomes	\$2,000	\$7,994	\$0	\$0	\$5	\$28	\$60	\$87	\$132	\$135	\$139
Y3 Townhomes	\$1,000	\$2,877	\$0	\$0	\$2	\$3	\$11	\$24	\$48	\$49	\$50
Y4.1 Townhomes	\$2,000	\$6,931	\$0	\$0	\$5	\$9	\$27	\$41	\$84	\$119	\$122
Y4.2 Mid-Rise	\$1,000	\$5,732	\$0	\$0	\$3	\$5	\$16	\$26	\$33	\$100	\$102
Y2. H Hotel	<u>\$1,000</u>	<u>\$3,290</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1</u>	<u>\$1</u>	<u>\$8</u>	<u>\$33</u>	<u>\$62</u>	<u>\$64</u>	<u>\$65</u>
Total Project Area A	\$9,000	\$33,557	\$0	\$0	\$21	\$71	\$207	\$318	\$469	\$580	\$595
IRFD Year - Project Area B			0	0	0	1	2	3	4	5	6
C3.3 Townhomes	\$1,000	\$2,976	\$0	\$0	\$0	\$11	\$23	\$44	\$47	\$48	\$49
B1.1 Low Rise	\$1,000	\$3,228	\$0	\$0	\$0	\$11	\$20	\$34	\$51	\$53	\$54
B1.2 Low Rise	\$1,000	\$2,950	\$0	\$0	\$0	\$18	\$24	\$37	\$46	\$48	\$49
C2.3 Low Rise	\$3,000	\$11,182	\$0	\$0	\$0	\$7	\$44	\$93	\$120	\$184	\$189
C2.2 Mid Rise	\$3,000	\$11,991	\$0	\$0	\$0	\$6	\$30	\$37	\$76	\$100	\$207
C3.4 Rental	<u>\$1,000</u>	<u>\$3,032</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$7</u>	<u>\$19</u>	<u>\$37</u>	<u>\$55</u>	<u>\$56</u>	<u>\$57</u>
Total Project Area B	\$9,000	\$35,358	\$0	\$0	\$0	\$59	\$161	\$282	\$395	\$489	\$606
IRFD Year - Project Area C			0	0	0	0	0	0	1	2	3
C1.1 High Rise	\$7,000	\$30,572	\$0	\$0	\$0	\$0	\$0	\$0	\$65	\$126	\$189
C1.2 High Rise	<u>\$6,000</u>	<u>\$31,119</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$16</u>	<u>\$68</u>	<u>\$131</u>
Total Project Area C	\$13,000	\$61,691	\$0	\$0	\$0	\$0	\$0	\$0	\$81	\$194	\$321
IRFD Year - Project Area D			0	0	0	0	0	0	0	1	2
C2.1 High Rise	\$8,000	\$39,765	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22	\$87
C3.5 High Rise	<u>\$4,000</u>	<u>\$22,082</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$18</u>	<u>\$18</u>
Total Project Area D	\$12,000	\$61,847	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39	\$105
IRFD Year - Project Area E			0	0	0	0	0	0	1	2	3
C2.4 Branded Condo	\$4,000	\$17,755	\$0	\$0	\$0	\$0	\$0	\$0	\$38	\$87	\$141
C2. H Hotel	<u>\$1,000</u>	<u>\$5,658</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5</u>	<u>\$28</u>	<u>\$100</u>
Total Project Area E	\$5,000	\$23,413	\$0	\$0	\$0	\$0	\$0	\$0	\$43	\$115	\$241
Total Initial IRFD	\$48,000	\$215,866	\$0	\$0	\$21	\$130	\$367	\$601	\$988	\$1,418	\$1,868

Appendix D Table 2

Conditional City Increment - 8.0% of Tax Inc. \$000 - 6% annual escalation of home prices

Yerba Buena and Stage 1 Treasure Island

Fiscal Year	NPV	Total	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>	<u>2033/34</u>
IRFD Year - Project Area A			8	9	10	11	12	13	14	15	16
Y1.1 Townhomes	\$2,000	\$6,733	\$119	\$122	\$125	\$129	\$132	\$136	\$139	\$143	\$147
Y1.2 Townhomes	\$2,000	\$7,994	\$143	\$147	\$151	\$155	\$159	\$163	\$167	\$172	\$176
Y3 Townhomes	\$1,000	\$2,877	\$52	\$53	\$55	\$56	\$58	\$59	\$61	\$62	\$64
Y4.1 Townhomes	\$2,000	\$6,931	\$126	\$129	\$133	\$136	\$140	\$143	\$147	\$151	\$155
Y4.2 Mid-Rise	\$1,000	\$5,732	\$105	\$108	\$111	\$114	\$117	\$120	\$123	\$126	\$130
Y2. H Hotel	<u>\$1,000</u>	<u>\$3,290</u>	<u>\$66</u>	<u>\$68</u>	<u>\$69</u>	<u>\$70</u>	<u>\$72</u>	<u>\$73</u>	<u>\$75</u>	<u>\$76</u>	<u>\$78</u>
Total Project Area A	\$9,000	\$33,557	\$611	\$627	\$643	\$659	\$677	\$694	\$712	\$731	\$750
IRFD Year - Project Area B			7	8	9	10	11	12	13	14	15
C3.3 Townhomes	\$1,000	\$2,976	\$51	\$52	\$53	\$55	\$56	\$58	\$59	\$61	\$63
B1.1 Low Rise	\$1,000	\$3,228	\$55	\$57	\$58	\$60	\$62	\$63	\$65	\$67	\$68
B1.2 Low Rise	\$1,000	\$2,950	\$50	\$52	\$53	\$54	\$56	\$57	\$59	\$60	\$62
C2.3 Low Rise	\$3,000	\$11,182	\$194	\$200	\$205	\$210	\$216	\$222	\$228	\$234	\$240
C2.2 Mid Rise	\$3,000	\$11,991	\$213	\$218	\$224	\$230	\$236	\$243	\$249	\$256	\$262
C3.4 Rental	<u>\$1,000</u>	<u>\$3,032</u>	<u>\$58</u>	<u>\$59</u>	<u>\$61</u>	<u>\$62</u>	<u>\$63</u>	<u>\$64</u>	<u>\$66</u>	<u>\$67</u>	<u>\$68</u>
Total Project Area B	\$9,000	\$35,358	\$622	\$638	\$654	\$672	\$689	\$707	\$725	\$744	\$764
IRFD Year - Project Area C			4	5	6	7	8	9	10	11	12
C1.1 High Rise	\$7,000	\$30,572	\$268	\$505	\$519	\$533	\$547	\$561	\$576	\$592	\$608
C1.2 High Rise	<u>\$6,000</u>	<u>\$31,119</u>	<u>\$197</u>	<u>\$235</u>	<u>\$537</u>	<u>\$552</u>	<u>\$566</u>	<u>\$582</u>	<u>\$597</u>	<u>\$613</u>	<u>\$629</u>
Total Project Area C	\$13,000	\$61,691	\$464	\$740	\$1,056	\$1,084	\$1,113	\$1,143	\$1,173	\$1,205	\$1,237
IRFD Year - Project Area D			3	4	5	6	7	8	9	10	11
C2.1 High Rise	\$8,000	\$39,765	\$154	\$239	\$268	\$603	\$708	\$726	\$746	\$766	\$786
C3.5 High Rise	<u>\$4,000</u>	<u>\$22,082</u>	<u>\$64</u>	<u>\$90</u>	<u>\$163</u>	<u>\$233</u>	<u>\$339</u>	<u>\$408</u>	<u>\$419</u>	<u>\$430</u>	<u>\$441</u>
Total Project Area D	\$12,000	\$61,847	\$219	\$329	\$431	\$836	\$1,046	\$1,134	\$1,165	\$1,196	\$1,228
IRFD Year - Project Area E			4	5	6	7	8	9	10	11	12
C2.4 Branded Condo	\$4,000	\$17,755	\$201	\$247	\$301	\$309	\$317	\$325	\$334	\$343	\$352
C2. H Hotel	<u>\$1,000</u>	<u>\$5,658</u>	<u>\$102</u>	<u>\$104</u>	<u>\$106</u>	<u>\$109</u>	<u>\$111</u>	<u>\$113</u>	<u>\$115</u>	<u>\$117</u>	<u>\$120</u>
Total Project Area E	\$5,000	\$23,413	\$304	\$352	\$407	\$417	\$427	\$438	\$449	\$460	\$472
Total Initial IRFD	\$48,000	\$215,866	\$2,219	\$2,685	\$3,191	\$3,668	\$3,953	\$4,117	\$4,225	\$4,336	\$4,449

Appendix D Table 2
 Conditional City Increment - 8.0% of Tax Inc. \$000 - 6% annual escalation of home prices
 Yerba Buena and Stage 1 Treasure Island

Fiscal Year	NPV	Total	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43
IRFD Year - Project Area A			17	18	19	20	21	22	23	24	25
Y1.1 Townhomes	\$2,000	\$6,733	\$151	\$155	\$159	\$163	\$168	\$172	\$177	\$181	\$186
Y1.2 Townhomes	\$2,000	\$7,994	\$181	\$186	\$191	\$196	\$201	\$206	\$212	\$218	\$223
Y3 Townhomes	\$1,000	\$2,877	\$66	\$67	\$69	\$71	\$73	\$75	\$77	\$79	\$81
Y4.1 Townhomes	\$2,000	\$6,931	\$159	\$164	\$168	\$172	\$177	\$182	\$187	\$192	\$197
Y4.2 Mid-Rise	\$1,000	\$5,732	\$133	\$137	\$140	\$144	\$148	\$152	\$156	\$160	\$164
Y2. H Hotel	<u>\$1,000</u>	<u>\$3,290</u>	<u>\$79</u>	<u>\$81</u>	<u>\$82</u>	<u>\$84</u>	<u>\$86</u>	<u>\$87</u>	<u>\$89</u>	<u>\$91</u>	<u>\$93</u>
Total Project Area A	\$9,000	\$33,557	\$769	\$789	\$810	\$831	\$852	\$874	\$897	\$920	\$944
IRFD Year - Project Area B			16	17	18	19	20	21	22	23	24
C3.3 Townhomes	\$1,000	\$2,976	\$64	\$66	\$68	\$70	\$71	\$73	\$75	\$77	\$79
B1.1 Low Rise	\$1,000	\$3,228	\$70	\$72	\$74	\$76	\$78	\$80	\$82	\$84	\$87
B1.2 Low Rise	\$1,000	\$2,950	\$64	\$65	\$67	\$69	\$71	\$73	\$75	\$77	\$79
C2.3 Low Rise	\$3,000	\$11,182	\$246	\$253	\$260	\$267	\$274	\$281	\$288	\$296	\$304
C2.2 Mid Rise	\$3,000	\$11,991	\$269	\$277	\$284	\$292	\$299	\$307	\$316	\$324	\$333
C3.4 Rental	<u>\$1,000</u>	<u>\$3,032</u>	<u>\$70</u>	<u>\$71</u>	<u>\$72</u>	<u>\$74</u>	<u>\$75</u>	<u>\$77</u>	<u>\$78</u>	<u>\$80</u>	<u>\$82</u>
Total Project Area B	\$9,000	\$35,358	\$784	\$804	\$825	\$847	\$869	\$891	\$914	\$938	\$963
IRFD Year - Project Area C			13	14	15	16	17	18	19	20	21
C1.1 High Rise	\$7,000	\$30,572	\$624	\$640	\$657	\$675	\$693	\$712	\$730	\$750	\$770
C1.2 High Rise	<u>\$6,000</u>	<u>\$31,119</u>	<u>\$646</u>	<u>\$663</u>	<u>\$681</u>	<u>\$699</u>	<u>\$718</u>	<u>\$737</u>	<u>\$757</u>	<u>\$777</u>	<u>\$798</u>
Total Project Area C	\$13,000	\$61,691	\$1,270	\$1,304	\$1,339	\$1,374	\$1,411	\$1,448	\$1,487	\$1,527	\$1,567
IRFD Year - Project Area D			12	13	14	15	16	17	18	19	20
C2.1 High Rise	\$8,000	\$39,765	\$807	\$829	\$851	\$873	\$897	\$921	\$945	\$970	\$996
C3.5 High Rise	<u>\$4,000</u>	<u>\$22,082</u>	<u>\$453</u>	<u>\$465</u>	<u>\$478</u>	<u>\$490</u>	<u>\$503</u>	<u>\$517</u>	<u>\$531</u>	<u>\$545</u>	<u>\$559</u>
Total Project Area D	\$12,000	\$61,847	\$1,260	\$1,294	\$1,328	\$1,364	\$1,400	\$1,438	\$1,476	\$1,515	\$1,556
IRFD Year - Project Area E			13	14	15	16	17	18	19	20	21
C2.4 Branded Condo	\$4,000	\$17,755	\$361	\$371	\$381	\$391	\$401	\$412	\$423	\$434	\$446
C2. H Hotel	<u>\$1,000</u>	<u>\$5,658</u>	<u>\$122</u>	<u>\$125</u>	<u>\$127</u>	<u>\$130</u>	<u>\$132</u>	<u>\$135</u>	<u>\$138</u>	<u>\$140</u>	<u>\$143</u>
Total Project Area E	\$5,000	\$23,413	\$483	\$496	\$508	\$521	\$534	\$547	\$561	\$575	\$589
Total Initial IRFD	\$48,000	\$215,866	\$4,566	\$4,686	\$4,809	\$4,936	\$5,066	\$5,199	\$5,335	\$5,476	\$5,619

Appendix D Table 2

Conditional City Increment - 8.0% of Tax Inc. \$000 - 6% annual escalation of home prices

Verba Buena and Stage 1 Treasure Island

	Fiscal Year	NPV	Total	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52
IRFD Year - Project Area A				26	27	28	29	30	31	32	33	34
Y1.1 Townhomes		\$2,000	\$6,733	\$191	\$196	\$201	\$207	\$212	\$218	\$224	\$230	\$236
Y1.2 Townhomes		\$2,000	\$7,994	\$229	\$235	\$242	\$248	\$255	\$262	\$269	\$276	\$283
Y3 Townhomes		\$1,000	\$2,877	\$83	\$85	\$88	\$90	\$93	\$95	\$98	\$100	\$103
Y4.1 Townhomes		\$2,000	\$6,931	\$202	\$207	\$213	\$219	\$224	\$230	\$236	\$243	\$249
Y4.2 Mid-Rise		\$1,000	\$5,732	\$169	\$173	\$178	\$182	\$187	\$192	\$197	\$203	\$208
Y2. H Hotel		<u>\$1,000</u>	<u>\$3,290</u>	<u>\$95</u>	<u>\$97</u>	<u>\$98</u>	<u>\$100</u>	<u>\$102</u>	<u>\$105</u>	<u>\$107</u>	<u>\$109</u>	<u>\$111</u>
Total Project Area A		\$9,000	\$33,557	\$969	\$994	\$1,020	\$1,047	\$1,074	\$1,102	\$1,130	\$1,160	\$1,190
IRFD Year - Project Area B				25	26	27	28	29	30	31	32	33
C3.3 Townhomes		\$1,000	\$2,976	\$81	\$84	\$86	\$88	\$91	\$93	\$95	\$98	\$101
B1.1 Low Rise		\$1,000	\$3,228	\$89	\$91	\$94	\$96	\$99	\$101	\$104	\$107	\$110
B1.2 Low Rise		\$1,000	\$2,950	\$81	\$83	\$85	\$87	\$90	\$92	\$95	\$97	\$100
C2.3 Low Rise		\$3,000	\$11,182	\$312	\$320	\$329	\$338	\$347	\$356	\$366	\$375	\$385
C2.2 Mid Rise		\$3,000	\$11,991	\$341	\$351	\$360	\$369	\$379	\$389	\$400	\$410	\$421
C3.4 Rental		<u>\$1,000</u>	<u>\$3,032</u>	<u>\$83</u>	<u>\$85</u>	<u>\$87</u>	<u>\$88</u>	<u>\$90</u>	<u>\$92</u>	<u>\$94</u>	<u>\$96</u>	<u>\$98</u>
Total Project Area B		\$9,000	\$35,358	\$988	\$1,014	\$1,040	\$1,067	\$1,095	\$1,124	\$1,153	\$1,183	\$1,214
IRFD Year - Project Area C				22	23	24	25	26	27	28	29	30
C1.1 High Rise		\$7,000	\$30,572	\$790	\$812	\$833	\$855	\$878	\$902	\$926	\$950	\$976
C1.2 High Rise		<u>\$6,000</u>	<u>\$31,119</u>	<u>\$819</u>	<u>\$841</u>	<u>\$863</u>	<u>\$886</u>	<u>\$910</u>	<u>\$934</u>	<u>\$959</u>	<u>\$984</u>	<u>\$1,011</u>
Total Project Area C		\$13,000	\$61,691	\$1,609	\$1,652	\$1,696	\$1,741	\$1,788	\$1,836	\$1,885	\$1,935	\$1,986
IRFD Year - Project Area D				21	22	23	24	25	26	27	28	29
C2.1 High Rise		\$8,000	\$39,765	\$1,023	\$1,050	\$1,078	\$1,107	\$1,136	\$1,167	\$1,198	\$1,230	\$1,263
C3.5 High Rise		<u>\$4,000</u>	<u>\$22,082</u>	<u>\$574</u>	<u>\$590</u>	<u>\$605</u>	<u>\$621</u>	<u>\$638</u>	<u>\$655</u>	<u>\$673</u>	<u>\$690</u>	<u>\$709</u>
Total Project Area D		\$12,000	\$61,847	\$1,597	\$1,640	\$1,683	\$1,728	\$1,774	\$1,822	\$1,870	\$1,920	\$1,971
IRFD Year - Project Area E				22	23	24	25	26	27	28	29	30
C2.4 Branded Condo		\$4,000	\$17,755	\$458	\$470	\$483	\$495	\$509	\$522	\$536	\$550	\$565
C2. H Hotel		<u>\$1,000</u>	<u>\$5,658</u>	<u>\$146</u>	<u>\$149</u>	<u>\$152</u>	<u>\$155</u>	<u>\$158</u>	<u>\$161</u>	<u>\$164</u>	<u>\$168</u>	<u>\$171</u>
Total Project Area E		\$5,000	\$23,413	\$604	\$619	\$635	\$650	\$667	\$683	\$701	\$718	\$736
Total Initial IRFD		\$48,000	\$215,866	\$5,767	\$5,919	\$6,074	\$6,234	\$6,398	\$6,566	\$6,739	\$6,916	\$7,098

Appendix D Table 2
 Conditional City Increment - 8.0% of Tax Inc. \$000 - 6% annual escalation of home prices
 Yerba Buena and Stage 1 Treasure Island

Fiscal Year	NPV	Total	2052/53	2053/54	2054/55	2055/56	2056/57	2057/58
IRFD Year - Project Area A			35	36	37	38	39	40
Y1.1 Townhomes	\$2,000	\$6,733	\$242	\$249	\$255	\$262	\$269	\$276
Y1.2 Townhomes	\$2,000	\$7,994	\$291	\$298	\$306	\$315	\$323	\$332
Y3 Townhomes	\$1,000	\$2,877	\$106	\$108	\$111	\$114	\$117	\$120
Y4.1 Townhomes	\$2,000	\$6,931	\$256	\$263	\$270	\$277	\$284	\$292
Y4.2 Mid-Rise	\$1,000	\$5,732	\$214	\$219	\$225	\$231	\$237	\$244
Y2. H Hotel	<u>\$1,000</u>	<u>\$3,290</u>	<u>\$113</u>	<u>\$115</u>	<u>\$118</u>	<u>\$120</u>	<u>\$122</u>	<u>\$125</u>
Total Project Area A	\$9,000	\$33,557	\$1,221	\$1,253	\$1,286	\$1,319	\$1,353	\$1,389
IRFD Year - Project Area B			34	35	36	37	38	39
C3.3 Townhomes	\$1,000	\$2,976	\$103	\$106	\$109	\$112	\$115	\$118
B1.1 Low Rise	\$1,000	\$3,228	\$113	\$116	\$119	\$122	\$125	\$129
B1.2 Low Rise	\$1,000	\$2,950	\$102	\$105	\$108	\$111	\$114	\$117
C2.3 Low Rise	\$3,000	\$11,182	\$396	\$406	\$417	\$428	\$439	\$451
C2.2 Mid Rise	\$3,000	\$11,991	\$433	\$444	\$456	\$468	\$481	\$494
C3.4 Rental	<u>\$1,000</u>	<u>\$3,032</u>	<u>\$100</u>	<u>\$102</u>	<u>\$104</u>	<u>\$106</u>	<u>\$108</u>	<u>\$110</u>
Total Project Area B	\$9,000	\$35,358	\$1,246	\$1,279	\$1,312	\$1,346	\$1,381	\$1,418
IRFD Year - Project Area C			31	32	33	34	35	36
C1.1 High Rise	\$7,000	\$30,572	\$1,002	\$1,028	\$1,056	\$1,084	\$1,113	\$1,143
C1.2 High Rise	<u>\$6,000</u>	<u>\$31,119</u>	<u>\$1,038</u>	<u>\$1,065</u>	<u>\$1,094</u>	<u>\$1,123</u>	<u>\$1,153</u>	<u>\$1,184</u>
Total Project Area C	\$13,000	\$61,691	\$2,039	\$2,094	\$2,150	\$2,207	\$2,266	\$2,326
IRFD Year - Project Area D			30	31	32	33	34	35
C2.1 High Rise	\$8,000	\$39,765	\$1,296	\$1,331	\$1,366	\$1,403	\$1,440	\$1,479
C3.5 High Rise	<u>\$4,000</u>	<u>\$22,082</u>	<u>\$728</u>	<u>\$747</u>	<u>\$767</u>	<u>\$788</u>	<u>\$809</u>	<u>\$830</u>
Total Project Area D	\$12,000	\$61,847	\$2,024	\$2,078	\$2,133	\$2,190	\$2,249	\$2,309
IRFD Year - Project Area E			31	32	33	34	35	36
C2.4 Branded Condo	\$4,000	\$17,755	\$580	\$596	\$612	\$628	\$645	\$662
C2. H Hotel	<u>\$1,000</u>	<u>\$5,658</u>	<u>\$175</u>	<u>\$178</u>	<u>\$182</u>	<u>\$185</u>	<u>\$189</u>	<u>\$193</u>
Total Project Area E	\$5,000	\$23,413	\$755	\$774	\$793	\$813	\$834	\$855
Total Initial IRFD	\$48,000	\$215,866	\$7,285	\$7,477	\$7,674	\$7,876	\$8,083	\$8,296

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Amendment to Airbnb Legislation

From: Libby Noronha [mailto:libbynoronha@gmail.com]
Sent: Sunday, October 16, 2016 1:35 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Amendment to Airbnb Legislation

46 Wawona Street
San Francisco 94127
October 16, 2016

San Francisco Board of Supervisors
Board.of.Supervisors@sfgov.org

Dear San Francisco Supervisors:

I was very pleased to read that the Board of Supervisors will consider new legislation to restrict short-term rentals to 60 days a year.

However, I was truly outraged to learn the current amendment contains language that—"to reward good behavior"--would grandfather those who have registered, thereby allowing them unrestricted short-term rentals if they live in their house. I submit to you that many of those who are now registered in fact flouted the law before the Chiu legislation went into effect and registered not out of respect for the law but to get neighbors like me, who oppose their activities, off their backs. Please consider my situation:

I bought a house in and moved to West Portal, an RH-2 district, in July 2012. When I moved in my next door neighbor, Phil Li at 42 Wawona, was renting one room upstairs on Airbnb (he started using Airbnb in 2011) and he had two long-term tenants in two units downstairs—all in violation of the zoning laws then in effect. In October of 2012 one of those tenants left and he started renting that unit short-term, and early in 2013 he *evicted* his other tenant and began renting that unit as well—all in violation of zoning laws and other city ordinances then in effect. At this point he was running a small hotel with as many as 6 people coming and going every day. In July 2013 I hired a lawyer to apprise my neighbor in writing of his liabilities. He agreed to cease short-term rentals, and he took down his Airbnb listings, but he continued to rent at least some of his rooms short-term. There were fewer people coming and going but he did not stop renting as he agreed to do.

It is naïve and without foundation to believe that the majority of those who have registered have done so out of respect for law. Many if not most of those who registered did so only to silence neighbors like me. If you grandfather those who have registered you simultaneously punish those of us who have been most adversely affected by short-term rentals. Please consider what it means for those of us living next door to a hotel:

- Unknown people in the alley between my house and the house next door
- People trespassing on my property as they enter and exit from the alley
- Legal liability if anyone is hurt on my property
- People with suitcases rolling on concrete coming and going late at night/early morning
- People talking outside (there is only six feet between my house and next door) at all hours of the night and early morning
- People sitting on my front steps smoking

Cigarette butts in my tree box
Garbage thrown in my backyard
Frequent commotion in the street with taxis, pizza deliveries, airporters, cleaning people
Cars blocking my driveway
People mistaking the house and parking IN my driveway
People emptying garbage in backyard cans in the middle of the night
People using my garbage cans before I've had a chance to bring them in after pickup

There is no foundation for grandfathering of hosts who registered with the city and I implore you to reconsider the grandfathering clause.

Sincerely,

Libby Noronha

From: jaime or betsy <ereiss1@yahoo.com>
Sent: Thursday, October 13, 2016 6:42 PM
Cc: Board of Supervisors, (BOS); Campos, David (BOS); Peskin, Aaron (BOS); Cohen, Malia (BOS); Avalos, John (BOS); Kim, Jane (BOS); Tang, Katy (BOS); Breed, London (BOS); Norman.Yee.Bos@sfgov.org; Mar, Eric (BOS); Farrell, Mark (BOS); Wiener, Scott
Subject: SFMTA

Members of the Board of Supervisors:

re: We support Supervisors Yee's 160589 [Charter Amendment – Municipal Transportation Agency – Appointments to Board of Directors and Budget Process]

The amendment will split the MTA Board appointments between the Mayor and the Supervisors, 4 to 3 and lower the requirement to reject the SFMTA's budget from 7 to 6 supervisors, putting the SFMTA management in line with other city departments, and making it easier for the Board of Supervisors to respond faster to voter requests.

Thanks to all of you who supported bringing this important amendment to the ballot. The public has the right to determine how our money is spent and how our transportation system is run. The SFMTA is the one that needs to **shift policies and goals**.

They work for us. We don't work for them. San Francisco needs a transportation system that works today, not one that spends unlimited funds planning for the future. We need directors who listen to the public and follow our suggestions. San Francisco went from being one of the best traffic and parking cities in the nation to being third worst in less than the last few years.

Some of the problems the public wants to address:

1. NO MORE MONEY FOR SFMTA UNTIL THEY FIX THE PROBLEMS THEY HAVE CREATED – The voting residents of San Francisco are tired of being robbed of our rights and our standard of living by a government body that ignores us.
2. RETURN BUS SEATS AND BUS STOPS – SFMTA is taking seats out of buses and removing bus stops, in spite of public objections and warnings about the negative impacts to the elderly, families with children, physically challenged, and people. How does removing seat make the ride more safe and comfortable ride.
3. EMERGENCY SERVICES ARE NEGATIVELY IMPACTED – Emergency vehicles are forced to slow down as they get caught in the *traffic calming* obstacles littering our streets. Lane closures are creating dangerous traffic pileups on streets with lane reductions, and limited turns on streets slated for BRTS and further limitations.
4. FIX THE POTHOLES BEFORE PAINTING RED CARPETS. Buses are forced to deal with potholes in the red lanes by driving through them or navigating around them. (*Do you want to be standing on a bus on a hill as it drives through a pothole?*) In the case of Mission Street, some bus drivers are avoiding the red lanes to avoid the potholes.
5. POTHOLES ARE DANGEROUS TO EVERYONE. The SFMTA paints over potholes in the streets in the name of safety, forcing buses, drivers and cyclists to swerve between lanes, to avoid the potholes, making collisions between vehicles more likely.
6. SLOWING TRAFFIC INCREASES POLLUTION – The longer it takes drivers to get to their destinations the more emissions they create.
7. LISTEN THE NEEDS OF BUSINESSES AND MERCHANTS – many businesses on the "improved streets" are closing due to the traffic and parking nightmare. Many of who left town are now forced to commute back into the city, adding to increased regional traffic gridlock.
8. PARK AND RIDE TRANSIT HUBS- Parking garage transit hubs near freeway and bridge access points will make it easier to transfer from cars to other transit options, reducing traffic and removing the regional and shuttle buses from city streets.

9. PUBLIC STREETS ARE NOT FOR SALE – The SFMTA needs to get out of the business of selling public property to private enterprises and return the streets to the public.
10. REMOVING STREET TREES INCREASES POLLUTION – The trees remove carbon and increase oxygen, so removing them reduces air quality.
11. STATE AND FEDERAL HIGHWAY TRAFFIC MUST FLOW – The public and our visitors should not have to endure the slow pace of traffic we have now, and the SFMTA plans to start a number of simultaneous major crosstown projects, creating virtual gridlock, and the most dangerous situation possible, where everyone is trapped, cannot move, and the city cannot be evacuated in a civil, organized manner.
12. NO EVACUATION PLANS – We understand the plan is “*shelter in place.*” This only works if you have a place to shelter in.
13. PROCESS ISSUES – Too many to list. Priorities and policy changes that benefit the SFMTA at the expense of the public. Noticing process. SFMTA chooses the most expensive and disruptive plans while refusing to provide cost estimates or analysis between alternatives. Limiting public comments and access to documents. Deliberate confusion over which department handles each part of the project. Mislabeling documents to make appeals more difficult. SFMTA officials and staff ignore the public and Supervisors. Outright lying and misrepresentation of the facts. Promising one thing and doing another. Endless spending on high level positions. Spending public money to lobby against the public. Rearranging the departments to keep everyone confused about what is going on. The list is endless.

Sincerely,
Jaime Ross
Elizabeth Reiss
33 Powers Ave

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Rincon Hill construction

From: Jeffrey Heller [mailto:JeffreyH@hellermanus.com]
Sent: Monday, October 03, 2016 9:59 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: Lee, Mayor (MYR) <mayoredwinlee@sfgov.org>
Subject: Rincon Hill construction

I am writing to request relief from the severe impacts of round-the-clock construction in the Rincon Hill neighborhood.

For several years now, residents of Rincon Hill have suffered from lack of sleep as a result of endless night construction. The City has been issuing night permits to construction projects as a matter of routine, without any regard for the thousands of residents in the area. In the past, the City acted responsibly, strictly limiting night construction permits; but that neighborhood protection policy has been abandoned, and now there is continuous noise all night long. It is time for the City and developers to act responsibly again and halt all night permits except those strictly required for special circumstances.

Additionally, there are heightened health risks from inconsistent enforcement of mitigation measures against dirt and dust.

Finally, construction sites require proper traffic control--something that has been sorely lacking around Rincon Hill.

BOS-11
CPA9K

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Support in renameing of Central Subway Staion in Chinatown as Rose Pak

From: Dennis Hong [mailto:dennisj.gov88@yahoo.com]
Sent: Thursday, October 13, 2016 3:27 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: Lee, Mayor (MYR) <mayoredwinlee@sfgov.org>
Subject: Support in renameing of Central Subway Staion in Chinatown as Rose Pak

Good afternoon Honorable Mayor Edwin Lee and Honorable members of the San Francisco Board of Supervisors. I was not sure where on the agenda this item would be and just hope I'm not a day short or late.

I'm in full support of renaming of the Central Subway Station in Chinatown for Rose Pak. I have known Miss Rose Pak for a long time and for the many things she has done for both our City and our community. She was a wonderful person, committed to the max and also meant the best for all of us.

Can I have your support?

Best Regards,

Dennis

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: I'm the 406th signer: "San Francisco Needs a Better Plan"

From: Larry [mailto:petitions-noreply@moveon.org]
Sent: Wednesday, October 12, 2016 6:57 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: I'm the 406th signer: "San Francisco Needs a Better Plan"

Dear Angela Calvillo,

I just signed a petition addressed to you titled *San Francisco Needs a Better Plan*. So far, 406 people have signed the petition.

You can reach me directly by replying to this email. **Or, post a response for MoveOn.org to pass along to all petition signers by clicking here:** http://petitions.moveon.org/target_talkback.html?tt=tt-99219-custom-65022-20261012-MtYvgW

The petition states:

"We oppose the way city authorities are handling the housing crisis. We oppose any plans to substantially alter San Francisco's residential neighborhoods and request that city authorities focus on solving these problems in a manner that does not displace people or continue to alter our landscape. We want homes we can afford, jobs for San Francisco residents, and streets that move freely, Therefore we request that you:
1. Stop approving expanded development in all our residential neighborhoods. 2. Stop amending City Planning Codes to incorporate more density into residential neighborhoods. 3. Enforce zoning laws that restrict development in residential neighborhoods. "

My additional comments are:

We have a water shortage... HELLLLLOOO!

To download a PDF file of all of your constituents who have signed the petition, including their addresses, click this link: http://petitions.moveon.org/deliver_pdf.html?job_id=1864677&target_type=custom&target_id=65022

To download a CSV file of all of your constituents who have signed the petition, including their addresses, click this link:
http://petitions.moveon.org/deliver_pdf.html?job_id=1864677&target_type=custom&target_id=65022&csv=1

Larry
San Francisco, CA

This email was sent through MoveOn's public petition website, a free service that allows anyone to set up their own online petition and share it with friends. MoveOn does not endorse the contents of petitions posted on our public petition website. If you have any questions, please email petitions@moveon.org. If you don't want to receive further emails updating you on how many people have signed this petition, click here:

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: I'm the 4,338th signer: "Stop SFMTA (San Francisco Municipal Transportation Agency)"

From: Tracy Schmidt [mailto:petitions-noreply@moveon.org]
Sent: Saturday, October 15, 2016 8:39 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: I'm the 4,338th signer: "Stop SFMTA (San Francisco Municipal Transportation Agency)"

Dear San Francisco Board of Supervisors,

I just signed a petition addressed to you titled *Stop SFMTA (San Francisco Municipal Transportation Agency)*. So far, 4,338 people have signed the petition.

You can reach me directly by replying to this email. **Or, post a response for MoveOn.org to pass along to all petition signers by clicking here:** http://pac.petitions.moveon.org/target_talkback.html?tt=tt-23483-custom-54063-20261015-og=ueN

The petition states:

"As residents and taxpayers of San Francisco we believe that the SFMTA's first and foremost responsibility is to improve MUNI and to make MUNI a more desirable means of transportation. It is not SFMTA's job to make owning and driving a motor vehicle more expensive and difficult. The SFMTA needs to be accountable to all the citizens of San Francisco. We need a balanced, unbiased municipal transportation policy. We respectfully request that the Mayor and District Supervisors immediately stop the SFMTA from: 1. Installing new parking meters and extending the hours of enforcement 2. Enforcing Sunday parking meters 3. Increasing meter rates, fees and fines "

My additional comments are:

Create truly useful accessible transit before you disincen driving!!

To download a PDF file of all of your constituents who have signed the petition, including their addresses, click this link: http://petitions.moveon.org/deliver_pdf.html?job_id=1866489&target_type=custom&target_id=54063

To download a CSV file of all of your constituents who have signed the petition, including their addresses, click this link:
http://petitions.moveon.org/deliver_pdf.html?job_id=1866489&target_type=custom&target_id=54063&csv=1

Tracy Schmidt
San Francisco, CA

This email was sent through MoveOn's public petition website, a free service that allows anyone to set up their own online petition and share it with friends. MoveOn does not endorse the contents of petitions posted on our public petition website. If you have any questions, please email petitions@moveon.org. If you don't want to receive further emails updating you on how many people have signed this petition, click here:

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: I'm the 4,330th signer: "Stop SFMTA (San Francisco Municipal Transportation Agency)"

From: fkJ8r43ghcbnvbhdsh [mailto:petitions-noreply@moveon.org]
Sent: Saturday, October 08, 2016 1:16 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: I'm the 4,330th signer: "Stop SFMTA (San Francisco Municipal Transportation Agency)"

Dear San Francisco Board of Supervisors,

I just signed a petition addressed to you titled *Stop SFMTA (San Francisco Municipal Transportation Agency)*. So far, 4,330 people have signed the petition.

You can reach me directly by replying to this email. **Or, post a response for MoveOn.org to pass along to all petition signers by clicking here:** http://pac.petitions.moveon.org/target_talkback.html?tt=tt-23483-custom-54063-20261008-M6qpjq

The petition states:

"As residents and taxpayers of San Francisco we believe that the SFMTA's first and foremost responsibility is to improve MUNI and to make MUNI a more desirable means of transportation. It is not SFMTA's job to make owning and driving a motor vehicle more expensive and difficult. The SFMTA needs to be accountable to all the citizens of San Francisco. We need a balanced, unbiased municipal transportation policy. We respectfully request that the Mayor and District Supervisors immediately stop the SFMTA from: 1. Installing new parking meters and extending the hours of enforcement 2. Enforcing Sunday parking meters 3. Increasing meter rates, fees and fines "

My additional comments are:

fkJ8r43ghcbnvbhdsh

To download a PDF file of all of your constituents who have signed the petition, including their addresses, click this link: http://petitions.moveon.org/deliver_pdf.html?job_id=1863425&target_type=custom&target_id=54063

To download a CSV file of all of your constituents who have signed the petition, including their addresses, click this link:

http://petitions.moveon.org/deliver_pdf.html?job_id=1863425&target_type=custom&target_id=54063&csv=1

fkJ8r43ghcbnvbhdsh
GGUJFzRqLnq, Kyrgistan

This email was sent through MoveOn's public petition website, a free service that allows anyone to set up their own online petition and share it with friends. MoveOn does not endorse the contents of petitions posted on our public petition website. If you have any questions, please email petitions@moveon.org. If you don't want to receive further emails updating you on how many people have signed this petition, click here:

BOS-11, 1 page

Commissioners
Eric Sklar, President
Saint Helena
Jacque Hostler-Carmesin, Vice President
McKinleyville
Anthony C. Williams, Member
Huntington Beach
Russell E. Burns, Member
Napa
Peter S. Silva, Member
Chula Vista

STATE OF CALIFORNIA
Edmund G. Brown Jr., Governor

Valerie Termini, Executive Director
1416 Ninth Street, Room 1320
Sacramento, CA 95814
(916) 653-4899
www.fgc.ca.gov

Fish and Game Commission



Wildlife Heritage and Conservation
Since 1870

October 11, 2016

NOTICE OF PROPOSED 90-DAY EXTENSION OF EMERGENCY ACTION Emergency Closure of Recreational Razor Clam Fishery Due to Elevated Levels of Domoic Acid

Reference OAL File #2016-0425-04E

Pursuant to the requirements of Government Code subsections 11346.1(a)(2) and 11346.1(h), the Fish and Game Commission (Commission) is providing notice of proposed extension of existing emergency regulations, establishing emergency closure of the recreational razor clam fishery due to elevated levels of domoic acid.

The objective of this re-adoption is to protect the public from consuming razor clams caught in areas with persistently high levels of domoic acid that pose a risk to public health as determined by the director of the Office of Environmental Health Hazard Assessment in consultation with the director of the California Department of Public Health.

The Commission initially adopted the emergency regulations on April 25, 2016; the emergency regulation will expire on October 25, 2016. The Commission is expected to adopt the proposed 90-day extension on October 19, 2016.

The proposed 90-day extension of emergency action is the same as the emergency regulation adopted by the Commission April 25, 2016.

SUBMISSION OF COMMENTS

Government Code Section 11346.1(a)(2) requires that, at least five working days prior to submission of the proposed emergency action to the Office of Administrative Law (OAL), the adopting agency provide a Notice of the Proposed Emergency Action to every person who has filed a request for notice of regulatory action with the agency. After submission of the proposed emergency to OAL, OAL shall allow interested persons five calendar days to submit comments on the proposed emergency regulations as set forth in Government Code Section 11349.6.

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2016 OCT 14 PM 3:34
BY [Signature]

(22)

Any interested person may present statements, arguments or contentions, in writing, submitted via U.S. mail, e-mail or fax, relevant to the proposed emergency regulatory action. Written comments submitted via U.S. mail, e-mail or fax must be received at OAL within five days after the Commission submits the emergency regulations to OAL for review.

Please reference submitted comments as regarding "Emergency Closure of Razor Clam Fishery" addressed to:

Mailing Address: Reference Attorney
Office of Administrative Law
300 Capitol Mall, Suite 1250
Sacramento, CA 95814

California State
Fish and Game Commission
Attn: Sherrie Fonbuena
1416 Ninth Street, Room 1320
Sacramento, CA 95814

E-mail Address: staff@oal.ca.gov
Fax No.: 916-323-6826

fgc@fgc.ca.gov

For the status of the Commission's submittal to OAL for review, and the end of the five-day written submittal period, please consult OAL's website at <http://www.oal.ca.gov> under the heading "Emergency Regulations."

Sincerely,



Sherrie Fonbuena
Associate Governmental Program Analyst

Attachments:

- Statement of Proposed Emergency Regulatory Action for Re-adoption of Emergency Regulation, including proposed regulatory language, October 2016
- Statement of Proposed Emergency Regulatory Action, including proposed regulatory language, April 2016

CALIFORNIA FISH AND GAME COMMISSION
STATEMENT OF PROPOSED EMERGENCY REGULATORY ACTION
FOR RE-ADOPTION OF EMERGENCY REGULATION

Emergency Action to
Re-adopt Amendments to Section 29.45,
Title 14, California Code of Regulations
Re: Re-adoption of Emergency Closure of Razor Clam Fishery
Due to Elevated Levels of Domoic Acid

I. Statement of Facts Constituting the Need for Emergency Regulatory Action

The Fish and Game Commission (Commission) filed an emergency rulemaking with the Office of Administrative Law (OAL) on April 25, 2016, after samples of razor clams were found to contain high levels of domoic acid. The emergency rulemaking closed the recreational razor clam fishery in Del Norte and Humboldt counties. The emergency regulation was approved by OAL, filed with the Secretary of State, and effective on April 26, 2016. The emergency regulation will expire on October 25, 2016.

The Office of Environmental Health Hazard Assessment (OEHHA), in cooperation with the Department of Fish and Wildlife (Department), has continued to monitor domoic acid levels in razor clams along the California coast since the emergency regulation was filed. Past history with such situations suggested that the emergency would resolve itself within the original 180-day effective period of the emergency regulation as domoic acid levels naturally subsided. However, OEHHA has not yet notified the Commission that domoic acid levels in razor clams have returned to below the federal action level (20 parts per million). Therefore, consuming razor clams from Del Norte and Humboldt counties continues to pose a significant risk to public health as determined by the Director of OEHHA, in consultation with the Director of CDPH. Thus, re-adopting the emergency closure for a period of 90 days beyond the initial 180-day period is necessary for the preservation of public health and safety.

II. Identification of Reports or Documents Supporting Factual Emergency

The Commission relied upon the following documents in proposing this emergency rulemaking action:

- California Department of Public Health, "CDPH Reminds of Warning on Razor Clams from Humboldt and Del Norte Counties," News Release, April 20, 2016

- California Office of Environmental Health Hazard Assessment, "Domoic Acid Threat to Public Health from Razor Clams in Del Norte and Humboldt Counties," Memo, April 20, 2016
- Razor Clam Update email from Gregg Langlois, California Department of Public Health, dated July 29, 2016
- Razor Clam Update email from Joe Christen, California Department of Public Health, dated September 6, 2016

III. Regulatory Proposal

The proposed regulation would prohibit recreational take and possession of razor clams in Del Norte and Humboldt counties. Closure of the fishery shall remain in effect until the director of OEHHA, in consultation with the director of CDPH, determines that domoic acid levels in razor clams no longer pose a significant risk to public health and no longer recommends the fishery be closed.

The Department shall maintain a list of closed ocean waters of the state and update that list on Wednesday of each week by 1:00 pm. It shall be the responsibility of any person taking razor clams to call the Department's hotline at or visit the Department's website at to obtain the current status of any ocean water.

IV. Impact of Regulatory Action

The potential for significant statewide adverse economic impacts that might result from the proposed regulatory action has been assessed, and the following determinations relative to the required statutory categories have been made:

- (a) Costs or Savings to State Agencies or Costs/Savings in Federal Funding to the State:

None.

- (b) Nondiscretionary Costs/Savings to Local Agencies:

None.

- (c) Programs Mandated on Local Agencies or School Districts:

None.

- (d) Costs Imposed on Any Local Agency or School District that is Required to be Reimbursed Under Part 7 (commencing with Section 17500) of Division 4, Government Code:

None.

(e) Effect on Housing Costs:

None.

V. Re-adoption Criteria

Pursuant to Government Code Section 11346.1(h), the text of a re-adopted regulation must be the "same or substantially equivalent" to the text of the original emergency regulation. The language for the re-adopted regulatory amendment is the same as the language of the original emergency regulation.

In addition, Government Code Section 11346.1(h) specifies that the emergency rulemaking agency must demonstrate that it is making "substantial progress and has proceeded with due diligence" to comply with standard rulemaking provisions. At its October 19-20, 2016, meeting, the Commission will receive an update on testing and sampling levels of domoic acid. Past history with such situations suggested that the emergency would resolve itself within the original 180 days as domoic acid levels naturally subsided. However, at its October 19-20, 2016, meeting, the Commission is expected to determine that an emergency situation still exists and re-adopt the emergency closure for a period of 90 days beyond the initial 180-day period as it is necessary for the preservation of public health and safety. Given this unique situation, a state interagency task force that includes the Commission has been created to proactively address harmful algal blooms that result in high levels of domoic acid and to identify solutions for more quickly addressing public health and safety.

VI. Authority and Reference

The Commission proposes this emergency action pursuant to the authority vested by Sections 200, 202, 205, 220, and 240, of the Fish and Game Code and to implement, interpret, or make specific Sections 200, 202, 205, 206, 220, and 240, of said Code.

VII. Section 240 Finding

Pursuant to Section 240 of the Fish and Game Code, the Commission finds that the adoption of this regulation is necessary for the immediate protection of public health that may result from elevated levels of domoic acid detected in samples of razor clams.

Informative Digest (Plain English Overview)

The Fish and Game Commission (Commission) filed an emergency rulemaking with the Office of Administrative Law (OAL) on April 25, 2016, after samples of razor clams were found to contain high levels of domoic acid. The emergency rulemaking closed the recreational razor clam fishery in Del Norte and Humboldt counties. The emergency regulation was approved by OAL, filed with the Secretary of State, and effective on April 26, 2016. The emergency regulation will expire on October 25, 2016.

The Office of Environmental Health Hazard Assessment (OEHHA), in cooperation with the Department of Fish and Wildlife (Department), has continued to monitor domoic acid levels in razor clams along the California coast since the emergency regulation was filed. Past history with such situations suggested that the emergency would resolve itself within the original 180-day effective period of the emergency regulation as domoic acid levels naturally subsided. However, OEHHA has not yet notified the Commission that domoic acid levels in razor clams have returned to below the federal action level. Therefore, consuming razor clams from Del Norte and Humboldt counties continues to pose a significant risk to public health as determined by the Director of OEHHA, in consultation with the Director of CDPH. Thus, re-adopting the emergency closure for a period of 90 days beyond the initial 180-day period is necessary for the preservation of public health and safety.

Proposed Regulatory Action: The proposed regulation would prohibit recreational take and possession of razor clams in Del Norte and Humboldt counties. Closure of the fishery shall remain in effect until the director of OEHHA, in consultation with the director of CDPH, determines that domoic acid levels in razor clams no longer pose a significant risk to public health and no longer recommends the fishery be closed.

The Department shall maintain a list of closed ocean waters of the state and update that list on Wednesday of each week by 1:00 pm. It shall be the responsibility of any person taking razor clams to call the Department's hotline or visit to the Department's website to obtain the current status of any ocean water.

Benefits: The proposed regulation will protect public health and safety by prohibiting the take and possession of razor clams containing elevated levels of domoic acid.

Evaluation of Incompatibility with Existing Regulations: The proposed regulations are neither inconsistent nor incompatible with existing state regulations. The Legislature has delegated authority to the Commission to promulgate sport fishing regulations (Sections 200, 202, 205, 220, and 240, Fish and Game Code).

Regulatory Language

Section 29.45, Title 14, CCR, is amended to read:

29.45. Razor Clams.

(a) Open season:

(1) Notwithstanding subsections (a)(2), (a)(3) and (a)(4) razor clams may not be taken or possessed in Del Norte and Humboldt counties where the Director of the Office of Environmental Health Hazard Assessment, in consultation with the Director of the California Department of Public Health, has determined that razor clams contain unhealthy domoic acid levels and recommends closing the fishery. The open seasons specified in subsections (a)(2), (a)(3) and (a)(4) only apply at such time as the Director of the Office of Environmental Health Hazard Assessment, in consultation with the Director of the California Department of Public Health, determines that domoic acid levels in razor clams no longer pose a significant risk to public health and no longer recommends the fishery be closed. The department shall maintain a list of closed ocean waters of the state and update that list on Wednesday of each week by 1:00 pm. It shall be the responsibility of any person prior to taking razor clams to call (831) 649-2883 or go to the department's website at www.wildlife.ca.gov/Fishing/Ocean/Health-Advisories to obtain the current status of any ocean water.

~~(1)~~(2) Little River Beach in Humboldt County: Except as provided in subsection (a)(1), ~~Between~~between Mad River and Strawberry Creek open only during even-numbered years; between Strawberry Creek and Moonstone Beach open only during odd-numbered years.

~~(2)~~(3) In Del Norte County: Except as provided in subsection (a)(1), ~~North~~north of Battery Point open only during odd-numbered years; south of Battery Point open only during even-numbered years.

~~(3)~~(4) All other areas: Open all year, except as provided in subsection (a)(1).

(b) Limit: Twenty. The first twenty clams dug must be retained as the bag limit regardless of size or broken condition.

Note: Authority cited: Sections 200, 202, 205, 210, ~~219 and 220~~,219, 220, and 240, Fish and Game Code. Reference: Sections 200-202, 203.1, ~~205-210 and 215-222~~,205-210, 215-222 and 240, Fish and Game Code.

CALIFORNIA FISH AND GAME COMMISSION
STATEMENT OF PROPOSED EMERGENCY REGULATORY ACTION

Emergency Action to
Amend Section 29.45,
Title 14, California Code of Regulations
Re: Emergency Closure of Razor Clam Fishery Due to Elevated Levels of Domoic Acid

I. Statement of Facts Constituting the Need for Emergency Regulatory Action

Under existing law, razor clams may be taken for recreational purposes with a sport fishing license subject to regulations prescribed by the Fish and Game Commission (Commission).

The current regulation specifies the seasons, size limit, and bag limit for recreational take of razor clams. The razor clam season for Humboldt County at Little River Beach is open between Mad River and Strawberry Creek only during even-numbered years and between Strawberry Creek and Moonstone Beach only during odd-numbered years. The razor clam season for Del Norte County north of Battery Point is open only during odd-numbered years and south of Battery Point is open only during even-numbered years. All other areas are open all year.

Recent test results indicate immediate action is needed to address an emergency situation involving a severe threat to public health and safety from the potential human consumption of razor clams with high levels of domoic acid harvested along the coast of Del Norte and Humboldt counties (along Crescent and Clam beaches). Domoic acid is a naturally occurring toxin that is related to a "bloom" of a particular single-celled plant called *Pseudo-nitzschia*. The conditions that support the growth of *Pseudo-nitzschia* are impossible to predict. Crustaceans, fish and shellfish are capable of accumulating elevated levels of domoic acid without apparent ill effects on the animals.

Domoic acid poisoning in humans may occur within minutes to hours after consumption of affected seafood and can result in signs and symptoms ranging from vomiting and diarrhea to permanent loss of short-term memory (Amnesic Shellfish Poisoning), coma, or death.

The current federal action level for domoic acid in clams is 20 parts per million (ppm). Data in razor clams collected this month from the coast of Del Norte and Humboldt counties show that all but one of the samples (17 out of 18) exceeded the action level of 20 ppm, with one third of the samples above 100 ppm, and therefore pose a significant risk to the public if they are consumed, as determined by the Office of Environmental Health Hazard Assessment (OEHHA) in consultation with the California Department of Public Health (CDPH). As a result,

OEHHA has recommended the fishery be closed for Del Norte and Humboldt counties.

This emergency situation clearly poses such an immediate, serious harm that delaying action to allow for public comment and notice requirements, pursuant to Section 11346.1 of the Government Code, would be inconsistent with the public interest.

Identification of Reports or Documents Supporting Factual Emergency

- California Department of Public Health, "CDPH Reminds of Warning on Razor Clams from Humboldt and Del Norte Counties," News Release, April 20, 2016
- California Office of Environmental Health Hazard Assessment, "Domoic Acid Threat to Public Health from Razor Clams in Del Norte and Humboldt Counties," Memo, April 20, 2016.

Regulatory Proposal

The proposed regulation would prohibit recreational take and possession of razor clams in Del Norte and Humboldt counties. Closure of the fishery shall remain in effect until the director of OEHHA, in consultation with the director of CDPH, determines that domoic acid levels in razor clams no longer pose a significant risk to public health and no longer recommends the fishery be closed.

The Department shall maintain a list of closed ocean waters of the state and update that list on Wednesday of each week by 1:00 pm. It shall be the responsibility of any person taking razor clams to call the Department's hotline at 831) 649-2883 or visit the Department's website at www.wildlife.ca.gov/Fishing/Ocean/Health-Advisories to obtain the current status of any ocean water.

II. Impact of Regulatory Action

The potential for significant statewide adverse economic impacts that might result from the proposed regulatory action has been assessed, and the following determinations relative to the required statutory categories have been made:

- (a) Costs or Savings to State Agencies or Costs/Savings in Federal Funding to the State:

None.

- (b) Nondiscretionary Costs/Savings to Local Agencies:

None.

(c) Programs Mandated on Local Agencies or School Districts:

None.

(d) Costs Imposed on Any Local Agency or School District that is Required to be Reimbursed Under Part 7 (commencing with Section 17500) of Division 4, Government Code:

None.

(e) Effect on Housing Costs:

None.

III. Authority and Reference

The Fish and Game Commission proposes this emergency action pursuant to the authority vested by sections 200, 202, 205, 220, and 240, of the Fish and Game Code and to implement, interpret, or make specific sections 200, 202, 205, 206, 220, and 240, of said Code.

IV. Section 240 Finding

Pursuant to Section 240 of the Fish and Game Code, the Commission finds that the adoption of this regulation is necessary for the immediate protection of public health that may result from elevated levels of domoic acid detected in samples of razor clams.

Informative Digest (Plain English Overview)

The current regulation specifies the seasons, size limits, and bag limits for recreational take of razor clams. The razor clam season for Humboldt County at Little River Beach is open between Mad River and Strawberry Creek only during even-numbered years and between Strawberry Creek and Moonstone Beach only during odd-numbered years. The razor clam season for Del Norte County north of Battery Point is open only during odd-numbered years and south of Battery Point is open only during even-numbered years. All other areas are open all year.

Proposed Regulatory Action: The proposed regulation would prohibit recreational take and possession of razor clams in Del Norte and Humboldt counties. Closure of the fisheries shall remain in effect until the director of the Office of Environmental Health Hazard Assessment, in consultation with the director of the California Department of Public Health, determines that domoic acid levels in razor clams no longer pose a significant risk to public health and no longer recommends the fishery be closed.

The Department shall maintain a list of closed ocean waters of the state and update that list on Wednesday of each week by 1:00 pm. It shall be the responsibility of any person taking razor clams to call the Department's hotline at (831) 649-2883 or visit to the Department's website at www.wildlife.ca.gov/Fishing/Ocean/Health-Advisories to obtain the current status of any ocean water.

Benefits: The proposed regulation will protect public health by prohibiting the take and possession of razor clams containing elevated levels of domoic acid.

The proposed regulations are neither inconsistent nor incompatible with existing state regulations. The Legislature has delegated authority to the Commission to promulgate sport fishing regulations (sections 200, 202, 205, 220, and 240, Fish and Game Code).

Regulatory Language

Section 29.45, Title 14, CCR, is amended to read:

29.45. Razor Clams.

(a) Open season:

(1) Notwithstanding subsections (a)(2), (a)(3) and (a)(4) razor clams may not be taken or possessed in Del Norte and Humboldt counties where the Director of the Office of Environmental Health Hazard Assessment, in consultation with the Director of the California Department of Public Health, has determined that razor clams contain unhealthy domoic acid levels and recommends closing the fishery. The open seasons specified in subsections (a)(2), (a)(3) and (a)(4) only apply at such time as the Director of the Office of Environmental Health Hazard Assessment, in consultation with the Director of the California Department of Public Health, determines that domoic acid levels in razor clams no longer pose a significant risk to public health and no longer recommends the fishery be closed. The department shall maintain a list of closed ocean waters of the state and update that list on Wednesday of each week by 1:00 pm. It shall be the responsibility of any person prior to taking razor clams to call (831) 649-2883 or go to the department's website at www.wildlife.ca.gov/Fishing/Ocean/Health-Advisories to obtain the current status of any ocean water.

(4) (2) Little River Beach in Humboldt County: Except as provided in subsection (a)(1), ~~Between~~between Mad River and Strawberry Creek open only during even-numbered years; between Strawberry Creek and Moonstone Beach open only during odd-numbered years.

(2) (3) In Del Norte County: Except as provided in subsection (a)(1), North-north of Battery Point open only during odd-numbered years; south of Battery Point open only during even-numbered years.

(3) (4) All other areas: Open all year, except as provided in subsection (a)(1).

(b) Limit: Twenty. The first twenty clams dug must be retained as the bag limit regardless of size or broken condition.

Note: Authority cited: Sections 200, 202, 205, 210, ~~219 and 220~~, 219, 220, and 240, Fish and Game Code. Reference: Sections 200-202, 203.1, ~~205-210 and 215-222~~, 205-210, 215-222 and 240, Fish and Game Code.

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: CPUC Notification - Verizon Wireless - SF Small Cells 10/13/16
Attachments: CPUC Notification - Verizon - SF Small Cells.pdf

From: West Area CPUC [mailto:WestAreaCPUC@VerizonWireless.com]
Sent: Wednesday, October 12, 2016 11:50 AM
To: Masry, Omar (CPC) <omar.masry@sfgov.org>; Administrator, City (ADM) <city.administrator@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: West Area CPUC <WestAreaCPUC@VerizonWireless.com>
Subject: CPUC Notification - Verizon Wireless - SF Small Cells 10/13/16

This is to provide your agency with notice according to the provisions of General Order No. 159A of the Public Utilities Commission of the State of California ("CPUC"). This notice is being provided pursuant to Section IV.C.2.

If you prefer to receive these notices by US Mail, please reply to this email stating your jurisdiction's preference.

Thank You



October 13, 2016

Ms. Anna Hom
Utilities Enforcement Branch
Consumer Protection and Enforcement Division
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102
alh@cpuc.ca.gov

RE: Notification Letter for SF Small Cells
San Francisco-Oakland, CA / GTE Mobilnet of California Limited Partnership / U-3002-C

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

A copy of this notification letter is also being provided to the appropriate local government agency for its information. Should there be any questions regarding this project, or if you disagree with any of the information contained herein, please contact the representative below.

Sincerely,

Melinda Salem
Engr IV Spec-RE/Regulatory
15505 Sand Canyon Avenue, Irvine, CA 92618
WestAreaCPUC@VerizonWireless.com



CPUC Attachment A

Initial Build (new presence for Verizon Wireless)

VZW LEGAL ENTITY	JURISDICTION	WIRELESS PLANNER	CITY ADMINISTRATOR	CLERK OF THE BOARD	COUNTY
GTE Mobilnet of California Limited Partnership	City of San Francisco	omar.masry@sfgov.org	city.administrator@sfgov.org	Board.of.Supervisors@sfgov.org	San Francisco

Site Name	Site Address	Site APN	Site Coordinates (NAD 83)	Project Description	Number & type of Antennas	Tower Design	Tower Appearance	Tower Height (in feet)	Size of Building or NA	Type of Approval	Approval Issue Date	Approval Effective Date	Approval Permit Number	Resolution Number
Richmond oDAS RM DAS 01	871 29th Avenue, San Francisco, CA	N/A - public right-of-way	37.772966 -122.488618	THIS IS AN UNMANNED WIRELESS TELECOMMUNICATION FACILITY FOR CROWN CASTLE CONSISTING OF THE INSTALLATION AND OPERATION OF AN ANTENNA AND ASSOCIATED EQUIPMENT ON EXISTING WOODEN POLES IN THE PUBLIC RIGHT-OF-WAY	panel antenna inside pole top mounted shroud	brown utility pole	brown utility pole	40'2"	N/A	Encroachment Permit	7/28/2015	7/28/2015	14WR-0142	N/A
Sunset and Richmond Expansion-S502	2307 33rd Avenue, San Francisco, CA	N/A - public right-of-way	37.74408 -122.490941	THIS IS AN UNMANNED WIRELESS TELECOMMUNICATION FACILITY FOR CROWN CASTLE CONSISTING OF THE INSTALLATION AND OPERATION OF AN ANTENNA AND ASSOCIATED EQUIPMENT ON EXISTING WOODEN POLES IN THE PUBLIC RIGHT-OF-WAY	panel antenna inside pole top mounted shroud	brown utility pole	brown utility pole	39'9"	N/A	Encroachment Permit	7/28/2015	7/28/2015	14WR-0171	N/A



DEPARTMENT OF PUBLIC WORKS
SAN FRANCISCO

2016 OCT 11 PM 3:11

by *SB*

7 Oct 2016

San Francisco County Transportation Authority
1455 Market Street, 22nd Floor
San Francisco, CA 94103

Re: Geary BRT EIS/EIR

Dear Commissioners and staff:

In November 2015 we wrote to offer comments on the proposed Geary BRT project and its environmental documents. While our concerns about the project haven't changed, we are writing to offer revised recommendations.

As we stated in our earlier letter, the San Francisco Transit Riders remain strong supporters of a vibrant BRT service in the Geary Corridor and are glad to see an environmental document recommended for certification, so that long overdue upgrades to Geary transit can begin to be put in place.

At the same time, we also remain less than enthusiastic about the staff recommended alternative as presented. We continue to feel that "Phase 1" is a viable short-term strategy, but that, in its present form, "Phase 2" lacks sufficient vision for a long-term Geary strategy, and presents an alternative with excessive compromises and too little in the form of high quality, reserved center-lane BRT. And if and when built, the staff-recommended "Phase 2" alternative still offers only 45-minute trip times.

Those assessments of the project haven't changed. However, particularly after meeting with staff, we have concluded that our recommendation at that time, to certify the environmental document as an EIR but to withhold certification as an EIS, was not realistic and is not going to happen. Accordingly we herewith offer revised recommendations.

1. ***First and foremost, we urge prompt certification of the environmental document, so that SFMTA can expeditiously implement the much needed "Phase 1" project at the earliest possible date.***

We emphatically do not consider "Phase 1" to be true BRT, but we do consider it an essential intermediate improvement that riders deserve and pedestrians require.

2. ***Prior to final design of the designated "Phase 2" project, the SFMTA and SFCTA must develop a long term strategy for the further development of the Geary corridor, including, possibly but not necessarily in this sequence:***

(a) filling of the depressed roadway between Webster and Steiner streets;

- (b) development of a center-running surface BRT alignment between Van Ness Avenue and 33rd Avenue, providing for both Rapid (limited stop) and Local service in some form, and including, if warranted, possible changes to "Phase 2" as presently proposed;*
- (c) a design for a final BRT/LRT alignment across Masonic Avenue, with roadway changes as necessary; and*
- (d) a design for an eventual LRT system which could replace the BRT service.*

Only with such a comprehensive strategy in place should construction of a "Phase 2" project commence. We reiterate as we stated earlier that we are not convinced the stop spacing pattern as proposed for "Phase 2" is optimal as part of a true BRT project for the corridor. We believe both Rapid (limited stop) and local service has been improperly compromised. We strongly feel that, particularly in the long-term, "Phase 2" as presently defined includes too many "Rapid" stops between Arguello Boulevard and 33rd Avenue, by eliminating the distinction between "Rapid" and "local" stop patterns west of Masonic Avenue, while probably providing too few "local" stops.

The San Francisco Transit Riders have adopted as a goal "30 by 30," by which we mean that riders should be able to cross San Francisco by transit in 30 minutes by the year 2030. While we can't say yet that such a vision is literally achievable, we definitely feel we can—and must—do better than the 45-minute trips offered by "Phase 2" as currently structured.

As you know, we have met with staff to discuss new ways in which Rapid and local service can be provided between Arguello and 25th Avenue, and continue to believe the benefits of such an approach justify the design problems which remain to be fully resolved.

We do recognize and appreciate that amendments to the initial EIS/EIR document may become necessary, but we look forward to working with you to address the concerns we have raised.

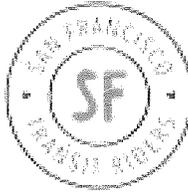
Sincerely,



Thea Selby
Chair, San Francisco Transit Riders

cc: SFCTA Commissioners
SFMTA Board of Directors
Tilly Chang, Executive Director, SFCTA
Ed Reiskin, Director of Transportation, SFMTA

BOS 11 page



BOARD OF SUPERVISORS
SAN FRANCISCO

2016 OCT 11 PM 3:11

BY *[Signature]*

7 Oct 2016

Tilly Chang
Executive Director
San Francisco County Transportation Authority
1455 Market Street, 22nd floor
San Francisco, CA 94103

Re: Congestion Pricing of TNCs

Dear Tilly,

Many of us have been interested in, and supportive of, the strategy of congestion pricing since the Authority's extensive analyses some years ago. Given the current context of hyper growth of the transportation networking companies, we urge the Authority to resurrect its studies and examine whether congestion pricing could be applied to regulate the explosive growth of trips such as those of Uber, Lyft and Chariot in our traffic-choked downtown.

While parking to some extent regulates—and taxes—private auto trips into downtown, these volume regulators are avoided by the networking companies. TNCs add vehicle miles of travel (VMT) to downtown—because of circulation mileage even in excess of one-way auto trips—while producing no revenues from parking to support our public transit systems. While TNCs have not provided detailed data, observation suggests they have resulted in an increased volume of auto trips downtown, some replacing transit trips. San Francisco has clearly stated public policy goals of reducing carbon emissions and mode shift away from automobiles. TNCs, while thwarting our ability to quantify the damage, clearly are against our public policy goals of reducing carbon emissions, shifting to less car use, reducing congestion, and increasing equitable access to public transit—while visibly adding to traffic downtown.

Although the technology to impose congestion fees as originally proposed in the SFCTA studies, using cameras and transponders, could be applied to TNC trips, a far simpler technology could be applied, one that requires no capital investment. This would be to require TNCs themselves to measure mileage within a downtown zone through their own software, and calculate and collect the associated fees.

25

We call on the SFCTA to conduct a comprehensive analysis of this approach. Please contact us if you need our further assistance to launch such an effort.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thea Selby', with a stylized, flowing script.

Thea Selby
Chair, San Francisco Transit Riders

cc: SFCTA Commissioners
SFMTA Board of Directors
Ed Reiskin, SFMTA

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Rain - floods

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

From: Christine Harris [mailto:christinelynnharris@yahoo.com]
Sent: Thursday, October 13, 2016 6:35 PM
To: Lee, Mayor (MYR) <mayoredwinlee@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Rain - floods

Hello Mayor Lee and Board of Supervisors,

Thank you. If our city had just a little less concrete, and more natural areas of dirt, and trees, the ground could absorb the rainfall.

Best Wishes,
Christine Harris

Please forgive any typos, very small keyboard. Thank you.

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: NO ON PROP B - URGENT, please read

From: m [mailto:mailforall@zoho.com]
Sent: Tuesday, October 11, 2016 1:01 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: NO ON PROP B - URGENT, please read

Dear Supervisors,

We are a group of concerned individuals who will be gravely affected by the prop B. This parcel tax is imposed on every single SF property without exceptions including million-dollar mansions and dilapidated homes of low income seniors, disabled and other owners struggling to stay in their homes and avoid foreclosure - everyone will pay \$99 (currently \$79). SFUSD tax introduced earlier at least provided an exception for seniors, not CCSF tax designed primarily to increase \$80K staff salaries on the backs of the poorest constituents. For wealthy residents it's a price of a brunch, but for people getting a few hundred dollars per month it's a huge chunk of their income.

No one talked about this issue, the most vulnerable are the easiest target and are easily forgotten and ignored. The most infuriating aspect of it is the overwhelming support of all the liberal and progressive activists who never even thought through (or willingly "forgot") of what it might do to many of their constituents and supporters. They fought against foreclosures protesting banks and other private institutions whose debts can at least be shaken off in bankruptcies. Not so with taxes: no exclusions, no appeals, no amendments and no bankruptcies would discharge a tax debt. No recourse - period. How's that for equality?!

The city guide says there were no rebuttals and the controller's comment is all for it. A website published a rebuttal from Libertarian party without any mention of this issue. At this point, only a media campaign can bring it to the attention of the voters. Another point to mention: renters who believe it doesn't affect them should think again - the more landlords pay, the more they pay making rents go through the roof...

All the organizations who are supposed to protect the most vulnerable constituents must become aware of this appalling situation. You already expressed your support for prop B, but you can also introduce an amendment to exclude those most affected.

Please, do something.

Thank you

NO ON B!

10-9-2016 CPAGE

Board of Supervisors, City Hall
#1 Dr. Carlton B. Goodlett Drive
San Francisco, CA 94102

I find myself outraged by the irrational and irresponsible attempts to make our police officers guilty of protecting the citizens of San Francisco City and County. This is what they are supposed to do.

There is absolutely NO rational doubt about what happened or why. Mario Woods was high on meth-amphetamines. He was carrying a knife and had blood on him. He was told several times to drop the knife and refused to do so. The officers confronted him for several minutes and attempted to get him to do the right thing.

Mario Woods refused to drop the knife and made as if to sidle past the officers as if he had a plan to get to someone with the knife.

A knife is not a toy. In the hands of a meth addict on a confused notion of revenge against some person or society it is a deadly weapon. In view of the fact that he would not put the weapon down in spite of the fact that he was given many opportunities to do so, the officers found it necessary to protect the communities and shot him down.

Under the circumstances, the officers did the right thing, it is their job to do this

even if you do not like it and the officers should be commended for their action.

The efforts of the protesters to criminalize the officers for doing their duty verges on dementia. They have no case! We are a nation of laws and our officers have the often unhappy job of enforcing these laws and striving to protect our society from those who pose a threat to that society. Or seem to pose a threat to any member of our society.

Mario Woods conducted himself in a manner which led the officers to believe he posed a threat.

The officers did the right thing and I think that you, the Board of Supervisors of the City and County of San Francisco, NOT the Toadys of a bunch of sick opportunists seeking notarity, should stand up and SAY that the officers did what was proper under the circumstances. You don't have to say you like it, who could? But you do have to say it was proper under the law and the circumstances.

Sincerely,

Charles Bonny
160 Eddy St. Rm. 203
San Fran. CA 94102

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: 115 Telegraph Hill Project staging at Kearny and Filbert Proposal
Attachments: Blank 25.pdf; ATT00001.txt

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

From: Valerie Raskin [mailto:malonma@aol.com]
Sent: Sunday, October 09, 2016 4:00 PM
To: malonma@aol.com
Subject: 115 Telegraph Hill Project staging at Kearny and Filbert Proposal

Please see attached letter from Valerie and Neil Raskin regarding the Telegraph Hill Staging Project.

**RE: 115 TELEGRAPH HILL PROJECT STAGING AT KEARNY AND
FILBERT PROPOSAL.**

Hello,

We live at 1455 Kearny St. And are very alarmed and adamantly opposed to the proposed closing of the major portion of the Filbert and Kearny intersection for the staging of the 115 Telegraph Hill project. When the developers were proposing their building they made verbal promises to our neighbors that they would never use this area for their staging. There is a flat area at the top of the stairs very close to 115 Telegraph that would be appropriate for their needs. Now, their plan is to have 3 trucks an hour from 7AM to 5PM 6 days a week pumping cement UP the Filbert St. Steps for at least 10 months. They also plan on using the area as a secondary staging area for the duration of the project, (Years,) for trucks and equipment to run up and down the steps. This will leave only one lane open at the top of Filbert and in front of our house, and will take many parking places. Meanwhile, 3 cement trucks will be traveling up Filbert and down Kearny every hour. The average cement truck weights from 20 - 30,000 lbs. and can carry 40,000 lbs. of concrete. Imagine the noise and vibration to our neighborhood. Not to mention, the generators, pumps, and cement mixing materials going 10 hours a day on one of the most heavily traveled tourist areas in the city. I have often seen large fire trucks and vans trying to maneuver the corner to go down Kearny, it's a difficult turn as is. With the area blocked it will be impossible, putting ourselves and our neighbors, many of whom are elderly, in real danger. Equally as important, this is all taking place directly in front of Garfield Elementary School and its playground. The school has 240 full time students, some special needs classes and a vibrant after school program. The playground is actively used daily. School buses and parents

drop off and pick up their children numerous times during the day and many children and families walk up Kearny or down the Filbert steps daily. This will be dangerous, unbelievably noisy, very dusty and dirty and most likely toxic. Many of the rental properties in the area will stay vacant if tenants leave for noise or other reasons, and homes will not be able to go on the market at market rate.

This proposal was poorly planned from the beginning. When asked the route of the trucks going down Kearny we were told that they would continue on to Broadway, however, Kearny is blocked at Vallejo and doesn't go through to Broadway, so, just where will those trucks go?

Please, stop this very ill conceived idea.

Sincerely,

Neil Raskin, M.D.

Valerie Raskin