

FILE NO. 150939

Petitions and Communications received from September 14, 2015, through September 21, 2015, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on September 29, 2015.

**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 the Office of the Controller, submitting a report on its audit of the materials and supplies controls of the Custodial Services unit at the Public Library. Copy: Each Supervisor. (1)

From the Agricultural Commissioner, submitting the 2014 Annual Crop Report. Copy: Each Supervisor. (2)

From the Office of the Controller, submitting a report on compliance audit of Priority Parking, a Port tenant. Copy: Each Supervisor. (3)

From the Office of the Treasurer and Tax Collector, submitting the City and County of San Francisco Pooled Investment Report for the month of August, 2015. Copy: Each Supervisor. (4)

From the Office of the Sheriff, requesting Administrative Code Chapter 12B Waiver for County of Ventura. Copy: Each Supervisor. (5)

From the Office of the City Administrator Contract Monitoring Division, submitting the Local Business Enterprise Contracting Report for FY2014-2015. Copy: Each Supervisor. (6)

From the Clerk of the Board, reporting 60 Day Memo Receipt for Civil Grand Jury Report "CleanPowerSF At Long Last." Copy: Each Supervisor. (7)

From the Clerk of the Board, reporting 60 Day Memo Receipt for Civil Grand Jury Report "San Francisco Fire Department, What Does the Future Hold?" Copy: Each Supervisor. (8)

From the Clerk of the Board, reporting 60 Day Memo Receipt for Civil Grand Jury Report "San Francisco's City Construction Program: It Needs Work." Copy: Each Supervisor. (9)

From Planning Department, submitting Housing Balance Report. Copy: Each Supervisor. (10)

From Planning Department, submitting transmittal of Planning Department Case Number 2015-009096PCA: Establishing a New Citywide Transportation Sustainability Fee. File No. 150790. (11)

From Pacific Gas and Electric Company, submitting request to increase rates. Copy: Each Supervisor. (12)

From California Public Utilities Commission, submitting notification letter for Verizon Wireless for various facilities. Copy: Each Supervisor. (13)

From Bill Quan, regarding proposed rent ordinance amendments. File No. 150646. Copy: Each Supervisor. (14)

From various organizations, relating to the City and County of San Francisco in regards to a memorial for "Comfort Women." File No. 150764. 29 letters. Copy: Each Supervisor. (15)

From concerned citizens, relating to the City and County of San Francisco in regards to a memorial for "Comfort Women." File No. 150764. 10 letters. Copy: Each Supervisor. (16)

From concerned citizens, regarding proposed subdivision of Bernal Heights Boulevard. File No. 150858. 2 letters. Copy: Each Supervisor. (17)

From Christine Hanson, regarding amendment to San Francisco's Priority Development Area Designation. File No. 150896. Copy: Each Supervisor. (18)

From concerned citizens, regarding Midtown Park Apartments. Copy: Each Supervisor. (19)

From Coalition for San Francisco Neighborhoods, regarding Affordable Housing Density Bonus Program. Copy: Each Supervisor. (20)

From concerned citizens, submitting signatures for petition regarding housing crisis. 56 signatures. Copy: Each Supervisor. (21)

From concerned citizens, regarding bicycle yield law. 2 letters. Copy: Each Supervisor. (22)

From Aaron Goodman, regarding Citywide Transportation Sustainability Fee. File No. 150790. Copy: Each Supervisor. (23)

From D. Gill Sperlein, regarding appeal of denial of parade permit application. Copy: Each Supervisor. (24)

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**From:** Reports, Controller (CON)  
**Sent:** Wednesday, September 16, 2015 12:21 PM  
**To:** Calvillo, Angela (BOS); Gosiengfiao, Rachel (BOS); BOS-Supervisors; BOS-Legislative Aides <https://outlook.office365.com/ecp/UsersGroups/EditDistributionGroup.aspx?reqId=1441732280579&pwmcid=5&ReturnObjectType=1&id=e461de0a-e6fa-453b-849b-ab7bfda77739#>; Kawa, Steve (MYR); Howard, Kate (MYR); Falvey, Christine (MYR); Tsang, Francis; Elliott, Jason (MYR); Steeves, Asja (CON); Campbell, Severin (BUD); Newman, Debra (BUD); Rose, Harvey (BUD); SF Docs (LIB); gmetcalf@spur.org; bob@sfchamber.com; jballesteros@sanfrancisco.travel; Singleton, Maureen (LIB); Lombardi, Roberto (LIB); Murdoch, Christine (LIB); Herrera, Luis (LIB); CON-EVERYONE; CON-Finance Officers  
**Subject:** Issued: Public Library: The Custodial Services Unit Needs to Better Manage Materials and Supplies

The Office of the Controller's City Services Auditor Division (CSA) today issued a report on its audit of the materials and supplies controls of the Custodial Services unit (Custodial Services) at the Public Library (Library). The audit found that the Library has weaknesses in its custodial materials and supplies management process and needs some improvement to ensure that materials and supplies are accurately accounted for, adequately organized, and that custodial purchases are properly approved and recorded accurately and in a timely manner.

To view the full report, please visit our Web site at:  
<http://openbook.sfgov.org/webreports/details3.aspx?id=2201>  
This is a send-only e-mail address.

For questions about the report, please contact Director of City Audits Tonia Lediju at [tonia.lediju@sfgov.org](mailto:tonia.lediju@sfgov.org) or 415-554-5393 or the CSA Audits Unit at 415-554-7469.

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# City and County of San Francisco

Office of the Controller – City Services Auditor

## **PUBLIC LIBRARY:**

**The Custodial Services Unit  
Needs to Better Manage  
Materials and Supplies**



*September 16, 2015*



**OFFICE OF THE CONTROLLER  
CITY SERVICES AUDITOR**

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

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

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

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

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

For questions about the report, please contact Director of City Audits Tonia Lediju at [Tonia.Lediju@sfgov.org](mailto:Tonia.Lediju@sfgov.org) or 415-554-5393 or CSA at 415-554-7469.

Audit Team: Kate Chalk, Audit Manager  
Mamadou Gning, Audit Manager  
Cynthia Lam, Auditor-in-Charge  
Jenny Lee, Staff Auditor



# City and County of San Francisco

## Office of the Controller - City Services Auditor

**Public Library:**  
**The Custodial Services Unit Needs to Better Manage Materials and Supplies**

**September 16, 2015**

### **Purpose of the Audit**

The Office of the Controller's City Services Auditor Division (CSA) audited the materials and supplies controls of the Custodial Services unit (Custodial Services) at the Public Library (Library). The audit determined whether the Library has adequate materials and supplies management processes and controls to ensure that custodial materials and supplies are accurately accounted for, adequately organized, and properly secured, and that custodial purchases were properly approved, accurately recorded, and paid in a timely manner.

### **Highlights**

The Library has weaknesses in its custodial materials and supplies management process and needs some improvement to ensure that materials and supplies are accurately accounted for, adequately organized, and that custodial purchases are properly approved and recorded accurately and in a timely manner.

Specifically, the Library:

- Lacks a complete record of its custodial materials and supplies, increasing the risk of error or theft and the likelihood that items will be unavailable or overstocked.
- Does not adequately segregate Custodial Services materials and supplies management duties among staff.
- Does not adequately record locations of custodial materials and supplies.
- Lacks written policies and procedures for physical counts, increasing the risk of ineffective or unreliable counts.
- Sometimes pays invoices late.
- Needs to strengthen controls over packing slips to ensure that items are received before related invoices are paid.
- Lacks written policies and procedures for identifying and disposing of expired and/or obsolete items.

### **Recommendations**

The report includes 15 recommendations for the Library to improve its materials and supplies management controls. Specifically, the Library should:

- Maintain a complete record of materials and supplies.
- Consider implementing an inventory management system.
- Appropriately segregate staff duties.
- Identify materials and supplies locations.
- Establish written procedures for physical counts.
- Pay all valid invoices within 30 days.
- Establish controls over obtaining and reviewing packing slips.
- Establish written procedures for identifying and disposing of obsolete items.

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

**Ben Rosenfield**  
**Controller**

**Todd Rydstrom**  
**Deputy Controller**

September 16, 2015

Mr. Luis Herrera  
City Librarian  
San Francisco Public Library  
100 Larkin Street  
San Francisco, CA 94102

Dear Mr. Herrera:

The Office of the Controller's City Services Auditor Division (CSA) presents its audit report of the materials and supplies controls of the Custodial Services unit (Custodial Services) at the Public Library (Library). The audit, performed at the Library's request, set out to determine whether the Library has adequate materials and supplies management processes and controls to ensure that custodial materials and supplies are accurately accounted for, adequately organized, and properly secured, and that custodial purchases were properly approved, accurately recorded, and paid in a timely manner.

The audit concluded that Custodial Services needs some improvement to ensure that materials and supplies are accurately accounted for, adequately organized, and that custodial purchases are properly approved and recorded accurately and in a timely manner.

The report includes 15 recommendations for the Library to better control its custodial materials and supplies. The Library's response to the report is attached as an appendix.

CSA appreciates the assistance and cooperation of Library staff during the audit. For questions about the report, please contact me at [Tonia.Lediju@sfgov.org](mailto:Tonia.Lediju@sfgov.org) or 415-554-5393 or CSA at 415-554-7469.

Respectfully,

A handwritten signature in black ink, appearing to read "Tonia Lediju".

Tonia Lediju  
Director of City Audits

cc: Board of Supervisors  
Budget Analyst  
Citizens Audit Review Board  
City Attorney  
Civil Grand Jury  
Mayor  
Public Library

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## GLOSSARY OF TERMS

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City	City and County of San Francisco
Controller	Office of the Controller
CSA	Office of the Controller's City Services Auditor Division
GAO	United States Government Accountability Office
Infor EAM	Infor Enterprise Asset Management, the asset management system the Department of Technology is implementing to monitor and manage the deployment, performance, and maintenance of city assets other than information technology
JFMIP	Joint Financial Management Improvement Program
Library	Public Library

## INTRODUCTION

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### Audit Authority

This 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 the City Services Auditor Division (CSA) of the Office of the Controller (Controller) conduct periodic, comprehensive financial and performance audits of city departments, services, and activities. CSA conducted this audit under that authority and pursuant to its annual audit plan. This is the second inventory and materials management audit of various city departments conducted by CSA in fiscal year 2014-15.

### Background

The Department. The City's Public Library (Library) system is made up of the Main Library, located in Civic Center, and 27 neighborhood branch libraries. In fiscal year 2013-14 the library reported 6.8 million visitors and 68,634 hours open. Nineteen library locations are open seven days per week.

### *Overview of the Library's materials and supplies management*

Custodial Services. The Library's Custodial Services unit (Custodial Services) is responsible for cleaning and maintaining the Main Library and the 27 branch libraries. Custodial Services is located in the Main Library and has 53 staff (40 full-time and 13 part-time). According to the Library, most custodians must go to the Main Library to obtain materials and supplies to service their assigned areas, which may include the Main Library or one or more branch libraries. Also, according to custodial staff, some custodians servicing branch libraries use their own vehicles and are reimbursed for their mileage.

Custodial materials and supplies are stored in four areas at or near the Main Library:

1. Custodial Office
2. Room A
3. Room B
4. Room C

All of these areas are in the Main Library's lower level, except Room B, which is in the former Brooks Hall, under Civic Center Plaza, and is accessible via the Main Library's lower level. Examples of items kept in the four



**Office of the Controller, City Services Auditor**  
**Public Library: The Custodial Services Unit Needs to Better Manage Materials and Supplies**

areas include regular and biodegradable bags, gloves, toilet paper, seat covers, cleaning chemicals, soap, cleaning equipment, other equipment (a ladder), and other supplies.

Although purchases are tracked using a Microsoft Access database that can be accessed only by the janitorial services supervisor, according to the Library, Custodial Services does not maintain an inventory system to record and track the quantity of materials and supplies.

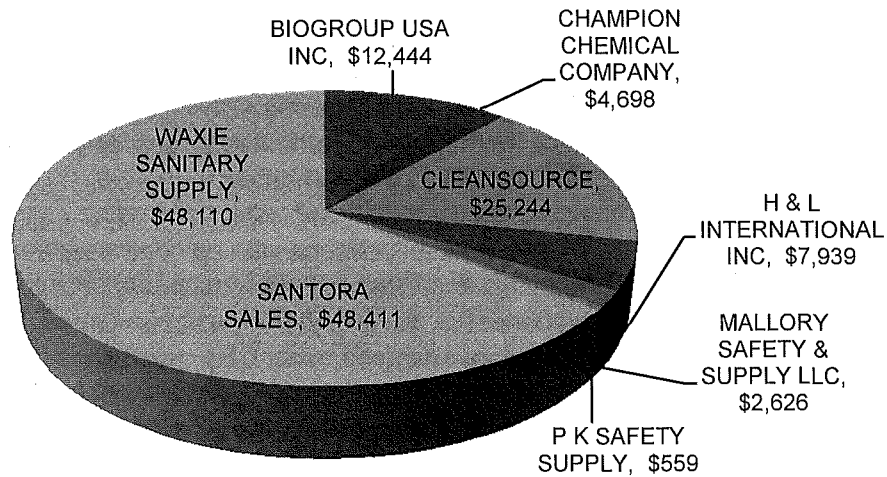
Purchasing Process. Custodial Services explained that the janitorial services supervisor initiates and completes purchases through a requisition form, and a purchase order is created and approved by management (the director of facilities and chief financial officer). The Finance Office processes invoices for payment.

Stock Room. The Library's Stock Room employees order and monitor office supplies other than custodial supplies. The Stock Room is located in the basement of the Main Library and is managed by a senior materials and supplies supervisor. Division supervisors or branch managers order office supplies (book tape, receipt rolls, paper, pens, and other general office supplies). Some supplies (gloves, face masks, hand sanitizer, sponges, and first aid items) that custodians use are also stored in the Stock Room.

The Library's fiscal year 2013-14 budget included \$2.1 million for materials and supplies, of which the Library spent approximately \$150,000 on custodial materials and supplies.

Exhibit 1 gives an overview of the Library's vendor payments for custodial materials and supplies in fiscal year 2013-14.

**EXHIBIT 1** Public Library's Custodial Services Materials and Supplies Payments to Vendors, Fiscal Year 2013-14



Source: Auditor's analysis based on data in the City's accounting system.

**Objectives**

The purpose of this audit was to determine whether the Library has:

1. Adequate materials and supplies management processes and controls to ensure that materials and supplies are accurately accounted for.
2. Adequately organized and properly secured all custodial materials and supplies.
3. Properly approved and accurately recorded purchase orders and made payments in a timely manner.

**Scope and Methodology**

The audit included all custodial materials and supplies the Library purchased from July 1, 2013, through June 30, 2014. To perform the audit, the audit team:

- Interviewed staff and managers to understand the Library's custodial materials and supplies management processes.
- Inspected the Stock Room at the Main Library.
- Inspected the custodial unit's storerooms at the Main Library.

- Selected a random sample of 31 transactions out of the 99 transactions made by Custodial Services during the audit period and tested the sample to determine whether orders were properly approved, items were received, payments were accurately made against purchase orders, and invoices were paid in a timely manner.

**Internal Control Rating**

CSA classifies locations with no control weaknesses as effective and those with few instances of control weaknesses as needing some improvement. If significant control weaknesses exist, CSA determines that major improvement is needed. If a department has severely inadequate controls and unmanaged risks, CSA deems the control environment as unsatisfactory.

**Statement of 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. We believe that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

## AUDIT RESULTS

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### Summary

The custodial materials and supplies management processes of the Library's Custodial Services unit (Custodial Services) have multiple weaknesses. Specifically:

- Materials and supplies are not recorded or monitored in a system.
- Custodial Services' duties are not appropriately segregated.
- Locations of materials and supplies are not clearly identified and recorded.
- Some invoices are not paid within 30 days and/or not date stamped.
- Packing slips may not always be reviewed before invoices are paid.
- Departmental policies and procedures do not require staff to conduct physical inventory counts or to identify and/or dispose of obsolete items.

Overall, Custodial Services must improve its processes to ensure that materials and supplies are accurately accounted for, adequately organized, and that custodial purchases are properly approved and recorded accurately and in a timely manner.

### Finding 1

**Custodial Services lacks a complete record of its custodial materials and supplies, increasing the risk of error or theft and the likelihood that items will be unavailable or overstocked.**

*Custodial Services holds materials and supplies that are not properly tracked.*

Custodial Services lacks a complete record of the materials and supplies that it holds. The janitorial services supervisor maintains a database in Microsoft Access to keep track of orders Custodial Services places. The database allows staff to track order date, purchase order number, item description, quantity ordered, total price, and ship date. Also, a Microsoft Excel spreadsheet exists for tracking invoices against the purchase order, with fields for vendor, invoice date, purchase order number, purchase order amount, and invoice amount. However, the database and spreadsheet

are not intended to record materials and supplies ordered or used or when counts are performed, so do not reflect accurate inventory levels. Also, without the necessary records, the audit could not calculate the utilization rate of materials and supplies, and therefore could not assess whether the Library uses its materials and supplies efficiently. Without accurate inventory levels, the Library cannot ensure that its inventory is adequately protected against loss and theft or that there are no shortages or unnecessary purchases that would result in unavailable or overstocked items.

According to a guide published by the U.S. Government Accountability Office (GAO Guide),<sup>1</sup> managers and other decision makers need to know how much inventory there is and where it is located to make effective budgeting, operating, and financial decisions and to create a government that works better and costs less. Detailed records help provide for the physical accountability of inventory and the efficiency and effectiveness of operations.

According to the Library, one reason Custodial Services lacks a complete record of its materials and supplies is because it has no effective way to track them. As such, the Library may benefit from an inventory system, which could provide information on current inventories and historical usage to be used in capacity planning.

The Controller's Financial System Replacement Project is on track to implement a citywide inventory module of Oracle's PeopleSoft system by July 2017.<sup>2</sup> This module, the Enterprise Inventory and Fulfillment Management module, is a flexible, comprehensive inventory management system designed to increase inventory accuracy. The module enables mobile inventory management so users can perform common inventory transactions through handheld devices.

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<sup>1</sup> U.S. Government Accountability Office, *Executive Guide: Best Practices in Achieving Consistent, Accurate Physical Counts of Inventory and Related Property* (GAO-02-447G), 2002, <http://www.gao.gov/products/GAO-02-447G>.

<sup>2</sup> Oracle's Peoplesoft system refers to Oracle's Peoplesoft Enterprise Resource Planning (ERP) software, which integrates business management modules, such as Human Capital Management, Financial Management, and Supply Chain Management.

*The Department of Technology has unlimited licenses for an asset management system, Infor EAM, available to all city departments.*

Although Custodial Services does not use an asset management system, one is available to all city departments. The Department of Technology has an unlimited number of licenses for all city departments to use an asset management system, Infor EAM. Some city departments are now implementing various modules of Infor EAM and configuring the system to manage their assets other than those related to information technology. The City's Infor EAM licenses include an inventory module that provides tools to monitor and control storeroom inventories. Further, Infor EAM Inventory Management has a fully integrated, packaged mobile application that provides real-time interaction between mobile workers and inventory information.

## Recommendations

The Public Library should:

1. Create a system to record and update quantities of materials and supplies on hand when items are used or when counts are performed to ensure that a complete record is maintained.
2. Contact the Controller's Financial System Replacement Project to gain an understanding of the functionalities of the Oracle PeopleSoft Enterprise Inventory and Fulfillment Management module and contact the Department of Technology to understand the functionalities of Infor EAM.
3. When appropriate, consider implementing either Oracle's PeopleSoft Enterprise Inventory and Fulfillment Management module or Infor EAM as its inventory management system.

## Finding 2

**Materials and supplies management duties at Custodial Services should be segregated to mitigate the risk of error and fraud.**

Custodial Services' materials and supplies management duties are inadequately segregated. The same employee places orders for supplies, receives the ordered supplies, maintains physical custody of the inventory, distributes the supplies to custodians, performs physical counts of the supply inventory, and approves invoices for payment.

Having one employee perform incompatible duties is an internal control weakness that increases the risk of error and fraud.<sup>3</sup> When incompatible duties are not separated, there is an increased risk of personnel making errors or recording improper transactions in the inventory records to cover improper or unauthorized transactions.

One employee performs all inventory duties, although there are other employees who can take on some responsibility, which would improve internal controls by appropriately segregating the duties. According to management, the assignment of all these duties to one employee is due in part to the individual being a long-time Library employee who has the knowledge and experience to carry out these tasks.

*Segregation of duties helps reduce the risk of error and fraud.*

According to the GAO Guide, segregation of duties entails dividing key duties and responsibilities among different people, which helps to reduce the risk of error and fraud.

Further, according to a sample invoicing and payment procedure posted on the Controller's Accounting Guidelines & Procedures website, to ensure segregation of duties and internal control, the person who orders items should not also receive them and sign the packing slips.

## **Recommendations**

The Public Library should:

4. Ensure that the responsibilities of ordering, receiving, keeping custody of, distributing, and counting the physical inventory are segregated.
5. Identify and train other employees to assist in performing materials and supplies duties.

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<sup>3</sup> According to GAO, fraud involves obtaining something of value through willful misrepresentation.

**Finding 3**

**The locations of custodial materials and supplies are not recorded in a way that allows staff to find them efficiently.**

*Custodial Services does not record the location of inventory items.*

Custodial Services' records do not clearly identify the locations of custodial materials and supplies, which may prevent staff from efficiently finding items. According to Custodial Services, custodians know where materials and supplies are located based on weekly check-in meetings. Although custodial staff may rely on memory to know the locations of materials and supplies, this method is not ideal. If a custodian leaves his or her position, new staff may be unable to readily identify where various materials and supplies are located. The lack of location information in a system or record may also make it more difficult to find inventory items, which could cause staff to waste time.

Custodial Services does not identify the storage locations of materials and supplies, storage shelves and areas are not labeled, and there is no documentation of what is stored in each storeroom area.

The four areas in the Library that store custodial materials and supplies and examples of what is kept in each are as follows:

- Custodial Office – stocked with frequently used items, such as regular and biodegradable trash bags and gloves.
- Room A – holds locked cabinets that store wax paper liners, paper towels, can liners, cleaning chemicals, and cleaning equipment.
- Room B – stores shipment pallets of toilet paper and seat covers plus surplus items and equipment.
- Room C – used for “overflow” materials and supplies, broken dispensers, obsolete material, a ladder, and boxed supplies such as soap and toilet paper. This area is not organized by item type.



According to *Inventory, Supplies and Materials System Requirements*,<sup>4</sup> published by the Joint Financial Management Improvement Program (JFMIP),<sup>5</sup> any system that controls inventory, supplies, and materials should record storage location.

## Recommendations

The Public Library should:

6. Clearly label materials and supplies shelves and areas.
7. Ensure that it identifies the locations of materials and supplies in its new inventory system.

## Finding 4

**Custodial Services has no written policies or procedures for physical counts, increasing the risk of ineffective and unreliable counts.**

*Custodial Services has no formal policies and procedures for physical counts.*

Although Custodial Services performs weekly physical inventory counts, it has no written policies or procedures for doing so. According to Custodial Services, its staff counts inventory weekly to identify custodial materials and supplies that need to be ordered. However, the counts are not always formally documented and are not used to update inventory levels. For example, the records Custodial Services retains for some of its physical counts show that, although counts were performed, there is no inventory system to update inventory levels.

Further, check-out sheets are used to monitor custodians who take materials and supplies from the storerooms to use them at the main and branch libraries. However, this check-out form is filled out by the custodians without documented supervisory review, and the procedures for using check-out sheets is not described in Custodial Services' policies and procedures. Without documented

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<sup>4</sup> *Inventory, Supplies and Materials System Requirements* is one of a series of functional systems requirements documents published by Joint Financial Management Improvement Program dealing with federal financial management systems. JFMIP-SR-03-02, *Federal Financial Management System Requirements, Inventory, Supplies and Materials System Requirements*, JFMIP, August 2003, <http://www.dfas.mil/dfasffmia/lfmiparchive.html>

<sup>5</sup> JFMIP is a joint undertaking of the U.S. Department of Treasury, Government Accountability Office, Office of Management and Budget, and Office of Personnel Management, working in cooperation with one another, with other agencies, and with the private sector, to improve financial management in the federal government.

review of check-out sheets, the Library cannot be assured that only appropriate levels of materials and supplies are taken from storerooms.

According to the GAO Guide, establishing written policies and procedures helps ensure the consistent compliance and application needed to achieve high levels of integrity and accuracy in the physical count process. Such procedures should include the objective of the physical count, types and timing of the counts, instructions for counting and recording, and researching and adjusting variances.

The GAO Guide also states that establishing and documenting policies and procedures are essential to an effective and reliable physical count. Policies and procedures demonstrate management's commitment to the inventory physical count process and provide to all personnel clear communication and comprehensive instructions and guidelines for the counts.

## Recommendations

The Public Library should:

8. Establish written policies and procedures for physical counts. The written procedures should provide formal instructions for all aspects of the physical count processes including:
  - The objectives of the physical count.
  - The period in which the inventory count should be conducted.
  - The employees who should be involved and their roles and responsibilities.
  - Provisions for handling inventory movements.
  - Instructions for use of inventory count sheets (including their distribution, collection, and control), including segregation of duties among those responsible for count sheet control, counting inventory, and inputting completed count sheets to inventory records.
  - Instructions for researching and adjusting variances.
9. Require and document supervisory review of check-out sheets for custodians taking materials and supplies from storerooms.

**Finding 5**

**Invoice payments for custodial materials and supplies are sometimes late.**

*Invoices are not always paid within 30 days of receipt.*

Invoices are not always paid within 30 days of their receipt. Of a sample of 31 invoices tested, 3 (10 percent) were not paid within 30 days of the receipt date and 2 (6 percent) were potentially not paid within 30 days because the invoices had not been stamped with their date of receipt.

According to Custodial Services, the Finance Office or Custodial Services will receive the invoices. Custodial Services explained the two processes are as follows:

1. If Custodial Services receives an invoice first, staff signs it and submits it to the Finance Office, sometimes with the packing slip. Custodial Services does not date stamp invoices upon receipt. The Finance Office then date stamps the invoice and processes the payment.
2. If the Finance Office receives the invoice first, it date stamps the invoice and then sends it to the janitorial services supervisor for approval. The Finance Office stamps the invoice again when it is received with the payment approval.

However, since it is not always the first to receive the invoice, the Finance Office may pay an invoice more than 30 days after the department received it.

Further, according to the janitorial services supervisor, he is the only one designated to approve invoices, so when he is absent, invoices are not approved until he returns to work, resulting in delays in obtaining approvals.

*Invoices are not always date stamped on the day they are received.*

According to Finance staff, the Library has no policy requiring the first employee who receives the invoice to date stamp it. However, training materials available on the Library's intranet instruct Library staff to date stamp an invoice immediately upon receipt. Of the sample of 31 invoices tested, 2 (6 percent) invoices were not date stamped and, therefore, potentially were not paid within 30 day of receipt date. Such a stamp identifies the beginning of the 30-day payment period. Without invoices being date stamped when received, the Library

cannot confirm the beginning of the 30-day payment period.

As shown in Exhibit 2, the audit tested 31 Custodial Services invoices and identified the exceptions shown.

**EXHIBIT 2**    **Exceptions in Payment Testing**  
**(From a Sample of 31 Custodial Services Invoices)**

Exception	Number of Invoices	Percentage of Tested Invoices
Missing stamped receipt date and potentially paid more than 30 days after receipt	2	6%
Paid more than 30 days after receipt	3	10%
Total	5	16%

Source: Auditor's analysis.

According to the City's Prompt Payment Program, a valid invoice should be paid within 30 days of the date on which the City receives and accepts it. Further, according to a sample invoicing and payment procedure posted on the Controller's Accounting Guidelines & Procedures website, invoices must be date stamped when received. The stamped date designates the beginning of the 30-day payment period.

For invoice review and payment processing, the sample invoicing and payment procedure states:

- Division heads and project/program managers must review invoices as soon as they are received. Invoices should be submitted to Finance within ten business days in order to pay within the allowable timeframe.
- The department's accountant must verify that the invoice matches the purchase order and the packing slip in price and quantity.

**Recommendations**

The Public Library should:

10. Always date stamp invoices when received. The employee first receiving the invoice should date stamp it.
11. Identify and train backup staff to approve invoices in the event the janitorial services supervisor is

unavailable. The backup employee approving invoices should not also be responsible for ordering and receiving purchases.

12. Pay invoices within 30 days of the date on which they are received and accepted, in compliance with the City's Prompt Payment Program.

## Finding 6

### **The Library should strengthen its controls over packing slips to ensure that items are received before related invoices are paid.**

*Packing slips are not always provided before invoices are paid.*

The Library's payment procedures do not state who is responsible for verifying and maintaining packing slips nor specify whether the packing slip should be provided to the Finance Office before an invoice is paid. For a sample of 31 invoices, 22 (71 percent) packing slips could not be provided by the Finance Office. Finance staff again referred to the training materials, which instruct Library staff to retain packing slips for audit purposes. However, according to Finance staff, although it previously asked divisions to provide packing slips with the invoices they submit for payment, it has not strictly enforced this practice or consistently followed up with divisions to provide missing packing slips before Finance processes invoice payments.

CSA obtained the missing packing slips for the sample from Custodial Services. According to Custodial Services, staff confirms the receipt of goods before approving the vendor invoice for payment. Of the 31 invoices tested, all packing slips were signed by the receiver.

According to the sample invoicing and payment procedure posted on the Controller's Accounting Guidelines & Procedures website, an invoice must be accompanied by a packing slip, with the receiving signature certifying that the goods were received in acceptable condition and in the quantity ordered.

## Recommendation

13. The Public Library should establish who will obtain and review packing slips for invoice payment processing.

**Finding 7**

**Custodial Services lacks written policies and procedures on identifying and disposing of surplus and/or obsolete items.**

Custodial Services has no written policies or procedures concerning surplus and/or obsolete inventory. According to custodial staff, the Library uses the Department of the Environment's Virtual Warehouse program. Through this warehouse, surplus and/or obsolete materials and supplies are redistributed and recycled. However, the audit found that Custodial Services had items in Storeroom C that appear to be surplus or obsolete, but does not have a schedule for disposing of surplus or obsolete items to take advantage of the Virtual Warehouse.

The janitorial services supervisor stated that the shelf lives of materials and supplies, such as toilet seat covers, bags, and gloves, are constantly monitored for reordering purposes. When making purchases, the janitorial services supervisor tries not to overstock items to avoid supplies from becoming idle or going to waste. However, there are no written procedures for periodically identifying and disposing of surplus and/or obsolete items.

*Identifying and disposing of obsolete supplies and materials can free up space for needed items.*

The lack of policies and procedures for identifying and disposing of obsolete materials and supplies may cause the Library to use space to store surplus and/or obsolete items that could be liquidated. When obsolete items are removed, space becomes available to store necessary items instead.

According to Inventory Best Practices,<sup>6</sup> it is a best practice to follow a regular schedule of obsolete inventory reviews. Such reviews may allow an organization to open up space in storage areas for other purposes and create the opportunity to identify changes in practices to reduce obsolete inventory in the future.

According to the San Francisco Administrative Code, Section 21.03(i), items surplus to city needs shall be disposed of in a manner that will best serve the interests of the City, which include the City's ability to maximize its economic return. Surplus items include obsolete items.

<sup>6</sup> Bragg, Steven M., *Inventory Best Practices*, John Wiley & Sons, Inc., Hoboken, New Jersey, 2004.

**Recommendations**

The Public Library should:

14. Establish written policies and procedures for the identification, segregation, and disposal of obsolete items. At a minimum, these policies and procedures should define obsolescence and establish clear responsibilities for the enforcement of the policies and the ultimate disposition of the obsolete items in accordance with the San Francisco Administrative Code, Section 21.03, which provides guidelines for disposal of surplus materials.
15. Establish a schedule of periodic review of obsolete items for their disposal.

## APPENDIX: DEPARTMENT RESPONSE

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*San Francisco Public Library*  
100 Larkin Street (Civic Center)  
San Francisco, CA 94102

August 19, 2015

Ms. Tonia Lediju  
Director of Audits  
Office of the Controller  
City Services Auditor Division  
City Hall  
1 Carlton B. Goodlett Place, Room 316  
San Francisco, CA 94102

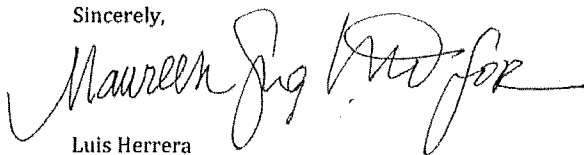
**RE: Response to the San Francisco Public Library Custodial Services Unit Inventory Audit**

Dear Ms. Lediju:

The San Francisco Public Library (SFPL) has received the City Services Auditor's audit of SFPL's custodial services unit inventory management. We appreciate the time and effort your staff spent on the audit.

Attached please find SFPL's response to your audit recommendations. Should you have any questions regarding our responses, please feel free to contact Maureen Singleton, SFPL Chief Financial Officer, at 415.557.4248 or [Maureen.Singleton@sfpl.org](mailto:Maureen.Singleton@sfpl.org). Thank you again for your audit.

Sincerely,



Luis Herrera  
City Librarian

cc: Roberto Lombardi, SFPL Facilities Director



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 Public Library should:	
1. Create a system to record and update quantities of materials and supplies on hand when items are used or when counts are performed to ensure that a complete record is maintained.	SFPL concurs with this recommendation. SFPL will look at a commercial software inventory system option, Oracle's PeopleSoft Enterprise Inventory and Fulfillment Management module that will be part of the Financial Systems Replacement Project, and the Infor EAM during FY 16 to determine which option is the correct solution for SFPL. Implementation of an inventory system will depend on which system we choose and when it is available.
2. Contact the Controller's Financial System Replacement Project to gain an understanding of the functionalities of the Oracle PeopleSoft Enterprise Inventory and Fulfillment Management module and contact the Department of Technology to understand the functionalities of Infor EAM.	SFPL concurs with this recommendation. SFPL Finance contacted the Controller's Financial Replacement Project group to inquire about the Inventory and Fulfillment Management module in August 2015 and will attend the Controller's Office implementation sessions to understand the system capabilities and implementation timeframe. As noted above, once additional information is gained then SFPL can determine if this module will meet its needs. Additionally, SFPL will investigate with DT whether the current Infor EAM software can handle this function.
3. When appropriate, consider implementing either Oracle's PeopleSoft Enterprise Inventory and Fulfillment Management module or Infor EAM as its inventory management system.	Please see the response to number two above.
4. Ensure that the responsibilities of ordering, receiving, keeping custody of, distributing, and counting the physical inventory are segregated.	SFPL concurs with this recommendation. SFPL has already begun the process of separating these duties, and will have the new process fully established by the end of the second quarter of FY16.
5. Identify and train other employees to assist in performing materials and supplies duties.	SFPL concurs with this recommendation, and other staff will be trained on a continuous basis as needed to adequately staff the operation.

Office of the Controller, City Services Auditor  
Public Library: The Custodial Services Unit Needs to Better Manage Materials and Supplies

Recommendation	Response
6. Clearly label materials and supplies shelves and areas.	SFPL concurs with this recommendation. Staff have begun labeling and reorganizing supply areas, to be completed by the end of the second quarter of FY16.
7. Ensure that it identifies the locations of materials and supplies in its new inventory system	SFPL concurs with this recommendation. Staff have created Excel spreadsheets identifying locations, and will have this process completed by the end of the second quarter of FY16.
8. Establish written policies and procedures for physical counts. The written procedures should provide formal instructions for all aspects of the physical count processes including: <ul style="list-style-type: none"> <li>• The objectives of the physical count.</li> <li>• The period in which the inventory count should be conducted.</li> <li>• The employees who should be involved and their roles and responsibilities.</li> <li>• Provisions for handling inventory movements.</li> <li>• Instructions for use of inventory count sheets (including their distribution, collection, and control), including segregation of duties among those responsible for count sheet control, counting inventory, and inputting completed count sheets to inventory records.</li> <li>• Instructions for researching and adjusting variances.</li> </ul>	SFPL concurs with this recommendation. These policies will be fully in place by the end of FY16.
9. Require and document supervisory review of check-out sheets for custodians taking materials and supplies from storerooms.	SFPL concurs with this recommendation. This procedure is now in place.
10. Always date stamp invoices when received. The employee first receiving the invoice should date stamp it.	SFPL concurs with this recommendation. SFPL Finance continues to remind program staff via its training materials, Finance Office Letters, its SFPL StaffNet page, and at training sessions to date stamp invoices upon receipt. SFPL Finance will work specifically with SFPL Facilities to determine the best solution for the Custodial Services Unit during the first quarter of FY 16 for implementation by the end of the second quarter of FY 16.

Office of the Controller, City Services Auditor  
Public Library: The Custodial Services Unit Needs to Better Manage Materials and Supplies

Recommendation	Response
11. Identify and train backup staff to approve invoices in the event the janitorial services supervisor is unavailable. The backup employee approving invoices should not also be responsible for ordering and receiving purchases.	SFPL concurs with this recommendation. The backup staff will be in place by the end of the first quarter of FY16.
12. Pay invoices within 30 days of the date on which they are received and accepted, in compliance with the City's Prompt Payment Program.	SFPL concurs with this recommendation. SFPL Finance continues to remind program staff via its training materials, Finance Office Letters, its SFPL StaffNet page, and at training sessions to submit invoices to SFPL Finance in a timely fashion so that we can pay invoices within 30 days. SFPL pays 99% of its invoices within 30 days. SFPL Finance will work specifically with SFPL Facilities to determine the best solution for the Custodial Services Unit during the first quarter of FY 16 to ensure all invoices are processed within 30 days of receipt of an accepted invoice.
13. Establish who will obtain and review packing slips for invoice payment processing.	SFPL concurs with this recommendation. Staff have been identified for these duties.
14. Establish written policies and procedures for the identification, segregation, and disposal of obsolete items. At a minimum, these policies and procedures should define obsolescence and establish clear responsibilities for the enforcement of these policies and the ultimate disposition of the obsolete items in accordance with the San Francisco Administrative Code, Section 21.03, which provides guidelines for disposal of surplus materials.	SFPL concurs with this recommendation. These policies and procedures will be finalized by the end of FY16.
15. Establish a schedule of periodic review of obsolete items for their disposal.	SFPL concurs with this recommendation. This policy will be established by the end of FY16.

**Gosiengfiao, Rachel (BOS)**

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors  
**Subject:** FW: 2014 Annual Crop Report  
**Attachments:** Crop Report 2014.pdf

**From:** Monroy, Miguel [mailto:Miguel.Monroy@sfdph.org]  
**Sent:** Tuesday, September 15, 2015 1:34 PM  
**To:** bos@sfgov.org  
**Subject:** 2014 Annual Crop Report

Good afternoon,

Attached is the Annual Crop Report that is provided to the Board of Supervisors.

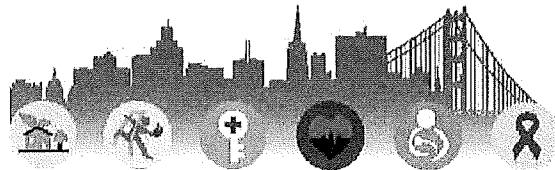
Miguel A. Monroy  
Agricultural Commissioner  
Sealer of Weights and Measures  
City and County of San Francisco  
1390 Market St Suite 910  
San Francisco, Ca. 94102  
415-252-3939



# City and County of San Francisco 2014 Agricultural Crop Report



## Agriculture Program



**POPULATION HEALTH DIVISION**  
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

ENVIRONMENTAL HEALTH



San Francisco City and County  
**Department of Public Health**  
**Environmental Health Section**

Edwin Lee, Mayor  
Barbara Garcia, Director of Public Health  
Richard Lee, MPH, CIH, REHS  
Acting Director of Environmental Health

---

**Agriculture Program**

Miguel A. Monroy  
Agricultural Commissioner and  
Sealer of Weights and Measures

August 24, 2015

Karen Ross, Secretary  
Department of Food and Agriculture

Edwin M. Lee, Mayor  
City and County of San Francisco

The Honorable Board of Supervisors  
City and County of San Francisco

Barbara Garcia, Director of Public Health  
City and County of San Francisco

Naomi Kelly, City Administrator  
City and County of San Francisco

In compliance with the provisions of Section 2279 of the California Food and Agriculture Code, I respectfully submit this report of the agricultural production for the City and County of San Francisco for the calendar year 2014. This report represents the gross value for crops produced in the County and does not reflect net farm income or profit and loss value for these commodities.

My appreciation goes to the individuals for their cooperation in providing the necessary information for the preparation of this crop report. I also especially thank the members of my staff for their assistance in compiling this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Miguel A. Monroy".

Miguel A. Monroy

Agricultural Commissioner

Sealer of Weights and Measures

## 2014 Agricultural Report

---

### **Agricultural Commissioner/Sealer of Weights & Measures**

*Miguel A. Monroy*

### **Deputy Sealer of Weights & Measures**

*Carmen Kern*

### **Agricultural Inspectors**

*Rhodora Lino*

*Clodoaldo Zuniga*

### **Pesticide Enforcement Officer**

*Phillip Calhoun*

### **Weights & Measures Inspectors**

*Viktor Gruber*

*Branislav Zoran*

*Sanda Scarlat*

*Douglas F. Ipock*

*Abayomi Ikutiminu*

### **Administrative**

*John "Jack" Lawhon*

Website: <http://www.sfdp\h.org/dph/EH/Agriculture>

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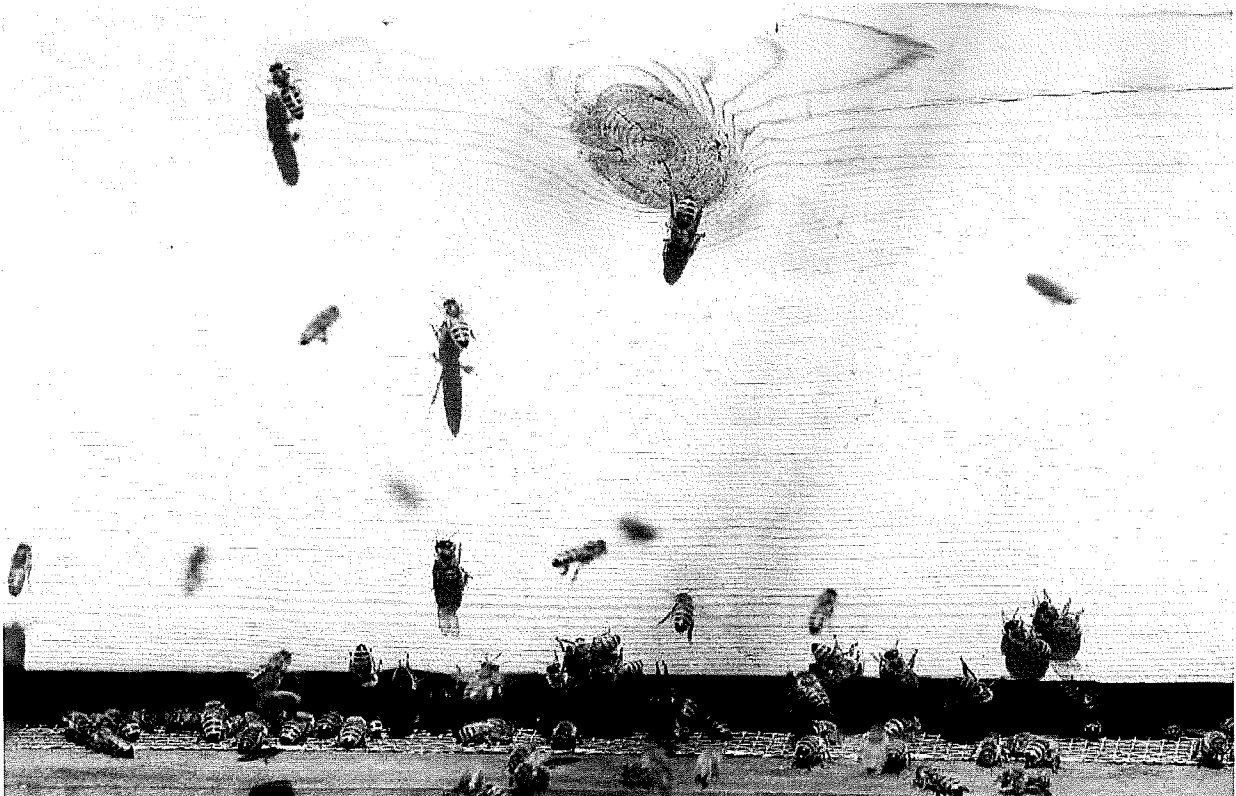
# 2014 San Francisco County Agriculture Report

		GROSS VALUE
MISCELLANEOUS FARM PRODUCTS		\$755,800.00
Urban Honey Production	<u>250 hives</u>	<u>52,500.00</u>
<i>Total</i>		<i>\$808,300.00</i>





## ***2014 San Francisco County Sustainable Agriculture Report***



*Inspected 5,470 shipments for Invasive Pests*

*Issued 125 Federal Phytosanitary Certificates for outgoing shipments*

*Issued 206 State Phytosanitary Certificates for outgoing shipments*

*Inspected 227 Glassy-Winged Sharpshooter Traps*

*Inspected 1,065 Plant Shipments for Glassy-Winged Sharpshooter*

*Inspected 183 Outgoing Shipments for Light Brown Apple Moth Regulatory Compliance*

*Inspected 33 Farmers Markets*

*Approved 22 Certified Farmer's Markets*

*Registered 18 Organic Handlers*

## *2014 San Francisco Certified Farmers Markets*

<b>Monday:</b>	50 Fremont	<b>Friday:</b>	Heart of City
<b>Tuesday:</b>	Ferry Plaza Yerba Buena	<b>Saturday:</b>	Alemany Ferry Plaza Fillmore Noe Valley
<b>Wednesday:</b>	Castro Heart of City Mission Bay San Francisco Kaiser San Francisco VA Second Street UCSF Parnassus Upper Haight	<b>Sunday:</b>	Divisadero Fort Mason Glen Park Heart of City Inner Sunset Clement Stonestown
<b>Thursday:</b>	Crocker Galleria Ferry Plaza SF State University Mission Community		



## *Urban Agriculture Incentive Zone*



California's first Urban Agriculture Incentive Zone participant: 18th & Rhode Island Garden  
In just a few short years, an empty lot at the corner of 18th and Rhode Island Streets in Potrero Hill has transformed from a sandy lot to a verdant and beautiful permaculture garden boasting many varieties of vegetables, fruit and nut trees, and rare plants, thanks to neighborhood volunteers and the vision of the site's owner. The garden has become a prized open space in this dense residential neighborhood, where locals can meet one another and participate in growing and harvesting fresh fruits and vegetables.

The garden has become the first participant to take advantage of the state's Urban Agriculture Incentive Zones Act (CA Assembly Bill 551), meant to incentivize the creation and preservation of urban agriculture sites. The legislation acknowledges that urban agriculture benefits communities in many ways, through education about food, nutrition, and the environment; addressing sustainability goals; building community; creating green spaces, and benefiting the local economy. Under this program, property taxes for the 18th and Rhode Island Garden will be deeply discounted for five years, on the condition that the site will be preserved as publicly-accessible urban agriculture over this period.

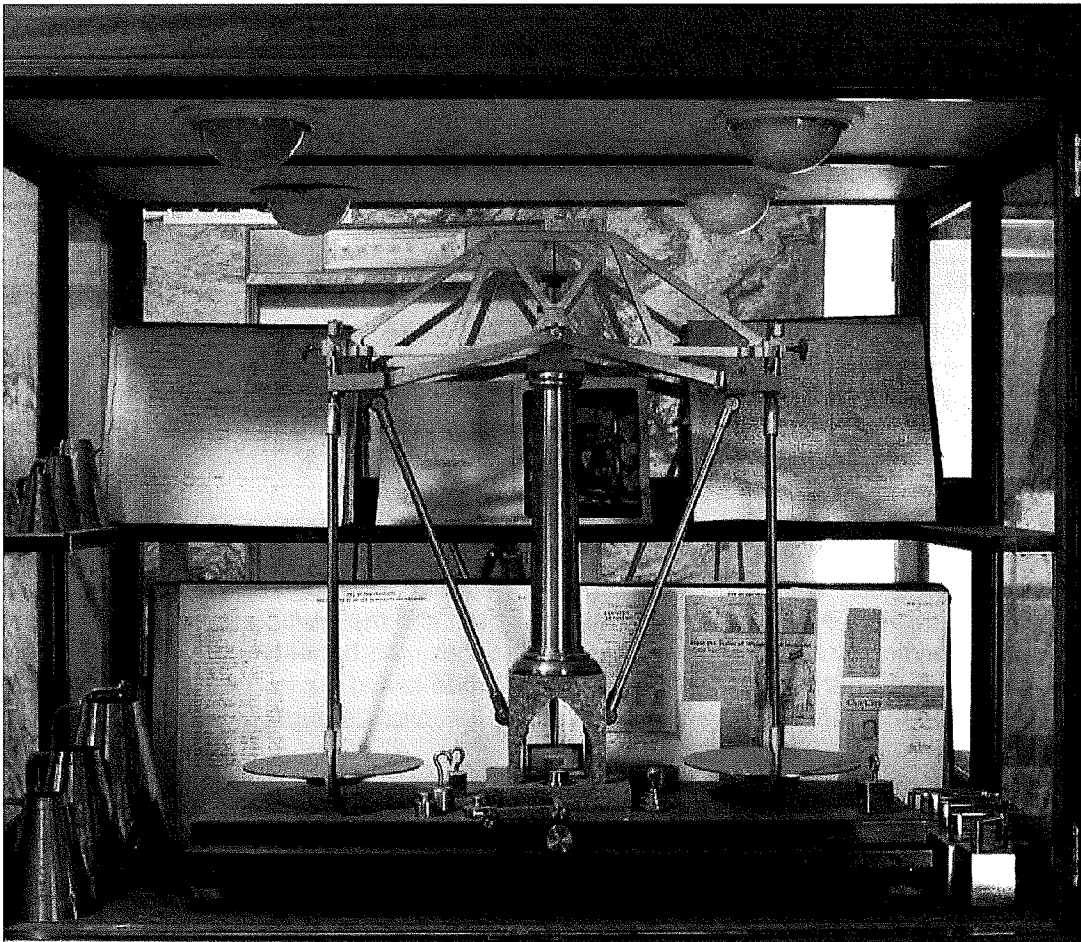
For more information: Department of Public Health [www.sfdph.org](http://www.sfdph.org)  
San Francisco Recreation & Parks <http://sfrecpark.org/park-improvements/urban-agriculture-program-citywide/>

## *Weights and Measures Program*

The San Francisco County Sealer of Weights and Measures is responsible for the inspection, testing and certification of all weighing and measuring devices used commercially in the City and County of San Francisco.

The primary function of the Weights and Measures Program is to offer protection to consumers, ensure fair competition for industry and accurate value comparison for consumers.

It offers protection to consumers through the following programs: Device Program, Device Repairman Program, Quantity Control Program, Weighmaster Program and Petroleum Program. These programs monitor the accuracy of commercial weighing and measuring devices, pricing accuracy at the checkout to maintain consumer confidence and value comparison, as well as monitoring the quality, advertising and labeling standards for most petroleum products.



## Weights and Measures Program

### *Device Inspection Program*

The San Francisco County Sealer of Weights and Measures is responsible for the inspection, testing, and certification of all commercial scales and meters within the City and County of San Francisco.

The goal of the Weights and Measures Program is to ensure and enforce fair competition for industry, protect consumers, and guarantee accurate value comparisons.

There are several programs that seek to offer protection for consumers: the Device Program, the Device Repairman Program, the Quantity Control Program, The Weighmaster Program, and the Petroleum Program. The Device Inspection Program monitors the accuracy of commercial weighing and measuring devices to ensure equity in transactions.

*Staff inspected and sealed a total of 4571 weighing and measuring devices in 2014.*

## Weights and Measures Program

### *Device Repairman Program*

All persons, firms, or associations that repair commercial measuring or weighing devices for payment of any kind must be registered with the Department of Food and Agriculture Division of Measurement Standards as a service agency. The aforementioned agency must notify the County Sealer of Weights and Measures of all repairs in writing within 24 hours with a "Placed in Service" report.

All employees of the Service Agency that repair, service, install, or recondition commercial measuring and weighing devices must be licensed by the State of California. All servicepersons are examined to ensure knowledge of weights and measures laws and regulations.

Inspectors from the Department of Weights and Measures inspect the work of service agents to ensure that all serviced devices are accurate and meet all tolerance and specification requirements.

*Weights and Measures inspectors examined the repair and installation of 494 devices in 2014*

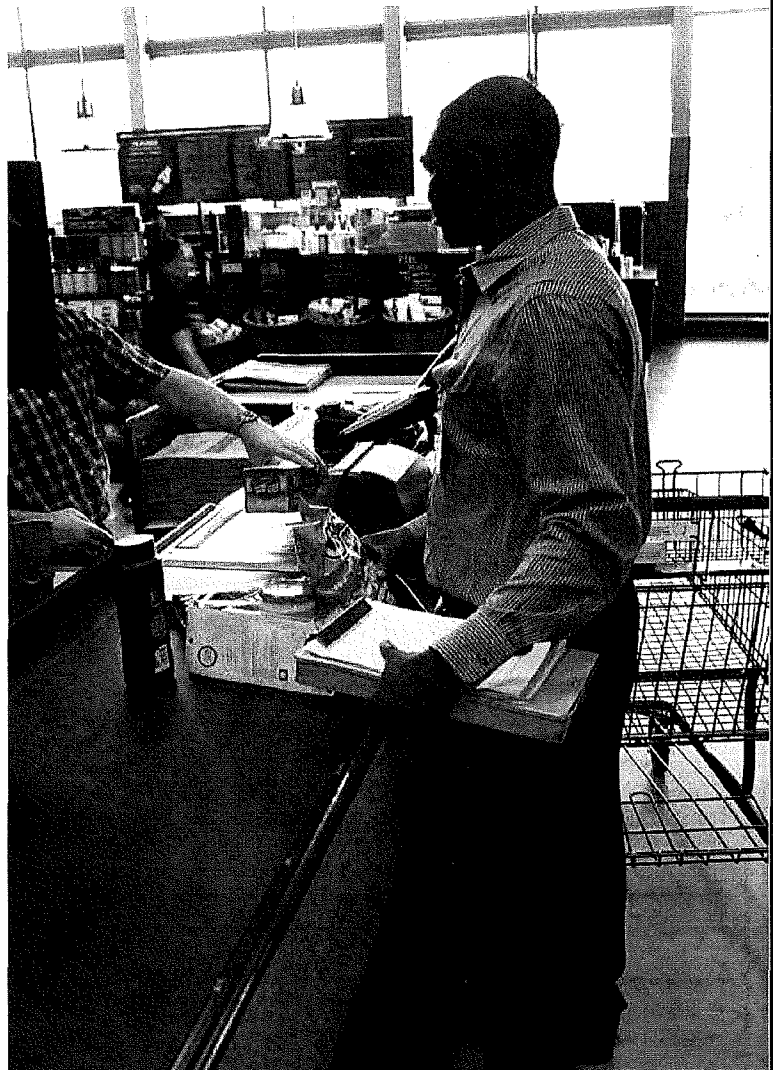
## Weights and Measures Program Quantity Control Program

The purpose of the Quantity Control Program is to guarantee equity and accuracy in all commercial transactions that involve quantity representations at retail establishments, wholesale locations, and manufacturing locations including warehouses, packaging plants, feed mills, shipping companies, and lumber yards. The Quantity Control Program is also responsible for the enforcement of the Fair Packaging and Labeling Act. The Fair Packaging and Labeling Act prevents deceptive packaging practices and ensure that customers receive the information they need to compare values.

Weights and Measures Inspectors work diligently to protect consumers, businesses, and manufacturers from unfair practices—the Labeling Program, the Test Purchase Program, the Package Inspection Program, and the Price Verification Program are such programs.

The Price Verification Program, also known as the Automated Point of Sale Inspection Program, requires that all retail stores using automated point-of-sale systems (scanners, Price Look Up, SKU codes) register with the San Francisco County Sealer of Weights and Measures.

*Weights and Measures inspectors conducted inspections at 1909 locations using point-of sale systems and scanned 28,501 packages to verify the price accuracy of transactions. There were 250 overcharges and 398 undercharges. A total of 435 Notices of Violation were issued.*



## Weights and Measures Program

### *Weighmaster Enforcement Program*

Weighmasters are persons that weigh and measure bulk commodities and issue weighmaster certificates of accuracy. This includes jewelry dealers who buy and sell non-ferrous precious scrap metal, gold, silver, and platinum.

Weighmasters and their deputies are licensed by the State of California Division of Measurement Standards and are subject to inspections of documentation and accuracy of measurement.

*Weights and Measures inspectors conducted 14 weighmaster audits in 2014*

## Weights and Measures Program

### *Petroleum Inspection Program*

The Petroleum Inspection Program monitors compliance with quality standards for the majority of automotive products such as gasoline, oxygenated blends, motor oil, brake fluid, transmission fluid, diesel fluid, antifreeze, and alternative engine fuels sold and used in the City and County of San Francisco. Additionally, the Program responds to complaints that involve the advertising and labeling of the aforementioned products.

*Weights and Measures Inspectors conducted 95 inspections of gas stations and issued 16 Notices of Violation in 2014.*

Photography by Branislav Zoran and Viktor Gruber

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**From:** Reports, Controller (CON)  
**Sent:** Tuesday, September 15, 2015 1:31 PM  
**To:** Calvillo, Angela (BOS); BOS-Supervisors; Kawa, Steve (MYR); Campbell, Severin (BUD); Newman, Debra (BUD); Rose, Harvey (BUD); SF Docs (LIB); CON-EVERYONE; Moyer, Monique (PRT); Quesada, Amy (PRT); Forbes, Elaine (PRT); Woo, John (PRT); onguyen@kpmg.com; nrose@kpmg.com; Eugene.Yano@YanoCPA.com; azeff@pventures.net  
**Subject:** Issued: Port Commission: Compliance Audit of Priority Parking - CA

The San Francisco Port Commission (Port) coordinates with the Office of the Controller's City Services Auditor Division (CSA) to periodically audit the Port's tenants. CSA engaged KPMG LLP (KPMG) to audit tenants at the Port of San Francisco to determine whether they comply with the reporting, payment, and selected other provisions of their agreements with the Port.

CSA now presents the report for the compliance audit of Priority Parking – CA, a California Limited Liability Corporation (Priority Parking) prepared by KPMG. Priority Parking has a lease with the Port to operate parking lots on Port property. The audit found that Priority Parking did not always accurately report gross revenue to the Port. Due to various misstatements, Priority Parking underreported gross revenue by \$64,017, resulting in an underpayment of \$7,027 in rent to the Port, or \$8,628 owed including interest due. During the audit period Priority Parking reported \$14,545,377 in gross revenue and paid \$8,508,341 in rent to the Port.

To view the full report, please visit our website at: <http://openbook.sfgov.org/webreports/details3.aspx?id=2200>

This is a send-only e-mail address.

For questions about the report, please contact Director of City Audits Tonia Lediju at [Tonia.Lediju@sfgov.org](mailto: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 – City Services Auditor

## **PORT COMMISSION:**

**Priority Parking – CA Underpaid  
Rent by \$7,027 to the Port for  
2011 Through 2013**



*September 15, 2015*

**OFFICE OF THE CONTROLLER  
CITY SERVICES AUDITOR**

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

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

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

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

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

For questions about the report, please contact Director of City Audits Tonia Lediju at [Tonia.Lediju@sfgov.org](mailto:Tonia.Lediju@sfgov.org) or 415-554-5393 or CSA at 415-554-7469.

CSA Audit Team: Winnie Woo, Associate Auditor

Audit Consultants: KPMG LLP



CITY AND COUNTY OF SAN FRANCISCO  
OFFICE OF THE CONTROLLER

Ben Rosenfield  
Controller

Todd Rydstrom  
Deputy Controller

September 15, 2015

San Francisco Port Commission  
Pier 1, The Embarcadero  
San Francisco, CA 94111

Ms. Monique Moyer  
Executive Director  
Port of San Francisco  
Pier 1, The Embarcadero  
San Francisco, CA 94111

Dear Commission President, Commissioners, and Ms. Moyer:

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

CSA presents the report for the audit of Priority Parking – CA, a California Limited Liability Corporation (Priority Parking) prepared by KPMG. Priority Parking leases Port property to operate various parking lots.

**Reporting Period:** January 1, 2011, through December 31, 2013

**Rent Paid:** \$8,508,341

**Results:**

Priority Parking did not always accurately report gross revenue to the Port. Due to various misstatements, Priority Parking underreported gross revenue by \$64,017, resulting in an underpayment of \$7,027 in rent to the Port, or \$8,628 owed including interest due. During the audit period Priority Parking reported \$14,545,377 in gross revenue and paid \$8,508,341 in rent to the Port.

Priority Parking and the Port's responses are attached to this report.

CSA appreciates the assistance and cooperation of Port and tenant staff during the audit. For questions about the report, please contact me at [Tonia.Lediju@sfgov.org](mailto:Tonia.Lediju@sfgov.org) or 415-554-5393 or CSA at 415-554-7469.

Respectfully,

Tonia Lediju  
Director of City Audits

Attachment

cc: Mayor  
Board of Supervisors  
Budget Analyst  
Citizens Audit Review Board  
City Attorney  
Civil Grand Jury  
Public Library



KPMG LLP  
Suite 1400  
55 Second Street  
San Francisco, CA 94105

## Performance Audit Report

San Francisco Port Commission  
Port of San Francisco  
Pier 1, The Embarcadero  
San Francisco, California 94111

President and Members:

We have completed a performance audit of the gross revenue and related percentage rent reported and paid or payable by Priority Parking – CA, a California Limited Liability Corporation (“Tenant”), to the Port of San Francisco (“Port”) for the period from January 1, 2011 to December 31, 2013.

### Objective and Scope

The objective of this performance audit was to determine whether the Tenant was in substantial compliance with the reporting, of payment and other rent-related provisions of its lease #L-14747 with the City and County of San Francisco (“City”), operating through the San Francisco Port Commission (“Port Commission”). To meet the objective of our performance audit, we verified that gross revenue for the audit period were reported to the Port in accordance with the lease provisions, and that such amounts agreed with the Tenant’s underlying accounting records; identified and reported the amount and cause of any significant error(s) (over or under) in reporting, together with the impact on rent paid or payable to the Port; and identified and reported any recommendations to improve record keeping and reporting processes of the Tenant relative to its ability to comply with lease provisions.

The scope of our performance audit included the gross revenue and related percentage rent reported and paid or payable by the Tenant, to the Port for the period from January 1, 2011 to December 31, 2013.

This performance audit and the resulting report relates only to the gross revenue and percentage rent reported by Tenant, and does not extend to any other performance or financial audits of the Port Commission or Tenant taken as a whole.

### Methodology

To meet the objective of our performance audit, we performed the following procedures: reviewed the applicable terms of the lease and the adequacy of the Tenant’s procedures and internal controls for collecting, recording, summarizing, and reporting its gross revenue and calculating its payments to the Port; judgmentally selected and tested samples of daily and monthly revenues; recalculated monthly rent due; and verified the accuracy and timeliness of reporting gross revenue and rent and submitting rent payments to the Port.



We conducted this performance audit in accordance with *Generally Accepted Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and recommendations based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and recommendations based on our audit objective.

**Tenant Background**

The Tenant entered into lease # L-14747 (the Lease Agreement), commencing on January 1, 2010 for a 36-month term with the City ending December 31, 2012, to operate parking lots at Seawall lots 321, 322-1, 323 and 324. The Lease Agreement was extended on a month-to-month basis for periods after December 31, 2012, and the month-to-month agreement was in effect for the year ended December 31, 2013.

The Lease Agreement also includes Port options for the Tenant to be the temporary operator of certain “Expansion Sites” in addition to the Seawall lots identified above, and the Port exercised certain of these options. Further, the Port exercised its termination rights on certain Expansion Sites during the audit period. The following table shows the Expansion Sites in which the Port exercised its rights for the Tenant to be the temporary operator, and effective dates of addition and/or termination:

<u>Location</u>	<u>Effective dates of</u>	
	<u>Addition</u>	<u>Termination</u>
Pier 27 Apron	January 1, 2010	December 5, 2011
Pier 27/29	January 1, 2010	January 29, 2012
Pier 19 ½	April 1, 2010	August 18, 2012
Pier 29 ½	September 20, 2010	June 25, 2012
Pier 33	May 1, 2011	Month to Month

*Note: Expansion Sites are temporary lots separate from Seawall lots.*

Rent consists of the following:

- 1) Monthly Base Rent, consisting of the following:
  - a. Base Rent of \$137,309.76 for Seawall lots 321, 323, and 324 for the period from January 1, 2011 to December 31, 2011, and \$142,115.60 thereafter.
  - b. Base Rent of \$47,152.09 for Seawall lot 322-1 for the period from January 1, 2011 to December 31, 2011, and \$48,802.41 thereafter, except for the period from July 1, 2013 to September 23, 2013, for which the Tenant paid no Base Rent due to America’s Cup activities that interfered with the Tenant’s ability to operate the lot.
- 2) Percentage Rent of 66% on Gross Revenue from the above four lots, with Base Rent (up to the amount of Percentage Rent for any month) allowable as a deduction in the calculation of Percentage Rent.
- 3) Percentage Rent of 66% on Gross Revenue at all Expansion Sites, with no minimum rent.

San Francisco Parking Taxes, and the amount of any refund made or credit allowed due to a bona fide complaint from a customer concerning the quality of service by the Tenant, are excludable from Gross Revenue.



## Audit Results

The following summarizes total rent due, and paid or payable, to the Port, and any underpayment based on procedures performed and pursuant to the Lease Agreement as summarized above:

	January 1 to December 31			Total
	2011	2012	2013	
Rent due to the Port:				
Minimum rent	\$ 2,208,899	2,291,016	2,155,996	6,655,911
Percentage rent	955,692	380,914	522,851	1,859,457
Total rent due to the Port	3,164,591	2,671,930	2,678,847	8,515,368
Total rent paid or payable to the Port	3,161,761	2,667,757	2,678,823	8,508,341
Underpayment of rent	\$ (2,830)	(4,173)	(24)	(7,027)

Interest on underpayments of rent is \$1,601 as of December 31, 2013 and \$64 per month thereafter.

Total underpayment rent plus interest of \$(8,628) is one-tenth of one percent (0.10%) of total rent due to the Port of \$8,515,368.



The following summarizes audited gross revenue and related percentage rent paid or payable after deductions or minimum rent during the three-year period ended December 31, 2013:

	January 1 to December 31			Total
	2011	2012	2013	
Gross revenue:				
As reported:				
Before exclusions	\$ 5,495,069	4,253,615	4,796,693	14,545,377
Parking taxes excluded	(1,099,013)	(844,849)	(955,848)	(2,899,710)
As reported, net of parking taxes excluded	4,396,056	3,408,766	3,840,845	11,645,667
Tenant adjustments, revisions of reported gross revenue	—	—	1,420	1,420
Audit adjustments, differences between recorded and reported gross revenue	12,344	3,194	48,479	64,017
Audit gross revenue	4,408,400	3,411,960	3,890,744	11,711,104
Percentage rent at 66% before adjustments and deductions	2,909,544	2,251,894	2,567,891	7,729,329
Adjustment for months in which percentage rent is less than base rent	255,047	420,036	110,956	786,039
Percentage rent before deduction for base rent	3,164,591	2,671,930	2,678,847	8,515,368
Deduction for base rent	(2,208,899)	(2,291,016)	(2,155,996)	(6,655,911)
Percentage rent after deduction for base rent	\$ 955,692	380,914	522,851	1,859,457

The Tenant reported additional Gross Revenues of \$1,420 for December 2013, after notification of the performance audit by the Port and prior to commencement of audit fieldwork.

### **Finding 2013-1 – Gross Receipts Were Not Always Reported Accurately**

#### ***Summary***

Tenant did not report gross revenue accurately, with resulting net underpayment of rent of \$(7,027) during the three-year audit period ended December 31, 2013. Interest on underpayments of rent at 10% per annum was \$1,601 as of December 31, 2013, with \$64 in interest per month thereafter.





### *Criteria*

Lease Agreement Section 5.2(a) specifies the Tenant's obligation to pay Percentage Rent and states in part that the "...Tenant agrees to pay to Port...a monthly Percentage Rent in an amount equal to the difference between (i) the Percentage Rent for such calendar month; and (ii) the Base Rent for such calendar month in any month in which the Percentage Rent exceeds the Base Rent..."

Lease Agreement Section 2 defines Gross Revenue and states in part that "...Gross Revenue" means all payments, revenues, income, fees, rentals, receipts, proceeds and amounts of any kind whatsoever, whether for cash, credit or barter, received by Tenant or any other party from any business, use or occupation, or any combination thereof, transacted, arranged or performed, in whole or in part, on the Premises..."

Lease Agreement Section 2 also defines Percentage Rent and states in part that "...Percentage Rent" means the Percentage Rent set forth in the Basic Lease Information and Section 5.2..."

The Basic Lease Information states in part that "Rent for an Expansion Site shall be Sixty-Six percent (66%) of monthly Gross Revenue..."

Lease Agreement Section 5.2(c) specifies payment and reporting requirements, and states in part that "...Percentage Rent shall be determined and paid by Tenant for each calendar month within twenty (20) days after the end of the prior calendar month, except that in the event this Lease expires or terminates on a day other than the last day of a calendar month, Percentage Rent for such calendar month shall be determined and paid within twenty (20) days after such expiration or termination date. At the time of paying the Percentage Rent, Tenant shall furnish a complete statement ("Monthly Percentage Rent Statement") in a form approved by Port..."

Lease Agreement Section 5.8 specifies interest on unpaid rent, and states in part that "...Any Rent, if not paid within five (5) days following the due date, shall bear interest from the due date until paid at the rate of ten percent (10%) per year ..."



**Conditions**

Tenant had a net understatement of \$64,017 in Gross Revenue during the three-year period ended December 31, 2013. The following describes the types and ranges of (understatements) or overstatements of Gross Revenue, and net understatement of Gross Revenue by type of misstatement:

(Understatement) or Overstatement of Gross Revenue	Type of Misstatement	Net (Under- statement)
1.	Reported Gross Revenue from Expansion Sites did not match the supporting monthly summaries in 7 out of 36 months during the three-year performance audit period ended December 31, 2013. The differences ranged from an overstatement of Gross Revenue \$1,150 to an understatement of \$(3,715).	\$ (4,460)
2.	Reported Gross Revenue did not include any Expansion Site parking violations revenues collected after various associated termination dates. This occurred in eight months between February 2012 and December 2013, and the understatements of Gross Revenue ranged from \$(45) to \$(3,350).	(6,240)
3.	Reported Gross Revenue from Seawall lots did not match the supporting monthly summaries in 6 out of 36 months during the three-year performance audit period ended December 31, 2013. The differences ranged from an overstatement of Gross Revenue \$4,365 to an understatement of \$(57,605).	<u>(53,317)</u>
	Net (understatement) of Gross Revenue	<u>\$ (64,017)</u>

In addition to the differences in Gross Revenue, we calculated that Tenant overpaid rent by \$36 in November 2013.

**Effects**

The Tenant underreported \$64,017 in gross revenue resulting in an underpayment of \$7,063 in rent and overpaid \$36 in rent in November 2013, underpaying the Port by \$7,027 in in rent. The understatement of \$53,317 in Seawall lot Gross Revenues (misstatement #3) had zero impact on Percentage Rent due because the audit adjustments did not increase Percentage Rent above Base Rent for the six months in which misstatements occurred.

Interest on underpayment of Percentage Rent was \$1,601 through December 31, 2013, and \$64 per month thereafter.

Total underpayment rent plus interest of \$(8,628 ) is one-tenth of one percent (0.10%) of total rent due to the Port of \$8,515,368.



***Cause***

The Tenant did not have adequate procedures to ensure that monthly reporting of Gross Revenue and Percentage Rent reflected the actual monthly accumulation of daily cash summaries. The Tenant also understated gross revenue because it did not understand that revenues generated during the Lease Agreement period are subject to Percentage Rent, even if collected after the termination date.

***Recommendation***

The Port should collect the \$7,027 underpayment of rent and accrued interest of \$1,601 as of December 31, 2013 and any additional accrued interest until paid. The Port should also remind the Tenant to implement procedures to ensure that all revenues stated in the lease are correctly reported to the Port.

***Conclusion***

Based upon the performance audit procedures performed and the results obtained, we have met our audit objective. We concluded that the Tenant was in substantial compliance with the reporting, payment, and other rent-related provisions of its lease #L-14747 with the Port.

This performance audit did not constitute an audit of financial statements in accordance with *Government Auditing Standards* or auditing standards generally accepted in the United States of America. KPMG LLP was not engaged to, and did not render an opinion on the Tenant's internal controls over financial reporting or over the Tenant's financial management systems.

***Restriction on Use***

The purpose of this performance audit report is solely to evaluate Priority Parking – CA, a California Limited Liability Corporation's compliance with lease requirements on the reporting of Gross Revenue and related percentage rent. Accordingly, this performance audit report is not suitable for any other purpose.

**KPMG LLP**

July 27, 2015



July 27, 2015

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

**Re: Performance Audit Report**

We received a copy of your Performance audit Report to the Port of San Francisco and submit the following in response to your findings:

Finding 1 response: Priority Parking reported the gross receipts accurately. Priority Parking paid the Port of San Francisco over \$8,515,368 in Rent over the subject period. The discrepancy of \$7,027 during a three year audit is less than a 0.00082 variance.

Sincerely,

Aaron M. Zeff



August 18, 2015

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

Re: Performance Audit – Priority Parking-CA

Dear Ms. Lediju:

Thank you for the opportunity to review the draft performance audit report prepared by KPMG LLP covering Port lease no. L-14747 with Priority Parking-CA.

Based on the report details provided by KPMG, Port management accepts the draft report. Please find attached the City's standard Recommendations and Responses form for inclusion with the final published report.

Please do not hesitate to contact us if you have any questions or require further information.

Sincerely,

Susan Reynolds  
Director of Real Estate

John J. J. Woo  
Fiscal Officer

Enclosure

Cc: Elaine Forbes, Director of Finance and Administration  
Nancy Rose, KPMG LLP  
Oanh Nguyen, KPMG LLP

**PORT COMMISSION: PERFORMANCE AUDIT OF PRIORITY PARKING – CA**

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

**RECOMMENDATIONS AND RESPONSES**

---

<b>Recommendation</b>	<b>Responsible Agency</b>	<b>Response</b>
1. The Port should collect the \$7,027 underpayment of rent and accrued interest of \$1,601 as of December 31, 2013 and any additional accrued interest until paid. The Port should also remind the Tenant to implement procedures to ensure that all revenues stated in the lease are correctly reported to the Port.	Port	Concur. Priority Parking will be invoiced for the identified underpayment of rent (\$7,027) plus associated accrued interest. The Port will also request in writing that the Tenant refine its procedures to ensure that all revenues stated in the lease are correctly reported. Both actions will be completed within thirty days following issuance of the final audit report.

---

**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors  
**Subject:** FW: CCSF Monthly Pooled Investment Report for August 2015  
**Attachments:** CCSF Monthly Pooled Investment Report for August 2015.pdf

**From:** Situ, Bing (TTX)  
**Sent:** Tuesday, September 15, 2015 12:47 PM  
**Subject:** CCSF Monthly Pooled Investment Report for August 2015

Hello All -

Please find the CCSF Pooled Investment Report for the month of August attached for your use.

Thank you,

Bing Situ  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 140  
San Francisco, CA 94102  
415-554-4481

\*\*\* This email message is for the sole use of the individual or entity named above and may contain confidential and privileged information. If the reader of this message is not the intended recipient, you are hereby notified that any unauthorized review, use, disclosure, distribution or taking any action in reliance on the contents of this confidential information is prohibited. If you received this communication in error, please notify the sender by reply email and destroy all copies of the original message. Thank you.

4

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 August 2015

September 15, 2015

**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 August 31, 2015. 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 August 2015 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>	<u>Current Month</u>		<u>Prior Month</u>	
	<u>Fiscal YTD</u>	<u>August 2015</u>	<u>Fiscal YTD</u>	<u>July 2015</u>
Average Daily Balance	\$ 6,386	\$ 6,334	\$ 6,439	\$ 6,439
Net Earnings	7.15	3.56	3.59	3.59
Earned Income Yield	0.66%	0.66%	0.66%	0.66%

**CCSF Pooled Fund Statistics \***

<i>(in \$ million)</i>	<u>% of Portfolio</u>	<u>Book Value</u>	<u>Market Value</u>	<u>Wtd. Avg. Coupon</u>	<u>Wtd. Avg. YTM</u>	<u>WAM</u>
<b>Investment Type</b>						
U.S. Treasuries	7.29%	\$ 472.2	\$ 477.0	1.09%	1.20%	348
Federal Agencies	58.39%	3,819.5	3,818.7	0.96%	0.75%	599
State & Local Government						
Agency Obligations	2.92%	192.5	190.8	1.70%	0.93%	534
Public Time Deposits	0.02%	1.2	1.2	0.61%	0.61%	267
Negotiable CDs	11.47%	750.0	750.1	0.44%	0.44%	365
Commercial Paper	8.30%	542.8	542.8	0.00%	0.14%	20
Medium Term Notes	9.93%	652.0	649.7	0.81%	0.43%	330
Money Market Funds	1.68%	110.1	110.1	0.04%	0.04%	1
<b>Totals</b>	<u>100.0%</u>	<u>\$ 6,540.3</u>	<u>\$ 6,540.4</u>	<u>0.82%</u>	<u>0.66%</u>	<u>467</u>

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, 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 August 31, 2015

<i>(in \$ million)</i>								
<b>Security Type</b>	<b>Par Value</b>	<b>Book Value</b>	<b>Market Value</b>	<b>Market/Book Price</b>	<b>Current % Allocation</b>	<b>Max. Policy Allocation</b>	<b>Compliant?</b>	
U.S. Treasuries	\$ 475.0	\$ 472.2	\$ 477.0	101.02	7.29%	100%	Yes	
Federal Agencies	3,807.1	3,819.5	3,818.7	99.98	58.39%	100%	Yes	
State & Local Government								
Agency Obligations	188.7	192.5	190.8	99.11	2.92%	20%	Yes	
Public Time Deposits	1.2	1.2	1.2	99.93	0.02%	100%	Yes	
Negotiable CDs	750.0	750.0	750.1	100.01	11.47%	30%	Yes	
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes	
Commercial Paper	542.8	542.8	542.8	100.00	8.30%	25%	Yes	
Medium Term Notes	648.8	652.0	649.7	99.65	9.93%	25%	Yes	
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes	
Reverse Repurchase/ Securities Lending Agreements	-	-	-	-	0.00%	\$75mm	Yes	
Money Market Funds	110.1	110.1	110.1	100.00	1.68%	10%	Yes	
LAIF	-	-	-	-	0.00%	\$50mm	Yes	
Supranationals	-	-	-	-	0.00%	5%	Yes	
<b>TOTAL</b>	<b>\$ 6,523.8</b>	<b>\$ 6,540.3</b>	<b>\$ 6,540.4</b>	<b>100.00</b>	<b>100.00%</b>	<b>-</b>	<b>Yes</b>	

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.

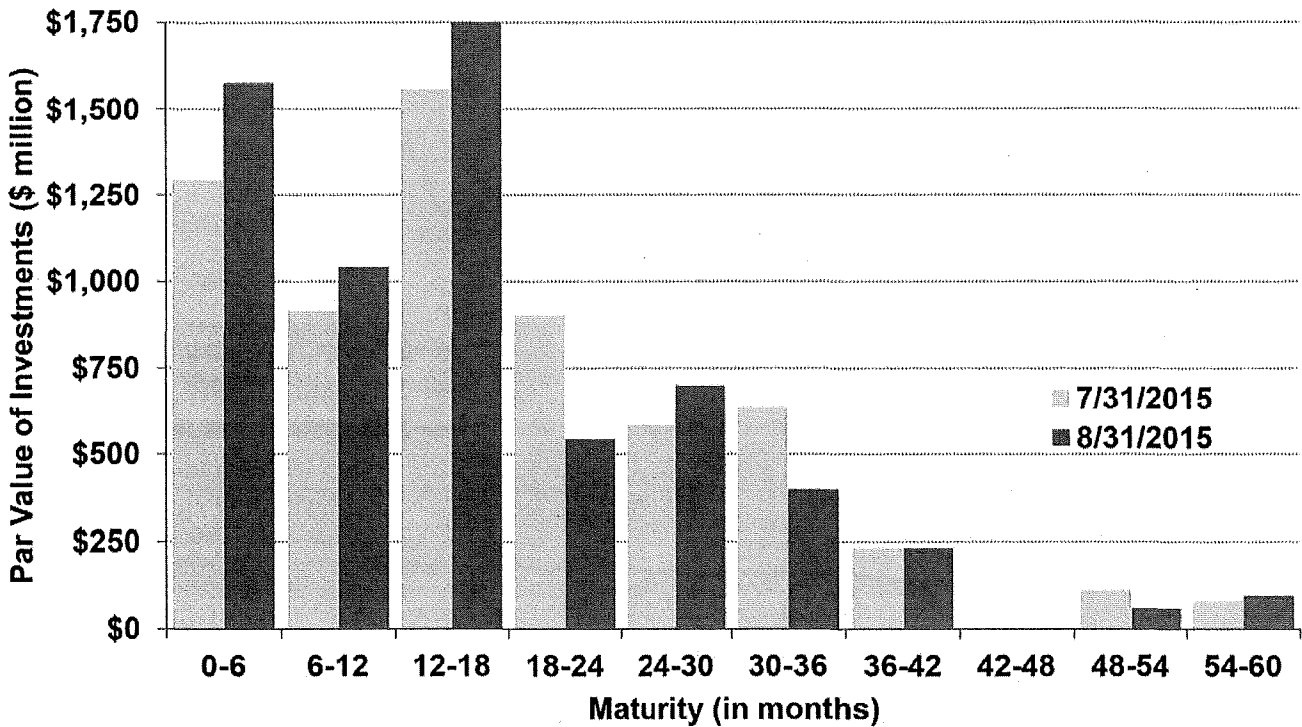
Please note the information in this report does not include cash balances. Due to fluctuations in the market value of the securities held in the Pooled Fund and changes in the City's cash position, the allocation limits may be exceeded on a post-trade compliance basis. In these instances, no compliance 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.

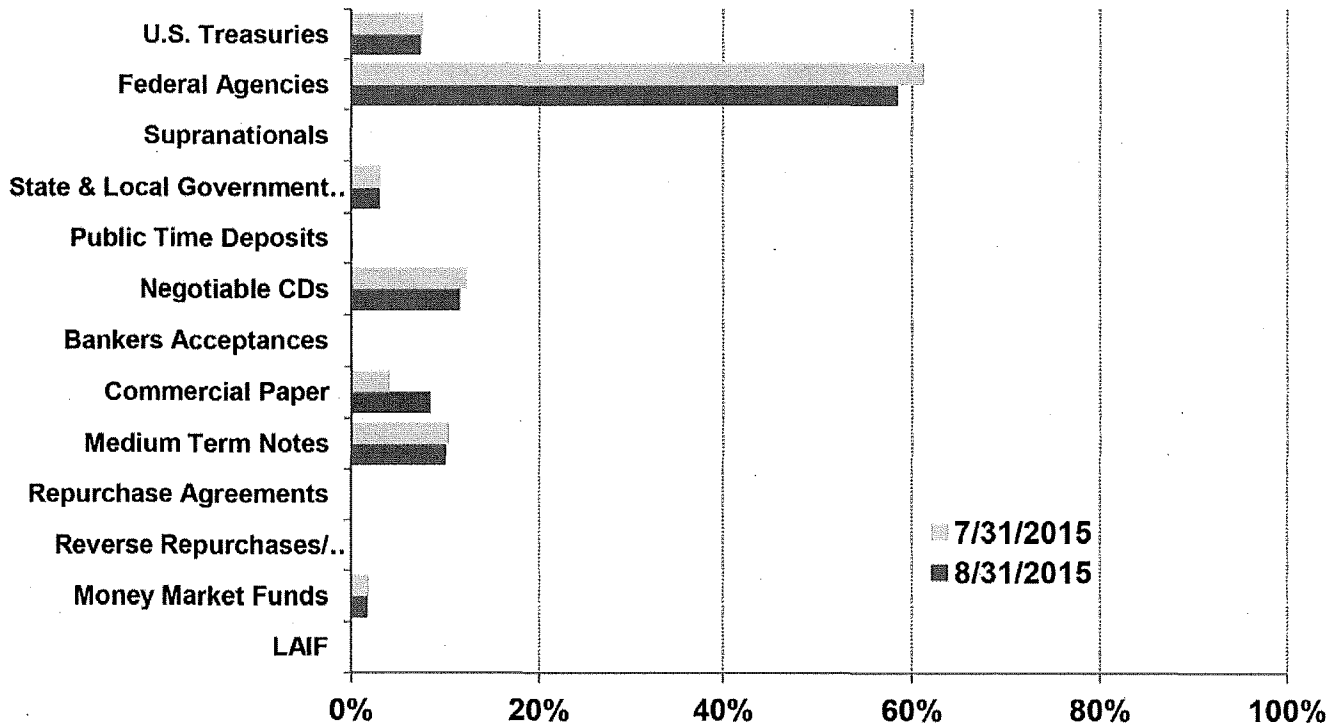
## Portfolio Analysis Pooled Fund

### Par Value of Investments by Maturity

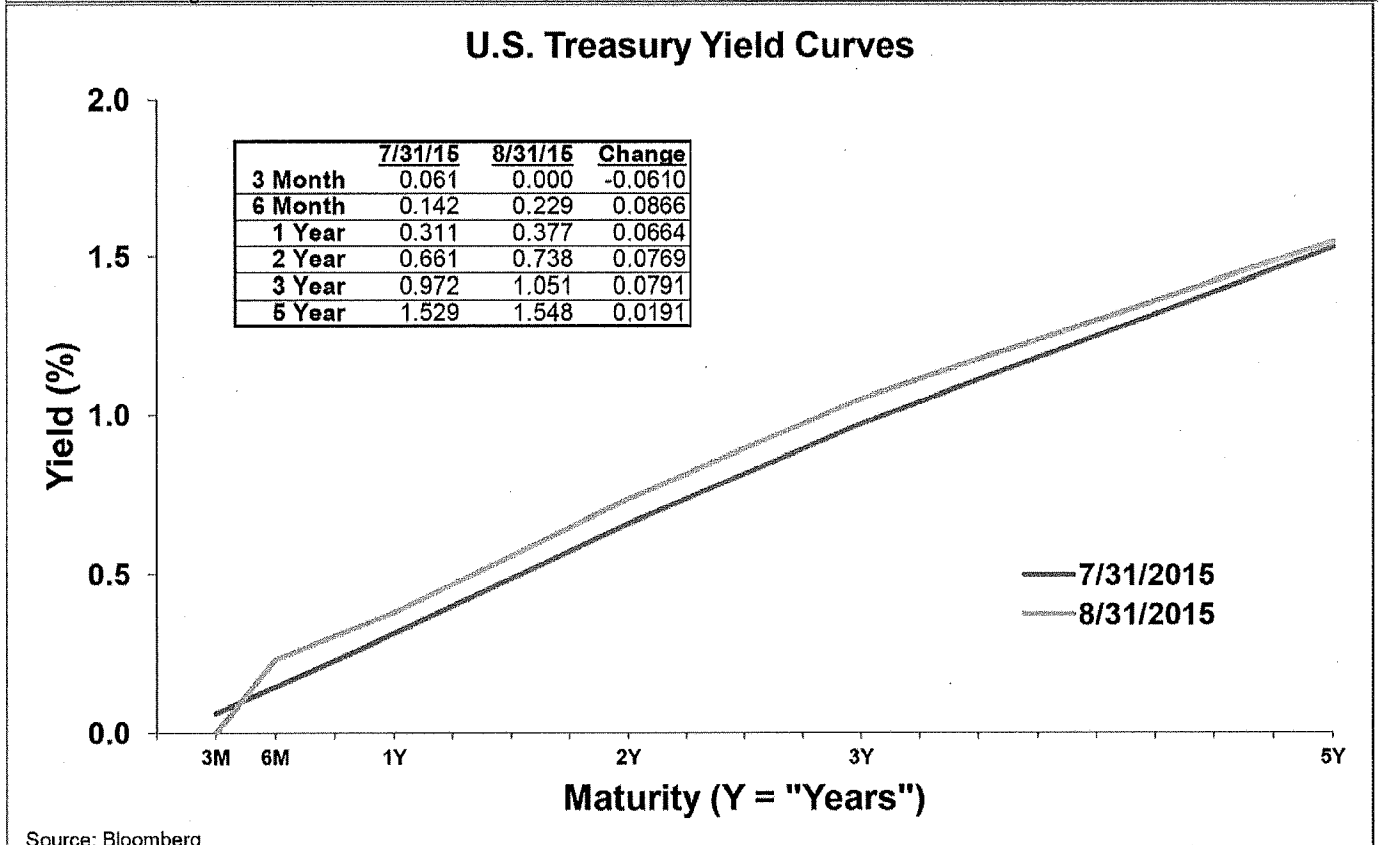
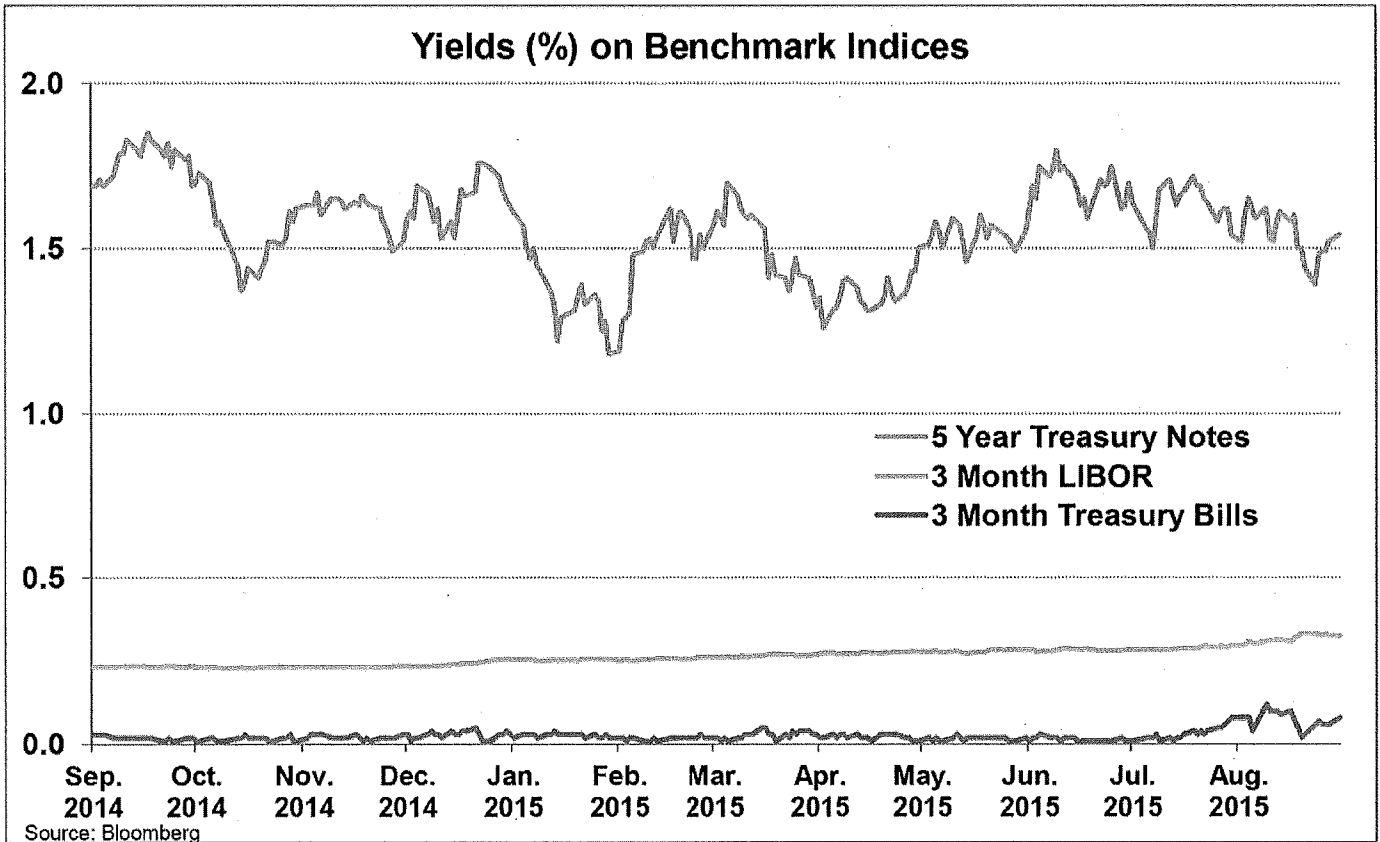


Callable bonds shown at maturity date.

### Asset Allocation by Market Value



# Yield Curves



# Investment Inventory

## Pooled Fund

As of August 31, 2015

Type of Investment	CUSIP	Issuer Name	Maturity		Duration	Coupon	Par Value	Book Value	Amortized	
			Settle Date	Date					Book Value	Market Value
U.S. Treasuries	912828PE4	US TSY NT	12/23/2011	10/31/2015	0.17	1.25	\$ 25,000,000	\$ 25,609,375	\$ 25,025,968	\$ 25,048,750
U.S. Treasuries	912828PJ3	US TSY NT	12/16/2010	11/30/2015	0.25	1.38	50,000,000	49,519,531	49,976,109	50,155,000
U.S. Treasuries	912828PJ3	US TSY NT	12/16/2010	11/30/2015	0.25	1.38	50,000,000	49,519,531	49,976,109	50,155,000
U.S. Treasuries	912828PJ3	US TSY NT	12/23/2010	11/30/2015	0.25	1.38	50,000,000	48,539,063	49,927,075	50,155,000
U.S. Treasuries	912828RJ1	US TSY NT	10/11/2011	09/30/2016	1.08	1.00	75,000,000	74,830,078	74,963,040	75,446,250
U.S. Treasuries	912828RM4	US TSY NT	12/26/2013	10/31/2016	1.16	1.00	25,000,000	25,183,594	25,075,203	25,142,250
U.S. Treasuries	912828RX0	US TSY NT	02/25/2014	12/31/2016	1.33	0.88	25,000,000	25,145,508	25,068,137	25,105,000
U.S. Treasuries	912828SJ0	US TSY NT	03/21/2012	02/28/2017	1.49	0.88	25,000,000	24,599,609	24,878,885	25,096,750
U.S. Treasuries	912828SJ0	US TSY NT	03/21/2012	02/28/2017	1.49	0.88	25,000,000	24,599,609	24,878,885	25,096,750
U.S. Treasuries	912828SJ0	US TSY NT	03/14/2012	02/28/2017	1.49	0.88	75,000,000	74,771,484	74,931,143	75,290,250
U.S. Treasuries	912828SM3	US TSY NT	04/04/2012	03/31/2017	1.57	1.00	50,000,000	49,835,938	49,948,044	50,285,000
<b>Subtotals</b>					<b>0.95</b>	<b>1.09</b>	<b>\$ 475,000,000</b>	<b>\$ 472,153,320</b>	<b>\$ 474,648,596</b>	<b>\$ 476,976,000</b>
Federal Agencies	3133EDEK4	FEDERAL FARM CREDIT BANK	06/10/2015	09/10/2015	0.03	0.25	\$ 1,500,000	\$ 1,501,415	\$ 1,500,984	\$ 1,500,030
Federal Agencies	3137EACM9	FREDDIE MAC	12/15/2010	09/10/2015	0.03	1.75	50,000,000	49,050,000	49,995,058	50,020,000
Federal Agencies	313370JB5	FEDERAL HOME LOAN BANK	12/15/2010	09/11/2015	0.03	1.75	75,000,000	73,587,000	74,991,837	75,034,500
Federal Agencies	31315PGT0	FARMER MAC	06/10/2015	09/15/2015	0.04	2.13	2,245,000	2,267,937	2,257,949	2,246,751
Federal Agencies	31315PGT0	FARMER MAC	09/15/2010	09/15/2015	0.04	2.13	45,000,000	44,914,950	44,999,348	45,035,100
Federal Agencies	3133ECJB1	FEDERAL FARM CREDIT BANK	04/24/2013	09/18/2015	0.05	0.25	16,200,000	16,198,073	16,199,963	16,200,162
Federal Agencies	31398A3T7	FANNIE MAE	10/14/2011	09/21/2015	0.06	2.00	25,000,000	25,881,000	25,012,253	25,026,750
Federal Agencies	3133EAJF6	FEDERAL FARM CREDIT BANK	11/30/2012	09/22/2015	0.06	0.23	27,953,000	27,941,120	27,952,757	27,955,236
Federal Agencies	313384NF2	FED HOME LN DISCOUNT NT	08/26/2015	10/21/2015	0.14	0.00	50,000,000	49,988,722	49,988,722	49,996,528
Federal Agencies	31398A4M1	FANNIE MAE	12/15/2010	10/26/2015	0.15	1.63	25,000,000	24,317,500	24,978,864	25,057,000
Federal Agencies	31398A4M1	FANNIE MAE	12/23/2010	10/26/2015	0.15	1.63	42,000,000	40,924,380	41,966,539	42,095,760
Federal Agencies	31331J2S1	FEDERAL FARM CREDIT BANK	12/15/2010	11/16/2015	0.21	1.50	25,000,000	24,186,981	24,965,615	25,072,750
Federal Agencies	3133ECLZ5	FEDERAL FARM CREDIT BANK	05/08/2013	11/19/2015	0.05	0.20	25,000,000	24,997,000	24,999,744	25,004,000
Federal Agencies	313371ZY5	FEDERAL HOME LOAN BANK	12/03/2010	12/11/2015	0.28	1.88	25,000,000	24,982,000	24,999,009	25,119,250
Federal Agencies	313371ZY5	FEDERAL HOME LOAN BANK	12/14/2010	12/11/2015	0.28	1.88	50,000,000	49,871,500	49,992,881	50,238,500
Federal Agencies	3130A3P81	FEDERAL HOME LOAN BANK	12/29/2014	01/29/2016	0.41	0.25	25,000,000	25,000,000	25,000,000	25,001,500
Federal Agencies	313375RN9	FEDERAL HOME LOAN BANK	04/13/2012	03/11/2016	0.53	1.00	22,200,000	22,357,620	22,221,193	22,275,480
Federal Agencies	3133XXP43	FEDERAL HOME LOAN BANK	12/12/2013	03/11/2016	0.52	3.13	14,000,000	14,848,400	14,198,650	14,205,800
Federal Agencies	3133EAJU3	FEDERAL FARM CREDIT BANK	04/12/2012	03/28/2016	0.57	1.05	25,000,000	25,220,750	25,031,906	25,116,750
Federal Agencies	3135G0VA8	FANNIE MAE	12/13/2013	03/30/2016	0.58	0.50	25,000,000	25,022,250	25,005,602	25,022,500
Federal Agencies	31315PTF6	FARMER MAC	04/01/2013	04/01/2016	0.00	0.19	50,000,000	50,000,000	50,000,000	50,019,500
Federal Agencies	313379Z21	FEDERAL HOME LOAN BANK	04/18/2012	04/18/2016	0.63	0.81	20,000,000	19,992,200	19,998,772	20,050,200
Federal Agencies	3133ECW77	FEDERAL FARM CREDIT BANK	11/20/2013	05/09/2016	0.69	0.65	22,650,000	22,746,489	22,676,880	22,698,471
Federal Agencies	3133EDB35	FEDERAL FARM CREDIT BANK	01/15/2014	06/02/2016	0.01	0.22	50,000,000	49,991,681	49,997,368	50,035,500
Federal Agencies	31315PB73	FARMER MAC	02/09/2012	06/09/2016	0.77	0.90	10,000,000	10,000,000	10,000,000	10,047,000
Federal Agencies	313373SZ6	FEDERAL HOME LOAN BANK	10/23/2014	06/10/2016	0.77	2.13	28,000,000	28,790,468	28,375,340	28,374,640
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	09/04/2014	06/13/2016	0.77	5.63	8,620,000	9,380,715	8,955,748	8,960,404
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	05/30/2013	06/13/2016	0.77	5.63	14,195,000	16,259,095	14,726,830	14,755,561
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	05/20/2013	06/13/2016	0.77	5.63	16,925,000	19,472,890	17,575,622	17,593,368
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	08/31/2015	06/13/2016	0.77	5.63	71,000,000	74,700,982	74,691,101	73,803,790
Federal Agencies	3133EDDP4	FEDERAL FARM CREDIT BANK	02/11/2014	06/17/2016	0.79	0.52	50,000,000	50,062,000	50,020,980	50,057,500
Federal Agencies	3130A1BK3	FEDERAL HOME LOAN BANK	03/24/2014	06/24/2016	0.81	0.50	25,000,000	25,000,000	25,000,000	25,002,250
Federal Agencies	3135G0XP3	FANNIE MAE	03/25/2014	07/05/2016	0.84	0.38	50,000,000	49,753,100	49,908,709	49,969,000
Federal Agencies	31315PA25	FARMER MAC	03/26/2013	07/27/2016	0.90	2.00	11,900,000	12,440,498	12,046,320	12,058,746
Federal Agencies	31315PA25	FARMER MAC	03/26/2013	07/27/2016	0.90	2.00	14,100,000	14,735,205	14,271,959	14,288,094
Federal Agencies	31315PA25	FARMER MAC	07/27/2011	07/27/2016	0.90	2.00	15,000,000	14,934,750	14,988,214	15,200,100

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Type of Investment	CUSIP	Issuer Name	Maturity		Duration	Coupon	Par Value	Book Value	Amortized	
			Settle Date	Date					Book Value	Market Value
Federal Agencies	31315PA25	FARMER MAC	03/26/2014	07/27/2016	0.90	2.00	20,000,000	20,643,350	20,248,601	20,266,800
Federal Agencies	3135G0YE7	FANNIE MAE	03/17/2014	08/26/2016	0.99	0.63	50,000,000	50,124,765	50,050,297	50,058,000
Federal Agencies	31315PQB8	FARMER MAC	10/29/2013	09/01/2016	0.99	1.50	7,000,000	7,156,240	7,055,090	7,073,850
Federal Agencies	313370TW8	FEDERAL HOME LOAN BANK	10/11/2011	09/09/2016	1.01	2.00	25,000,000	25,727,400	25,151,559	25,368,500
Federal Agencies	313370TW8	FEDERAL HOME LOAN BANK	11/05/2014	09/09/2016	1.01	2.00	25,000,000	25,662,125	25,367,411	25,368,500
Federal Agencies	3133EDH21	FEDERAL FARM CREDIT BANK	03/14/2014	09/14/2016	0.04	0.21	50,000,000	49,993,612	49,997,354	50,040,000
Federal Agencies	3134G4XW3	FREDDIE MAC	03/26/2014	09/26/2016	1.07	0.60	25,000,000	25,000,000	25,000,000	24,979,000
Federal Agencies	3130A1CD8	FEDERAL HOME LOAN BANK	01/09/2015	09/28/2016	1.07	1.13	25,000,000	25,137,500	25,014,170	25,015,250
Federal Agencies	313378UB5	FEDERAL HOME LOAN BANK	10/23/2014	10/11/2016	1.10	1.13	5,000,000	5,060,200	5,033,993	5,031,050
Federal Agencies	3133EDJA1	FEDERAL FARM CREDIT BANK	04/11/2014	10/11/2016	0.03	0.21	25,000,000	24,993,750	24,997,224	25,021,250
Federal Agencies	3130A3CE2	FEDERAL HOME LOAN BANK	11/03/2014	10/14/2016	1.12	0.63	40,000,000	40,032,000	40,018,408	40,037,200
Federal Agencies	3137EADS5	FREDDIE MAC	03/03/2014	10/14/2016	1.11	0.88	25,000,000	25,200,250	25,085,672	25,094,250
Federal Agencies	3136G1WP0	FANNIE MAE	11/04/2013	11/04/2016	1.16	1.50	18,000,000	18,350,460	18,030,725	18,042,300
Federal Agencies	3134G5LS2	FREDDIE MAC	11/17/2014	11/17/2016	1.21	0.60	25,000,000	25,000,000	25,000,000	24,964,250
Federal Agencies	3130A3J70	FEDERAL HOME LOAN BANK	11/17/2014	11/23/2016	1.22	0.63	25,000,000	24,990,000	24,993,908	25,014,750
Federal Agencies	313381GA7	FEDERAL HOME LOAN BANK	11/30/2012	11/30/2016	1.25	0.57	23,100,000	23,104,389	23,101,370	23,090,298
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	11/06/2014	12/09/2016	1.26	1.63	25,000,000	25,513,000	25,312,232	25,308,750
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	12/04/2014	12/09/2016	1.26	1.63	25,000,000	25,486,750	25,307,525	25,308,750
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	12/12/2014	12/09/2016	1.26	1.63	25,000,000	25,447,500	25,285,834	25,308,750
Federal Agencies	3130A12F4	FEDERAL HOME LOAN BANK	03/19/2014	12/19/2016	1.30	0.70	20,500,000	20,497,950	20,499,032	20,494,260
Federal Agencies	313381KR5	FEDERAL HOME LOAN BANK	12/28/2012	12/28/2016	1.32	0.63	9,000,000	9,000,000	9,000,000	8,984,250
Federal Agencies	313381KR5	FEDERAL HOME LOAN BANK	12/28/2012	12/28/2016	1.32	0.63	13,500,000	13,500,000	13,500,000	13,476,375
Federal Agencies	3134G5VG7	FREDDIE MAC	12/29/2014	12/29/2016	1.32	0.78	50,000,000	50,000,000	50,000,000	50,026,500
Federal Agencies	3130A3QU1	FEDERAL HOME LOAN BANK	12/30/2014	12/30/2016	1.33	0.75	8,000,000	8,000,000	8,000,000	8,012,800
Federal Agencies	3130A3QU1	FEDERAL HOME LOAN BANK	12/30/2014	12/30/2016	1.33	0.75	50,000,000	50,000,000	50,000,000	50,080,000
Federal Agencies	3134G33C2	FREDDIE MAC	01/03/2013	01/03/2017	1.33	0.60	50,000,000	50,000,000	50,000,000	49,989,000
Federal Agencies	3133ECB37	FEDERAL FARM CREDIT BANK	12/20/2012	01/12/2017	1.36	0.58	14,000,000	14,000,000	14,000,000	13,986,560
Federal Agencies	31315PWW5	FARMER MAC	05/04/2012	01/17/2017	1.37	1.01	49,500,000	49,475,250	49,492,743	49,738,095
Federal Agencies	3133EDRD6	FEDERAL FARM CREDIT BANK	12/12/2014	01/30/2017	0.08	0.22	50,000,000	49,981,400	49,987,672	49,990,000
Federal Agencies	3133786Q9	FEDERAL HOME LOAN BANK	01/10/2013	02/13/2017	1.44	1.00	67,780,000	68,546,456	68,052,233	68,114,155
Federal Agencies	3133EDFW7	FEDERAL FARM CREDIT BANK	02/27/2014	02/27/2017	0.07	0.25	50,000,000	50,000,000	50,000,000	50,076,500
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	12/15/2014	03/10/2017	1.51	0.88	50,000,000	50,058,500	50,039,860	50,135,500
Federal Agencies	3133EDP30	FEDERAL FARM CREDIT BANK	10/03/2014	03/24/2017	0.07	0.24	26,000,000	26,009,347	26,005,900	26,033,800
Federal Agencies	3134G4XM5	FREDDIE MAC	03/23/2014	03/28/2017	1.56	0.78	25,000,000	25,000,000	25,000,000	25,006,250
Federal Agencies	3133EDZW5	FEDERAL FARM CREDIT BANK	10/29/2014	03/29/2017	0.08	0.22	25,000,000	24,999,750	24,999,837	25,025,000
Federal Agencies	31315PTQ2	FARMER MAC	04/10/2012	04/10/2017	1.59	1.26	12,500,000	12,439,250	12,480,471	12,577,250
Federal Agencies	3133ECLL6	FEDERAL FARM CREDIT BANK	04/17/2013	04/17/2017	1.62	0.60	10,000,000	10,000,000	10,000,000	9,976,800
Federal Agencies	31315PUQ0	FARMER MAC	04/26/2012	04/26/2017	1.64	1.13	10,500,000	10,500,000	10,500,000	10,553,445
Federal Agencies	3137EADF3	FREDDIE MAC	05/14/2012	05/12/2017	1.68	1.25	25,000,000	25,133,000	25,045,135	25,221,750
Federal Agencies	31315PZQ5	FARMER MAC	12/28/2012	06/05/2017	1.75	1.11	9,000,000	9,122,130	9,048,475	9,018,090
Federal Agencies	313379FW4	FEDERAL HOME LOAN BANK	12/19/2014	06/09/2017	1.76	1.00	12,000,000	12,020,760	12,014,875	12,038,880
Federal Agencies	3130A3SL9	FEDERAL HOME LOAN BANK	12/30/2014	06/15/2017	1.78	0.95	25,000,000	24,959,750	24,970,731	25,130,500
Federal Agencies	3133EAUW6	FEDERAL FARM CREDIT BANK	06/19/2012	06/19/2017	0.05	0.36	50,000,000	50,000,000	50,000,000	50,125,000
Federal Agencies	3133EEGH7	FEDERAL FARM CREDIT BANK	12/26/2014	06/26/2017	1.81	0.93	8,400,000	8,397,312	8,398,045	8,415,540
Federal Agencies	3137EADH9	FREDDIE MAC	03/25/2014	06/29/2017	1.81	1.00	25,000,000	24,920,625	24,955,585	25,144,750
Federal Agencies	3134G5W50	FREDDIE MAC	12/30/2014	06/30/2017	1.82	1.00	50,000,000	50,000,000	50,000,000	50,161,500
Federal Agencies	3133ECV92	FEDERAL FARM CREDIT BANK	07/24/2013	07/24/2017	0.07	0.24	50,000,000	50,000,000	50,000,000	50,055,000
Federal Agencies	3133ECVG6	FEDERAL FARM CREDIT BANK	08/05/2013	07/26/2017	0.15	0.30	23,520,000	23,520,000	23,520,000	23,567,746
Federal Agencies	3133EEFX3	FEDERAL FARM CREDIT BANK	12/23/2014	08/23/2017	0.06	0.25	50,000,000	50,000,000	50,000,000	50,059,500
Federal Agencies	3134G5HS7	FREDDIE MAC	09/25/2014	09/25/2017	2.04	1.13	20,100,000	20,079,900	20,086,154	20,114,271

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Type of Investment	CUSIP	Issuer Name	Maturity		Duration	Coupon	Par Value	Book Value	Amortized	
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Federal Agencies	3137EADL0	FREDDIE MAC	03/25/2014	09/29/2017	2.05	1.00	25,000,000	24,808,175	24,886,608	25,061,750
Federal Agencies	3133EEBR0	FEDERAL FARM CREDIT BANK	11/18/2014	11/13/2017	0.04	0.22	25,000,000	24,988,794	24,991,742	24,996,250
Federal Agencies	3133EEJ76	FEDERAL FARM CREDIT BANK	08/20/2015	11/13/2017	0.20	0.30	25,000,000	24,993,174	24,993,299	25,018,250
Federal Agencies	3134G44F2	FREDDIE MAC	05/21/2013	11/21/2017	2.20	0.80	50,000,000	50,000,000	50,000,000	49,752,500
Federal Agencies	3130A3HF4	FEDERAL HOME LOAN BANK	12/22/2014	12/08/2017	2.24	1.13	25,000,000	24,955,500	24,965,905	25,070,000
Federal Agencies	3133EEFE5	FEDERAL FARM CREDIT BANK	12/19/2014	12/18/2017	2.27	1.13	50,000,000	49,914,500	49,934,489	50,182,500
Federal Agencies	31315PZ28	FARMER MAC	12/22/2014	12/22/2017	2.28	1.20	46,000,000	46,000,000	46,000,000	46,275,080
Federal Agencies	3134G13Q0	FANNIE MAE	12/26/2012	12/26/2017	2.30	0.88	29,000,000	29,000,000	29,000,000	29,015,370
Federal Agencies	3136G13T4	FANNIE MAE	12/26/2012	12/26/2017	2.30	0.80	39,000,000	39,000,000	39,000,000	39,018,330
Federal Agencies	3134G32M1	FREDDIE MAC	12/28/2012	12/28/2017	2.30	1.00	50,000,000	50,000,000	50,000,000	49,907,000
Federal Agencies	3134G5VA0	FREDDIE MAC	12/29/2014	12/29/2017	2.30	1.25	25,000,000	25,000,000	25,000,000	25,005,250
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	05/27/2015	02/02/2018	0.01	0.24	4,000,000	3,999,480	3,999,531	4,004,560
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	02/02/2015	02/02/2018	0.01	0.24	35,000,000	34,978,893	34,982,956	35,039,900
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	11/05/2014	02/05/2018	0.01	0.23	25,000,000	25,000,000	25,000,000	25,022,250
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	11/05/2014	02/05/2018	0.01	0.23	25,000,000	24,991,750	24,993,833	25,022,250
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	11/05/2014	02/05/2018	0.01	0.23	50,000,000	49,983,560	49,987,711	50,044,500
Federal Agencies	3135G0UN1	FANNIE MAE	02/26/2014	02/28/2018	2.46	1.15	8,770,000	8,713,434	8,734,776	8,737,551
Federal Agencies	3135G0UN1	FANNIE MAE	02/26/2014	02/28/2018	2.46	1.15	19,000,000	18,877,450	18,923,689	18,929,700
Federal Agencies	3133EEN71	FEDERAL FARM CREDIT BANK	05/22/2015	03/22/2018	0.06	0.24	50,000,000	49,992,500	49,993,239	50,035,500
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	05/27/2015	03/26/2018	0.07	0.24	50,000,000	49,978,500	49,980,517	49,949,000
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	05/29/2015	03/26/2018	0.07	0.24	50,000,000	49,978,500	49,980,479	49,949,000
Federal Agencies	3133EEZC7	FEDERAL FARM CREDIT BANK	04/16/2015	04/16/2018	0.04	0.25	50,000,000	49,992,422	49,993,376	50,027,500
Federal Agencies	31315PZM4	FARMER MAC	05/03/2013	05/03/2018	2.65	0.88	24,600,000	24,600,000	24,600,000	24,629,766
Federal Agencies	3133EEU40	FEDERAL FARM CREDIT BANK	06/03/2015	05/03/2018	0.01	0.23	69,000,000	68,994,894	68,995,325	69,225,630
Federal Agencies	3135G0WJ8	FANNIE MAE	05/23/2013	05/21/2018	2.69	0.88	25,000,000	24,786,500	24,883,769	24,845,500
Federal Agencies	3133EEW48	FEDERAL FARM CREDIT BANK	06/11/2015	06/11/2018	0.03	0.24	50,000,000	49,996,000	49,996,299	50,016,000
Federal Agencies	3130A4MX7	FEDERAL HOME LOAN BANK	03/27/2015	06/25/2018	2.80	0.50	4,000,000	4,000,000	4,000,000	3,981,280
Federal Agencies	3134G5ZZ1	FREDDIE MAC	01/30/2015	07/30/2018	2.88	1.00	25,000,000	25,000,000	25,000,000	25,023,000
Federal Agencies	3130A4GL0	FEDERAL HOME LOAN BANK	03/18/2015	09/18/2018	2.98	1.33	15,000,000	15,000,000	15,000,000	14,975,700
Federal Agencies	3134G6RP0	FREDDIE MAC	04/24/2015	10/24/2018	3.10	1.00	50,000,000	49,985,000	49,986,525	50,024,500
Federal Agencies	31315PS59	FARMER MAC	03/03/2015	12/03/2018	0.01	0.42	50,000,000	50,000,000	50,000,000	50,000,000
Federal Agencies	31315PW96	FARMER MAC	03/03/2015	12/03/2018	0.01	0.40	50,000,000	50,000,000	50,000,000	50,000,000
Federal Agencies	3134G4LZ9	FREDDIE MAC	12/10/2013	12/10/2018	3.23	0.88	50,000,000	50,000,000	50,000,000	50,112,000
Federal Agencies	3136G2C39	FANNIE MAE	12/30/2014	12/28/2018	3.24	1.63	15,000,000	15,000,000	15,000,000	15,063,450
Federal Agencies	31315PJ26	FARMER MAC	12/02/2014	12/02/2019	0.01	0.40	50,000,000	50,000,000	50,000,000	50,000,000
Federal Agencies	3130A4HA3	FEDERAL HOME LOAN BANK	03/18/2015	03/18/2020	4.41	1.25	25,000,000	25,000,000	25,000,000	25,013,500
Federal Agencies	3134G6KV4	FREDDIE MAC	03/25/2015	03/25/2020	4.39	1.63	15,000,000	15,000,000	15,000,000	15,013,950
Federal Agencies	3132X0AT8	FARMER MAC	06/05/2015	06/02/2020	0.01	0.33	41,000,000	41,000,000	41,000,000	41,009,430
Federal Agencies	3134G7QX2	FREDDIE MAC	08/27/2015	08/27/2020	4.91	0.75	11,865,000	11,865,000	11,865,000	11,858,237
<b>Subtotals</b>					<b>0.93</b>	<b>0.96</b>	<b>\$ 3,807,123,000</b>	<b>\$ 3,819,477,365</b>	<b>\$ 3,814,809,907</b>	<b>\$ 3,818,714,970</b>
State/Local Agencies	13063BHZ8	CALIFORNIA ST	08/19/2014	11/01/2015	0.17	3.95	\$ 5,000,000	\$ 5,215,300	\$ 5,029,916	\$ 5,029,450
State/Local Agencies	64966GXS6	NEW YORK NY	04/01/2013	12/01/2015	0.25	5.13	12,255,000	13,700,477	12,390,050	12,394,094
State/Local Agencies	13063BN73	CALIFORNIA ST	12/19/2014	02/01/2016	0.42	1.05	7,000,000	7,044,310	7,016,576	7,015,750
State/Local Agencies	13063BN73	CALIFORNIA ST	03/27/2013	02/01/2016	0.42	1.05	11,000,000	11,037,180	11,005,465	11,024,750
State/Local Agencies	13063BN73	CALIFORNIA ST	03/31/2015	02/01/2016	0.42	1.05	21,000,000	21,113,400	21,056,515	21,047,250
State/Local Agencies	91412GUT0	UNIV OF CALIFORNIA CA REVENUE	04/10/2014	05/15/2016	0.70	0.63	2,500,000	2,500,000	2,500,000	2,503,000
State/Local Agencies	612574DR1	MONTEREY PENINSULA CA CMNTY	05/07/2013	08/01/2016	0.91	0.98	2,670,000	2,670,000	2,670,000	2,678,945
State/Local Agencies	13063CPM6	CALIFORNIA ST	12/09/2014	11/01/2016	1.16	0.75	44,000,000	44,046,200	44,028,467	43,951,600
State/Local Agencies	91412GUU7	UNIV OF CALIFORNIA CA REVENUE	04/10/2014	05/15/2017	1.69	1.22	3,250,000	3,250,000	3,250,000	3,256,533

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			Settle Date	Date					Book Value	Market Value
State/Local Agencies	13063CFC9	CALIFORNIA ST	11/05/2013	11/01/2017	2.12	1.75	16,500,000	16,558,905	16,532,020	16,727,205
State/Local Agencies	13063CPN4	CALIFORNIA ST	12/22/2014	11/01/2017	2.14	1.25	5,000,000	5,004,550	5,003,448	5,011,600
State/Local Agencies	13063CPN4	CALIFORNIA ST	11/25/2014	11/01/2017	2.14	1.25	50,000,000	50,121,500	50,089,765	50,116,000
State/Local Agencies	6055804W6	MISSISSIPPI ST	04/23/2015	10/01/2019	3.64	6.09	8,500,000	10,249,139	10,110,425	10,048,275
<b>Subtotals</b>					<b>1.42</b>	<b>1.70</b>	<b>\$ 188,675,000</b>	<b>\$ 192,510,961</b>	<b>\$ 190,682,646</b>	<b>\$ 190,804,451</b>
Public Time Deposits	PP7QLOE87	TRANS-PAC NATIONAL BK	03/20/2015	03/21/2016	0.55	0.58	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
Public Time Deposits	PPRNET9Q5	BANK OF SAN FRANCISCO	04/09/2015	04/11/2016	0.61	0.56	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
Public Time Deposits	PP9302V13	PREFERRED BANK LA CALIF	05/15/2015	05/16/2016	0.71	0.59	240,000	240,000	240,000	240,000
Public Time Deposits	PP0OBERR6	UMPQUA BANK	06/29/2015	06/29/2016	0.83	0.60	240,000	240,000	240,000	240,000
Public Time Deposits	PP6J1O5Z6	IND & COMM BK OF CHINA	08/10/2015	08/10/2016	0.94	0.72	240,000	240,000	240,000	239,197
<b>Subtotals</b>					<b>0.73</b>	<b>0.61</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,199,197</b>
Negotiable CDs	06366CU89	BANK OF MONTREAL CHICAGO	06/01/2015	12/01/2015	0.00	0.27	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,010,027
Negotiable CDs	78009NSA5	ROYAL BANK OF CANADA NY	09/16/2014	03/10/2016	0.03	0.36	25,000,000	25,000,000	25,000,000	25,000,865
Negotiable CDs	78009NTW6	ROYAL BANK OF CANADA NY	04/08/2015	04/08/2016	0.02	0.31	100,000,000	100,000,000	100,000,000	99,976,393
Negotiable CDs	96121TWJ3	WESTPAC BANKING CORP NY	04/24/2014	04/25/2016	0.15	0.45	25,000,000	25,000,000	25,000,000	25,015,688
Negotiable CDs	96121TWK0	WESTPAC BANKING CORP NY	04/24/2014	04/25/2016	0.07	0.42	50,000,000	50,000,000	50,000,000	50,023,240
Negotiable CDs	06417HKT2	BANK OF NOVA SCOTIA HOUS	05/09/2014	05/09/2016	0.19	0.50	25,000,000	24,989,525	24,996,403	25,026,447
Negotiable CDs	78009NVT0	ROYAL BANK OF CANADA NY	08/07/2015	08/08/2016	0.02	0.42	25,000,000	25,000,000	25,000,000	24,986,575
Negotiable CDs	06366CWA2	BANK OF MONTREAL CHICAGO	02/12/2015	08/12/2016	0.04	0.43	25,000,000	25,000,000	25,000,000	24,988,593
Negotiable CDs	06366CA32	BANK OF MONTREAL CHICAGO	03/31/2015	09/23/2016	0.06	0.46	25,000,000	25,000,000	25,000,000	24,997,375
Negotiable CDs	06366CA32	BANK OF MONTREAL CHICAGO	03/31/2015	09/23/2016	0.06	0.46	50,000,000	50,000,000	50,000,000	49,994,750
Negotiable CDs	06417HUW4	BANK OF NOVA SCOTIA HOUS	09/25/2014	09/23/2016	0.06	0.48	50,000,000	50,000,000	50,000,000	49,970,700
Negotiable CDs	06366CC48	BANK OF MONTREAL CHICAGO	04/07/2015	10/07/2016	0.02	0.45	50,000,000	50,000,000	50,000,000	49,989,000
Negotiable CDs	06417HVR4	BANK OF NOVA SCOTIA HOUS	10/07/2014	10/07/2016	0.10	0.48	50,000,000	50,000,000	50,000,000	49,984,400
Negotiable CDs	78009NSX5	ROYAL BANK OF CANADA NY	12/15/2014	12/15/2016	0.04	0.47	100,000,000	100,000,000	100,000,000	100,122,300
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	02/23/2015	02/23/2017	0.23	0.61	25,000,000	25,000,000	25,000,000	24,995,375
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	02/23/2015	02/23/2017	0.23	0.61	25,000,000	25,000,000	25,000,000	24,995,375
Negotiable CDs	06417HUR5	BANK OF NOVA SCOTIA HOUS	09/25/2014	09/25/2017	0.07	0.55	50,000,000	50,000,000	50,000,000	49,976,500
<b>Subtotals</b>					<b>0.07</b>	<b>0.44</b>	<b>\$ 750,000,000</b>	<b>\$ 749,989,525</b>	<b>\$ 749,996,403</b>	<b>\$ 750,053,602</b>
Commercial Paper	06538CW15	BANK TOKYO-MIT UFJ NY	08/25/2015	09/01/2015	0.00	0.00	\$ 100,000,000	\$ 99,996,889	\$ 99,996,889	\$ 100,000,000
Commercial Paper	62478YW12	MUFG UNION BANK NA	08/31/2015	09/01/2015	0.00	0.00	\$ 50,000,000	\$ 49,999,931	\$ 49,999,931	\$ 50,000,000
Commercial Paper	06538CW23	BANK TOKYO-MIT UFJ NY	08/26/2015	09/02/2015	0.00	0.00	\$ 100,000,000	\$ 99,996,889	\$ 99,996,889	\$ 99,999,528
Commercial Paper	45920GWR3	IBM CORP	08/19/2015	09/25/2015	0.07	0.00	\$ 35,500,000	\$ 35,495,622	\$ 35,495,622	\$ 35,495,977
Commercial Paper	45920GWU6	IBM CORP	08/27/2015	09/28/2015	0.08	0.00	\$ 57,340,000	\$ 57,333,884	\$ 57,333,884	\$ 57,332,689
Commercial Paper	59515NWW9	MICROSOFT CORP	08/19/2015	09/30/2015	0.08	0.00	\$ 50,000,000	\$ 49,993,000	\$ 49,993,000	\$ 49,993,153
Commercial Paper	59515NWW9	MICROSOFT CORP	08/20/2015	09/30/2015	0.08	0.00	\$ 50,000,000	\$ 49,993,167	\$ 49,993,167	\$ 49,993,153
Commercial Paper	59515NXL2	MICROSOFT CORP	08/31/2015	10/20/2015	0.14	0.00	\$ 100,000,000	\$ 99,976,389	\$ 99,976,389	\$ 99,976,861
<b>Subtotals</b>					<b>0.05</b>	<b>0.00</b>	<b>\$ 542,840,000</b>	<b>\$ 542,785,769</b>	<b>\$ 542,785,769</b>	<b>\$ 542,791,360</b>
Medium Term Notes	594918AG9	MICROSOFT CORP	10/30/2013	09/25/2015	0.07	1.63	\$ 3,186,000	\$ 3,260,266	\$ 3,188,565	\$ 3,188,644
Medium Term Notes	961214BW2	WESTPAC BANKING CORP	09/15/2014	09/25/2015	0.07	1.13	10,152,000	10,232,201	10,157,133	10,157,482
Medium Term Notes	369604BE2	GENERAL ELECTRIC CO	05/07/2014	10/09/2015	0.11	0.85	8,000,000	8,043,680	8,003,192	8,002,880
Medium Term Notes	369604BE2	GENERAL ELECTRIC CO	05/19/2014	10/09/2015	0.11	0.85	9,300,000	9,358,311	9,304,362	9,303,348
Medium Term Notes	369604BE2	GENERAL ELECTRIC CO	03/05/2014	10/09/2015	0.11	0.85	10,000,000	10,069,000	10,004,497	10,003,600
Medium Term Notes	06366RJH9	BANK OF MONTREAL	03/27/2014	11/06/2015	0.18	0.80	8,500,000	8,532,470	8,503,638	8,504,675
Medium Term Notes	36962G4T8	GENERAL ELEC CAP CORP	05/12/2014	11/09/2015	0.19	2.25	7,000,000	7,183,890	7,023,239	7,023,800
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	03/12/2014	11/15/2015	0.21	1.80	10,000,000	10,231,900	10,028,373	10,027,900



## Investment Inventory Pooled Fund

Type of Investment	CUSIP	Issuer Name	Maturity		Duration	Coupon	Par Value	Book Value	Amortized	
			Settle Date	Date					Book Value	Market Value
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	03/07/2014	11/15/2015	0.21	1.80	23,025,000	23,588,652	23,093,404	23,089,240
Medium Term Notes	459200GU9	IBM CORP	02/11/2014	01/05/2016	0.35	2.00	19,579,000	20,139,743	19,680,953	19,682,181
Medium Term Notes	46625HHW3	JPMORGAN CHASE & CO	02/11/2015	01/15/2016	0.38	2.60	12,836,000	13,054,982	12,924,111	12,920,076
Medium Term Notes	064255AK8	BK TOKYO-MITSUBISHI UFJ	03/17/2014	02/26/2016	0.24	0.78	10,000,000	10,035,800	10,008,963	10,005,100
Medium Term Notes	36962G2V5	GENERAL ELEC CAP CORP	05/19/2014	05/11/2016	0.20	0.51	17,689,000	17,703,328	17,694,014	17,707,220
Medium Term Notes	36962G6Z2	GENERAL ELEC CAP CORP	07/22/2015	07/12/2016	0.86	1.50	30,740,000	31,005,491	30,976,390	30,952,106
Medium Term Notes	36962G7A6	GENERAL ELEC CAP CORP	04/01/2015	07/12/2016	0.12	0.94	18,194,000	18,324,486	18,281,827	18,273,872
Medium Term Notes	36962G7A6	GENERAL ELEC CAP CORP	03/23/2015	07/12/2016	0.12	0.94	27,651,000	27,853,609	27,784,798	27,772,388
Medium Term Notes	06366RPS8	BANK OF MONTREAL	07/31/2015	07/15/2016	0.12	0.81	35,000,000	35,139,631	35,128,015	35,094,150
Medium Term Notes	064159CQ7	BANK OF NOVA SCOTIA	02/13/2015	07/15/2016	0.87	1.38	16,483,000	16,621,787	16,568,201	16,572,008
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK	12/15/2014	09/09/2016	0.02	0.74	18,930,000	19,016,132	18,980,809	18,981,490
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK	03/02/2015	09/09/2016	0.02	0.74	24,000,000	24,103,620	24,069,576	24,065,280
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP	12/09/2014	09/23/2016	0.06	0.38	14,150,000	14,145,331	14,147,230	14,134,294
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP	02/11/2015	09/23/2016	0.06	0.38	28,150,000	28,142,963	28,145,372	28,118,754
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP	09/23/2014	09/23/2016	0.06	0.38	50,000,000	50,000,000	50,000,000	49,944,500
Medium Term Notes	89236TBV6	TOYOTA MOTOR CREDIT CORP	09/25/2014	09/23/2016	0.06	0.39	47,500,000	47,500,000	47,500,000	47,474,825
Medium Term Notes	9612E0DB0	WESTPAC BANKING CORP	10/10/2014	10/07/2016	0.02	0.44	50,000,000	50,000,000	50,000,000	49,999,500
Medium Term Notes	89236TCL7	TOYOTA MOTOR CREDIT CORP	04/14/2015	10/14/2016	0.12	0.39	50,000,000	50,000,000	50,000,000	49,986,000
Medium Term Notes	36967FAB7	GENERAL ELEC CAP CORP	01/09/2015	01/09/2017	0.11	0.56	20,000,000	20,000,000	20,000,000	20,011,800
Medium Term Notes	36962G2F0	GENERAL ELEC CAP CORP	04/08/2015	02/15/2017	0.21	0.49	3,791,000	3,789,138	3,789,538	3,788,005
Medium Term Notes	36962G2F0	GENERAL ELEC CAP CORP	04/01/2015	02/15/2017	0.21	0.49	4,948,000	4,942,755	4,943,925	4,944,091
Medium Term Notes	89236TCC7	TOYOTA MOTOR CREDIT CORP	04/14/2015	02/16/2017	0.21	0.51	10,000,000	10,006,300	10,004,991	10,000,000
Medium Term Notes	89236TCC7	TOYOTA MOTOR CREDIT CORP	02/20/2015	02/16/2017	0.21	0.51	50,000,000	50,000,000	50,000,000	50,000,000
<b>Subtotals</b>					<b>0.18</b>	<b>0.81</b>	<b>\$ 648,804,000</b>	<b>\$ 652,025,463</b>	<b>\$ 649,935,117</b>	<b>\$ 649,729,208</b>
Money Market Funds	09248U718	BLACKROCK LIQUIDITY FUNDS T-FI	01/15/2013	09/01/2015	0.00	0.01	\$ 5,001,702	\$ 5,001,702	\$ 5,001,702	\$ 5,001,702
Money Market Funds	316175108	FIDELITY INSTITUTIONAL MONEY M	06/20/2013	09/01/2015	0.00	0.01	5,004,130	5,004,130	5,004,130	5,004,130
Money Market Funds	61747C707	MORGAN STANLEY INSTITUTIONAL	12/31/2012	09/01/2015	0.00	0.04	100,117,444	100,117,444	100,117,444	100,117,444
<b>Subtotals</b>					<b>0.00</b>	<b>0.04</b>	<b>\$ 110,123,276</b>	<b>\$ 110,123,276</b>	<b>\$ 110,123,276</b>	<b>\$ 110,123,276</b>
<b>Grand Totals</b>					<b>0.68</b>	<b>0.82</b>	<b>\$ 6,523,765,276</b>	<b>\$ 6,540,265,680</b>	<b>\$ 6,534,181,715</b>	<b>\$ 6,540,392,065</b>



# Monthly Investment Earnings

## Pooled Fund

For month ended August 31, 2015

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
U.S. Treasuries	912828PE4	US TSY NT	\$ 25,000,000	1.25	0.61	12/23/2011	10/31/2015	\$ 26,325	\$ (13,417)	\$ -	\$ 12,908
U.S. Treasuries	912828PJ3	US TSY NT	50,000,000	1.38	1.58	12/16/2010	11/30/2015	58,231	8,229	-	66,460
U.S. Treasuries	912828PJ3	US TSY NT	50,000,000	1.38	1.58	12/16/2010	11/30/2015	58,231	8,229	-	66,460
U.S. Treasuries	912828PJ3	US TSY NT	50,000,000	1.38	2.00	12/23/2010	11/30/2015	58,231	25,119	-	83,350
U.S. Treasuries	912828RJ1	US TSY NT	75,000,000	1.00	1.05	10/11/2011	09/30/2016	63,525	2,901	-	66,425
U.S. Treasuries	912828RM4	US TSY NT	25,000,000	1.00	0.74	12/26/2013	10/31/2016	21,060	(5,473)	-	15,587
U.S. Treasuries	912828RX0	US TSY NT	25,000,000	0.88	0.67	02/25/2014	12/31/2016	18,427	(4,337)	-	14,090
U.S. Treasuries	912828SJ0	US TSY NT	25,000,000	0.88	1.21	03/21/2012	02/28/2017	18,434	6,877	-	25,310
U.S. Treasuries	912828SJ0	US TSY NT	25,000,000	0.88	1.21	03/21/2012	02/28/2017	18,434	6,877	-	25,310
U.S. Treasuries	912828SJ0	US TSY NT	75,000,000	0.88	0.94	03/14/2012	02/28/2017	55,302	3,909	-	59,211
U.S. Treasuries	912828SM3	US TSY NT	50,000,000	1.00	1.07	04/04/2012	03/31/2017	42,350	2,791	-	45,141
<b>Subtotals</b>			<b>\$ 475,000,000</b>					<b>\$ 438,548</b>	<b>\$ 41,705</b>	<b>\$ -</b>	<b>\$ 480,253</b>
Federal Agencies	313383V81	FEDERAL HOME LOAN BANK	\$ -	0.38	0.28	12/12/2013	08/28/2015	\$ 2,531	\$ (611)	\$ -	\$ 1,920
Federal Agencies	313384LM9	FED HOME LN DISCOUNT NT	-	0.00	0.09	06/10/2015	09/09/2015	2,031	-	947	2,978
Federal Agencies	3133EDEK4	FEDERAL FARM CREDIT BANK	1,500,000	0.25	0.12	06/10/2015	09/10/2015	313	(161)	-	152
Federal Agencies	3137EACM9	FREDDIE MAC	50,000,000	1.75	2.17	12/15/2010	09/10/2015	72,917	17,023	-	89,940
Federal Agencies	313370JB5	FEDERAL HOME LOAN BANK	75,000,000	1.75	2.31	12/15/2010	09/11/2015	109,375	25,305	-	134,680
Federal Agencies	31315PGT0	FARMER MAC	2,245,000	2.13	0.15	06/10/2015	09/15/2015	3,976	(3,730)	-	245
Federal Agencies	31315PGT0	FARMER MAC	45,000,000	2.13	2.17	09/15/2010	09/15/2015	79,688	1,444	-	81,131
Federal Agencies	3133ECJB1	FEDERAL FARM CREDIT BANK	16,200,000	0.25	0.34	04/24/2013	09/18/2015	3,391	68	-	3,459
Federal Agencies	31398A3T7	FANNIE MAE	25,000,000	2.00	1.08	10/14/2011	09/21/2015	41,667	(18,992)	-	22,674
Federal Agencies	3133EAJF6	FEDERAL FARM CREDIT BANK	27,953,000	0.23	0.72	11/30/2012	09/22/2015	5,240	359	-	5,599
Federal Agencies	313384NF2	FED HOME LN DISCOUNT NT	50,000,000	0.00	0.15	08/26/2015	10/21/2015	1,208	-	-	1,208
Federal Agencies	31398A4M1	FANNIE MAE	25,000,000	1.63	2.22	12/15/2010	10/26/2015	33,854	11,913	-	45,767
Federal Agencies	31398A4M1	FANNIE MAE	42,000,000	1.63	2.19	12/23/2010	10/26/2015	56,875	18,860	-	75,735
Federal Agencies	31331J2S1	FEDERAL FARM CREDIT BANK	25,000,000	1.50	2.20	12/15/2010	11/16/2015	31,250	14,025	-	45,275
Federal Agencies	3133ECLZ5	FEDERAL FARM CREDIT BANK	25,000,000	0.20	0.25	05/08/2013	11/19/2015	4,197	101	-	4,298
Federal Agencies	313371ZY5	FEDERAL HOME LOAN BANK	25,000,000	1.88	1.89	12/03/2010	12/11/2015	39,063	304	-	39,367
Federal Agencies	313371ZY5	FEDERAL HOME LOAN BANK	50,000,000	1.88	1.93	12/14/2010	12/11/2015	78,125	2,185	-	80,310
Federal Agencies	3130A3P81	FEDERAL HOME LOAN BANK	25,000,000	0.25	0.25	12/29/2014	01/29/2016	5,208	-	-	5,208
Federal Agencies	313375RN9	FEDERAL HOME LOAN BANK	22,200,000	1.00	0.82	04/13/2012	03/11/2016	18,500	(3,422)	-	15,078
Federal Agencies	3133XXP43	FEDERAL HOME LOAN BANK	14,000,000	3.13	0.41	12/12/2013	03/11/2016	36,458	(32,074)	-	4,385
Federal Agencies	3133EAJU3	FEDERAL FARM CREDIT BANK	25,000,000	1.05	0.82	04/12/2012	03/28/2016	21,875	(4,733)	-	17,142
Federal Agencies	3135G0VA8	FANNIE MAE	25,000,000	0.50	0.46	12/13/2013	03/30/2016	10,417	(823)	-	9,594
Federal Agencies	31315PTF6	FARMER MAC	50,000,000	0.19	0.19	04/01/2013	04/01/2016	8,116	-	-	8,116
Federal Agencies	3133792Z1	FEDERAL HOME LOAN BANK	20,000,000	0.81	0.82	04/18/2012	04/18/2016	13,500	166	-	13,666
Federal Agencies	3133ECWT7	FEDERAL FARM CREDIT BANK	22,650,000	0.65	0.48	11/20/2013	05/09/2016	12,269	(3,320)	-	8,949
Federal Agencies	3133EDB35	FEDERAL FARM CREDIT BANK	50,000,000	0.22	0.24	01/15/2014	06/02/2016	9,405	297	-	9,702
Federal Agencies	31315PB73	FARMER MAC	10,000,000	0.90	0.90	02/09/2012	06/09/2016	7,500	-	-	7,500
Federal Agencies	313373SZ6	FEDERAL HOME LOAN BANK	28,000,000	2.13	0.39	10/23/2014	06/10/2016	49,583	(41,115)	-	8,468
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	8,620,000	5.63	0.62	09/04/2014	06/13/2016	40,406	(36,392)	-	4,014
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	14,195,000	5.63	0.77	05/30/2013	06/13/2016	66,539	(57,646)	-	8,893
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	16,925,000	5.63	0.65	05/20/2013	06/13/2016	79,336	(70,522)	-	8,814
Federal Agencies	313771AA5	FEDERAL HOME LOAN BK IL	71,000,000	5.63	0.51	08/31/2015	06/13/2016	-	(9,880)	-	(9,880)
Federal Agencies	3133EDDP4	FEDERAL FARM CREDIT BANK	50,000,000	0.52	0.44	02/11/2014	06/17/2016	21,667	(2,243)	-	19,424
Federal Agencies	3130A1BK3	FEDERAL HOME LOAN BANK	25,000,000	0.50	0.50	03/24/2014	06/24/2016	10,417	-	-	10,417
Federal Agencies	3135G0XP3	FANNIE MAE	50,000,000	0.38	0.59	03/25/2014	07/05/2016	15,625	9,188	-	24,813
Federal Agencies	31315PA25	FARMER MAC	11,900,000	2.00	0.62	03/26/2013	07/27/2016	19,833	(13,745)	-	6,088
Federal Agencies	31315PA25	FARMER MAC	14,100,000	2.00	0.63	03/26/2013	07/27/2016	23,500	(16,154)	-	7,346
Federal Agencies	31315PA25	FARMER MAC	15,000,000	2.00	2.09	07/27/2011	07/27/2016	25,000	1,107	-	26,107

## Monthly Investment Earnings

### Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned	Amort.	Realized	Earned Income
							Date	Interest	Expense	Gain/(Loss)	/Net Earnings	
Federal Agencies	31315PA25	FARMER MAC	20,000,000	2.00	0.61	03/26/2014	07/27/2016	33,333	(23,353)	-	-	9,980
Federal Agencies	3135G0YE7	FANNIE MAE	50,000,000	0.63	0.52	03/17/2014	08/26/2016	26,042	(4,331)	-	-	21,711
Federal Agencies	31315PQB8	FARMER MAC	7,000,000	1.50	0.70	10/29/2013	09/01/2016	8,750	(4,666)	-	-	4,084
Federal Agencies	313370TW8	FEDERAL HOME LOAN BANK	25,000,000	2.00	1.39	10/11/2011	09/09/2016	41,667	(12,562)	-	-	29,104
Federal Agencies	313370TW8	FEDERAL HOME LOAN BANK	25,000,000	2.00	0.55	11/05/2014	09/09/2016	41,667	(30,454)	-	-	11,213
Federal Agencies	3133EDH21	FEDERAL FARM CREDIT BANK	50,000,000	0.21	0.23	03/14/2014	09/14/2016	9,069	216	-	-	9,286
Federal Agencies	3134G4XW3	FREDDIE MAC	25,000,000	0.60	0.60	03/26/2014	09/26/2016	12,500	-	-	-	12,500
Federal Agencies	3130A1CD8	FEDERAL HOME LOAN BANK	25,000,000	1.13	0.80	01/09/2015	09/28/2016	23,438	(16,269)	-	-	7,168
Federal Agencies	313378UB5	FEDERAL HOME LOAN BANK	5,000,000	1.13	0.51	10/23/2014	10/11/2016	4,708	(2,596)	-	-	2,113
Federal Agencies	3133EDJA1	FEDERAL FARM CREDIT BANK	25,000,000	0.21	0.23	04/11/2014	10/11/2016	4,516	212	-	-	4,728
Federal Agencies	3130A3CE2	FEDERAL HOME LOAN BANK	40,000,000	0.63	0.58	11/03/2014	10/14/2016	20,833	(1,395)	-	-	19,438
Federal Agencies	3137EADS5	FREDDIE MAC	25,000,000	0.88	0.57	03/03/2014	10/14/2016	18,229	(6,493)	-	-	11,736
Federal Agencies	3136G1WP0	FANNIE MAE	18,000,000	1.50	0.84	11/04/2013	11/04/2016	22,500	(14,883)	-	-	7,617
Federal Agencies	3134G5LS2	FREDDIE MAC	25,000,000	0.60	0.60	11/17/2014	11/17/2016	12,500	-	-	-	12,500
Federal Agencies	3130A3J70	FEDERAL HOME LOAN BANK	25,000,000	0.63	0.64	11/17/2014	11/23/2016	13,021	421	-	-	13,441
Federal Agencies	313381GA7	FEDERAL HOME LOAN BANK	23,100,000	0.57	0.57	11/30/2012	11/30/2016	10,973	(93)	-	-	10,879
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	25,000,000	1.63	0.64	11/06/2014	12/09/2016	33,854	(20,815)	-	-	13,039
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	25,000,000	1.63	0.65	12/04/2014	12/09/2016	33,854	(20,502)	-	-	13,352
Federal Agencies	313371PV2	FEDERAL HOME LOAN BANK	25,000,000	1.63	0.72	12/12/2014	12/09/2016	33,854	(19,056)	-	-	14,799
Federal Agencies	3130A12F4	FEDERAL HOME LOAN BANK	20,500,000	0.70	0.70	03/19/2014	12/19/2016	11,958	63	-	-	12,022
Federal Agencies	313381KR5	FEDERAL HOME LOAN BANK	9,000,000	0.63	0.63	12/28/2012	12/28/2016	4,688	-	-	-	4,688
Federal Agencies	313381KR5	FEDERAL HOME LOAN BANK	13,500,000	0.63	0.63	12/28/2012	12/28/2016	7,031	-	-	-	7,031
Federal Agencies	3134G5VG7	FREDDIE MAC	50,000,000	0.78	0.78	12/29/2014	12/29/2016	32,500	-	-	-	32,500
Federal Agencies	3130A3QU1	FEDERAL HOME LOAN BANK	8,000,000	0.75	0.75	12/30/2014	12/30/2016	5,000	-	-	-	5,000
Federal Agencies	3130A3QU1	FEDERAL HOME LOAN BANK	50,000,000	0.75	0.75	12/30/2014	12/30/2016	31,250	-	-	-	31,250
Federal Agencies	3134G33C2	FREDDIE MAC	50,000,000	0.60	0.60	01/03/2013	01/03/2017	25,000	-	-	-	25,000
Federal Agencies	3133ECB37	FEDERAL FARM CREDIT BANK	14,000,000	0.58	0.58	12/20/2012	01/12/2017	6,767	-	-	-	6,767
Federal Agencies	31315PWW5	FARMER MAC	49,500,000	1.01	1.02	05/04/2012	01/17/2017	41,663	446	-	-	42,109
Federal Agencies	3133EDRD6	FEDERAL FARM CREDIT BANK	50,000,000	0.22	0.25	12/12/2014	01/30/2017	9,534	739	-	-	10,273
Federal Agencies	3133786Q9	FEDERAL HOME LOAN BANK	67,780,000	1.00	0.72	01/10/2013	02/13/2017	56,483	(15,893)	-	-	40,590
Federal Agencies	3133EDFW7	FEDERAL FARM CREDIT BANK	50,000,000	0.25	0.25	02/27/2014	02/27/2017	10,620	-	-	-	10,620
Federal Agencies	3133782N0	FEDERAL HOME LOAN BANK	50,000,000	0.88	0.82	12/15/2014	03/10/2017	36,458	(2,222)	-	-	34,236
Federal Agencies	3133EDP30	FEDERAL FARM CREDIT BANK	26,000,000	0.24	0.22	10/03/2014	03/24/2017	5,160	(321)	-	-	4,839
Federal Agencies	3134G4XM5	FREDDIE MAC	25,000,000	0.78	0.78	03/28/2014	03/28/2017	16,250	-	-	-	16,250
Federal Agencies	3133EDZW5	FEDERAL FARM CREDIT BANK	25,000,000	0.22	0.22	10/29/2014	03/29/2017	4,516	9	-	-	4,525
Federal Agencies	31315PTQ2	FARMER MAC	12,500,000	1.26	1.36	04/10/2012	04/10/2017	13,125	1,031	-	-	14,156
Federal Agencies	3133ECLL6	FEDERAL FARM CREDIT BANK	10,000,000	0.60	0.60	04/17/2013	04/17/2017	5,000	-	-	-	5,000
Federal Agencies	31315PUQ0	FARMER MAC	10,500,000	1.13	1.13	04/26/2012	04/26/2017	9,844	-	-	-	9,844
Federal Agencies	3137EADF3	FREDDIE MAC	25,000,000	1.25	1.14	05/14/2012	05/12/2017	26,042	(2,260)	-	-	23,781
Federal Agencies	31315PZQ5	FARMER MAC	9,000,000	1.11	0.80	12/28/2012	06/05/2017	8,325	(2,337)	-	-	5,988
Federal Agencies	313379FW4	FEDERAL HOME LOAN BANK	12,000,000	1.00	0.93	12/19/2014	06/09/2017	10,000	(713)	-	-	9,287
Federal Agencies	3130A3SL9	FEDERAL HOME LOAN BANK	25,000,000	0.95	1.02	12/30/2014	06/15/2017	19,792	1,389	-	-	21,181
Federal Agencies	3133EAUW6	FEDERAL FARM CREDIT BANK	50,000,000	0.36	0.36	06/19/2012	06/19/2017	15,611	-	-	-	15,611
Federal Agencies	3133EEGH7	FEDERAL FARM CREDIT BANK	8,400,000	0.93	0.94	12/26/2014	06/26/2017	6,510	91	-	-	6,601
Federal Agencies	3137EADH9	FREDDIE MAC	25,000,000	1.00	1.10	03/25/2014	06/29/2017	20,833	2,064	-	-	22,898
Federal Agencies	3134G5W50	FREDDIE MAC	50,000,000	1.00	1.00	12/30/2014	06/30/2017	41,667	-	-	-	41,667
Federal Agencies	3133ECV92	FEDERAL FARM CREDIT BANK	50,000,000	0.24	0.24	07/24/2013	07/24/2017	9,923	-	-	-	9,923
Federal Agencies	3133ECVG6	FEDERAL FARM CREDIT BANK	23,520,000	0.30	0.30	08/05/2013	07/26/2017	5,977	-	-	-	5,977
Federal Agencies	3133EEFX3	FEDERAL FARM CREDIT BANK	50,000,000	0.25	0.25	12/23/2014	08/23/2017	10,311	-	-	-	10,311
Federal Agencies	3134G6ER0	FREDDIE MAC	-	1.00	1.00	02/25/2015	08/25/2017	12,200	-	-	-	12,200
Federal Agencies	3130A62S5	FEDERAL HOME LOAN BANK	-	0.75	0.86	07/24/2015	08/28/2017	417	(234)	15,400	-	15,583
Federal Agencies	3134G5HS7	FREDDIE MAC	20,100,000	1.13	1.16	09/25/2014	09/25/2017	18,844	569	-	-	19,412

## Monthly Investment Earnings

### Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3137EADL0	FREDDIE MAC	25,000,000	1.00	1.22	03/25/2014	09/29/2017	20,833	4,631	-	25,465
Federal Agencies	3133EEBR0	FEDERAL FARM CREDIT BANK	25,000,000	0.22	0.24	11/18/2014	11/13/2017	4,754	318	-	5,073
Federal Agencies	3133EEJ76	FEDERAL FARM CREDIT BANK	25,000,000	0.30	0.31	08/20/2015	11/13/2017	2,483	125	-	2,608
Federal Agencies	3134G44F2	FREDDIE MAC	50,000,000	0.80	0.80	05/21/2013	11/21/2017	33,333	-	-	33,333
Federal Agencies	3130A3HF4	FEDERAL HOME LOAN BANK	25,000,000	1.13	1.19	12/22/2014	12/08/2017	23,438	1,275	-	24,712
Federal Agencies	3133EEFE5	FEDERAL FARM CREDIT BANK	50,000,000	1.13	1.18	12/19/2014	12/18/2017	46,875	2,421	-	49,296
Federal Agencies	31315PZ28	FARMER MAC	46,000,000	1.20	1.20	12/22/2014	12/22/2017	46,000	-	-	46,000
Federal Agencies	3136G13Q0	FANNIE MAE	29,000,000	0.88	0.88	12/26/2012	12/26/2017	21,146	-	-	21,146
Federal Agencies	3136G13T4	FANNIE MAE	39,000,000	0.80	0.80	12/26/2012	12/26/2017	26,000	-	-	26,000
Federal Agencies	3134G32M1	FREDDIE MAC	50,000,000	1.00	1.00	12/28/2012	12/28/2017	41,667	-	-	41,667
Federal Agencies	3134G5VA0	FREDDIE MAC	25,000,000	1.25	1.25	12/29/2014	12/29/2017	26,042	-	-	26,042
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	4,000,000	0.24	0.24	05/27/2015	02/02/2018	821	16	-	838
Federal Agencies	3133EEMH0	FEDERAL FARM CREDIT BANK	35,000,000	0.24	0.26	02/02/2015	02/02/2018	7,186	597	-	7,783
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	25,000,000	0.23	0.23	11/05/2014	02/05/2018	4,956	-	-	4,956
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	25,000,000	0.23	0.24	11/05/2014	02/05/2018	4,956	215	-	5,171
Federal Agencies	3133EEAN0	FEDERAL FARM CREDIT BANK	50,000,000	0.23	0.24	11/05/2014	02/05/2018	9,911	429	-	10,340
Federal Agencies	3134G6AX1	FREDDIE MAC	-	0.75	0.75	02/20/2015	02/20/2018	8,708	-	-	8,708
Federal Agencies	3134G6ED1	FREDDIE MAC	-	0.50	0.50	02/27/2015	02/27/2018	9,028	-	-	9,028
Federal Agencies	3134G6ED1	FREDDIE MAC	-	0.50	0.50	02/27/2015	02/27/2018	9,028	-	-	9,028
Federal Agencies	3135G0UN1	FANNIE MAE	8,770,000	1.15	1.32	02/26/2014	02/28/2018	8,405	1,199	-	9,603
Federal Agencies	3135G0UN1	FANNIE MAE	19,000,000	1.15	1.32	02/26/2014	02/28/2018	18,208	2,597	-	20,805
Federal Agencies	3133EEN71	FEDERAL FARM CREDIT BANK	50,000,000	0.24	0.24	05/22/2015	03/22/2018	9,803	225	-	10,027
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	50,000,000	0.24	0.26	05/27/2015	03/26/2018	10,444	645	-	11,089
Federal Agencies	3133EEQ86	FEDERAL FARM CREDIT BANK	50,000,000	0.24	0.26	05/29/2015	03/26/2018	10,444	646	-	11,090
Federal Agencies	3133EEZC7	FEDERAL FARM CREDIT BANK	50,000,000	0.25	0.25	04/16/2015	04/16/2018	10,440	214	-	10,654
Federal Agencies	31315PZM4	FARMER MAC	24,600,000	0.88	0.88	05/03/2013	05/03/2018	17,938	-	-	17,938
Federal Agencies	3133EEU40	FEDERAL FARM CREDIT BANK	69,000,000	0.23	0.23	06/03/2015	05/03/2018	13,563	149	-	13,712
Federal Agencies	3135G0WJ8	FANNIE MAE	25,000,000	0.88	1.05	05/23/2013	05/21/2018	18,229	3,629	-	21,858
Federal Agencies	3133EEW48	FEDERAL FARM CREDIT BANK	50,000,000	0.24	0.24	06/11/2015	06/11/2018	10,109	113	-	10,222
Federal Agencies	3130A4MX7	FEDERAL HOME LOAN BANK	4,000,000	0.50	0.50	03/27/2015	06/25/2018	1,667	-	-	1,667
Federal Agencies	3134G5ZZ1	FREDDIE MAC	25,000,000	1.00	1.00	01/30/2015	07/30/2018	20,833	-	-	20,833
Federal Agencies	3130A4GL0	FEDERAL HOME LOAN BANK	15,000,000	1.33	1.33	03/18/2015	09/18/2018	16,625	-	-	16,625
Federal Agencies	3134G6RP0	FREDDIE MAC	50,000,000	1.00	1.01	04/24/2015	10/24/2018	41,667	364	-	42,030
Federal Agencies	31315PS59	FARMER MAC	50,000,000	0.42	0.42	03/03/2015	12/03/2018	17,604	-	-	17,604
Federal Agencies	31315PW96	FARMER MAC	50,000,000	0.40	0.40	03/03/2015	12/03/2018	16,771	-	-	16,771
Federal Agencies	3134G4LZ9	FREDDIE MAC	50,000,000	0.88	0.88	12/10/2013	12/10/2018	36,458	-	-	36,458
Federal Agencies	3136G2C39	FANNIE MAE	15,000,000	1.63	1.63	12/30/2014	12/28/2018	20,313	-	-	20,313
Federal Agencies	31315PS91	FARMER MAC	-	0.40	0.40	08/12/2014	08/12/2019	6,109	-	-	6,109
Federal Agencies	31315PJ26	FARMER MAC	50,000,000	0.40	0.40	12/02/2014	12/02/2019	16,823	-	-	16,823
Federal Agencies	3130A4HA3	FEDERAL HOME LOAN BANK	25,000,000	1.25	1.25	03/18/2015	03/18/2020	26,042	-	-	26,042
Federal Agencies	3134G6KV4	FREDDIE MAC	15,000,000	1.63	1.63	03/25/2015	03/25/2020	20,313	-	-	20,313
Federal Agencies	3132X0AT8	FARMER MAC	41,000,000	0.33	0.33	06/05/2015	06/02/2020	11,596	-	-	11,596
Federal Agencies	3134G7QX2	FREDDIE MAC	11,865,000	0.75	0.75	08/27/2015	08/27/2020	989	-	-	989
<b>Subtotals</b>			<b>\$ 3,807,123,000</b>					<b>\$ 2,734,012</b>	<b>\$ (387,609)</b>	<b>\$ 16,347</b>	<b>\$ 2,362,751</b>
State/Local Agencies	13063BHZ8	CALIFORNIA ST	\$ 5,000,000	3.95	0.35	08/19/2014	11/01/2015	\$ 16,458	\$ (15,203)	\$ -	\$ 1,255
State/Local Agencies	64966GXS6	NEW YORK NY	12,255,000	5.13	0.66	04/01/2013	12/01/2015	52,390	(46,006)	-	6,384
State/Local Agencies	13063BN73	CALIFORNIA ST	7,000,000	1.05	0.48	12/19/2014	02/01/2016	6,125	(3,358)	-	2,767
State/Local Agencies	13063BN73	CALIFORNIA ST	11,000,000	1.05	0.91	03/27/2013	02/01/2016	9,625	(1,107)	-	8,518
State/Local Agencies	13063BN73	CALIFORNIA ST	21,000,000	1.05	0.40	03/31/2015	02/01/2016	18,375	(11,451)	-	6,924
State/Local Agencies	91412GUT0	UNIV OF CALIFORNIA CA REVENU	2,500,000	0.63	0.63	04/10/2014	05/15/2016	1,321	-	-	1,321
State/Local Agencies	612574DR1	MONTEREY PENINSULA CA CMNT	2,670,000	0.98	0.98	05/07/2013	08/01/2016	2,185	-	-	2,185

## Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
							Date	Date				
State/Local Agencies	13063CPM6	CALIFORNIA ST	44,000,000	0.75	0.69	12/09/2014	11/01/2016	27,500	(2,067)	-	25,433	
State/Local Agencies	91412GUU7	UNIV OF CALIFORNIA CA REVENU	3,250,000	1.22	1.22	04/10/2014	05/15/2017	3,310	-	-	3,310	
State/Local Agencies	13063CFC9	CALIFORNIA ST	16,500,000	1.75	1.66	11/05/2013	11/01/2017	24,063	(1,253)	-	22,809	
State/Local Agencies	13063CPN4	CALIFORNIA ST	5,000,000	1.25	1.22	12/22/2014	11/01/2017	5,208	(135)	-	5,073	
State/Local Agencies	13063CPN4	CALIFORNIA ST	50,000,000	1.25	1.17	11/25/2014	11/01/2017	52,083	(3,514)	-	48,570	
State/Local Agencies	6055804W6	MISSISSIPPI ST	8,500,000	6.09	1.38	04/23/2015	10/01/2019	43,130	(32,825)	-	10,305	
<b>Subtotals</b>			<b>\$ 188,675,000</b>					<b>\$ 261,773</b>	<b>\$ (116,920)</b>	<b>\$ -</b>	<b>\$ 144,854</b>	
Public Time Deposits	PP7QLOE87	TRANS-PAC NATIONAL BK	\$ 240,000	0.58	0.58	03/20/2015	03/21/2016	\$ 118	\$ -	\$ -	\$ 118	
Public Time Deposits	PPRNET9Q5	BANK OF SAN FRANCISCO	240,000	0.56	0.56	04/09/2015	04/11/2016	116	-	-	116	
Public Time Deposits	PP9302V13	PREFERRED BANK LA CALIF	240,000	0.59	0.59	05/15/2015	05/16/2016	117	-	-	117	
Public Time Deposits	PP0OBERR6	UMPQUA BANK	240,000	0.60	0.60	06/29/2015	06/29/2016	122	-	-	122	
Public Time Deposits	PP6J1O5Z6	IND & COMM BK OF CHINA	240,000	0.72	0.72	08/10/2015	08/10/2016	104	-	-	104	
<b>Subtotals</b>			<b>\$ 1,200,000</b>					<b>\$ 577</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 577</b>	
Negotiable CDs	89113EUB0	TORONTO DOMINION BANK NY	\$ -	0.13	0.13	07/13/2015	08/17/2015	\$ 2,889	\$ -	\$ -	\$ 2,889	
Negotiable CDs	06366CU89	BANK OF MONTREAL CHICAGO	\$ 50,000,000	0.27	0.27	06/01/2015	12/01/2015	\$ 11,555	\$ -	\$ -	\$ 11,555	
Negotiable CDs	78009NSA5	ROYAL BANK OF CANADA NY	25,000,000	0.36	0.36	09/16/2014	03/10/2016	7,656	-	-	7,656	
Negotiable CDs	78009NTW6	ROYAL BANK OF CANADA NY	100,000,000	0.31	0.31	04/08/2015	04/08/2016	26,699	-	-	26,699	
Negotiable CDs	96121TWJ3	WESTPAC BANKING CORP NY	25,000,000	0.45	0.45	04/24/2014	04/25/2016	9,582	-	-	9,582	
Negotiable CDs	96121TWK0	WESTPAC BANKING CORP NY	50,000,000	0.42	0.42	04/24/2014	04/25/2016	17,673	-	-	17,673	
Negotiable CDs	06417HKT2	BANK OF NOVA SCOTIA HOUS	25,000,000	0.50	0.56	05/09/2014	05/09/2016	10,591	444	-	11,035	
Negotiable CDs	78009NVT0	ROYAL BANK OF CANADA NY	25,000,000	0.42	0.42	08/07/2015	08/08/2016	7,352	-	-	7,352	
Negotiable CDs	06366CWA2	BANK OF MONTREAL CHICAGO	25,000,000	0.43	0.43	02/12/2015	08/12/2016	9,267	-	-	9,267	
Negotiable CDs	06366CA32	BANK OF MONTREAL CHICAGO	25,000,000	0.46	0.46	03/31/2015	09/23/2016	9,665	-	-	9,665	
Negotiable CDs	06366CA32	BANK OF MONTREAL CHICAGO	50,000,000	0.46	0.46	03/31/2015	09/23/2016	19,331	-	-	19,331	
Negotiable CDs	06417HUW4	BANK OF NOVA SCOTIA HOUS	50,000,000	0.48	0.48	09/25/2014	09/23/2016	20,723	-	-	20,723	
Negotiable CDs	06366CC48	BANK OF MONTREAL CHICAGO	50,000,000	0.45	0.45	04/07/2015	10/07/2016	19,483	-	-	19,483	
Negotiable CDs	06417HVR4	BANK OF NOVA SCOTIA HOUS	50,000,000	0.48	0.48	10/07/2014	10/07/2016	20,852	-	-	20,852	
Negotiable CDs	78009NSX5	ROYAL BANK OF CANADA NY	100,000,000	0.47	0.47	12/15/2014	12/15/2016	40,115	-	-	40,115	
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	25,000,000	0.61	0.61	02/23/2015	02/23/2017	12,360	-	-	12,360	
Negotiable CDs	06417HE36	BANK OF NOVA SCOTIA HOUS	25,000,000	0.61	0.61	02/23/2015	02/23/2017	12,360	-	-	12,360	
Negotiable CDs	06417HUR5	BANK OF NOVA SCOTIA HOUS	50,000,000	0.55	0.55	09/25/2014	09/25/2017	23,713	-	-	23,713	
<b>Subtotals</b>			<b>\$ 750,000,000</b>					<b>\$ 281,865</b>	<b>\$ 444</b>	<b>\$ -</b>	<b>\$ 282,310</b>	
Commercial Paper	06538CV40	BANK TOKYO-MIT UFJ NY	\$ -	0.00	0.15	07/28/2015	08/04/2015	\$ 1,250	\$ -	\$ -	\$ 1,250	
Commercial Paper	62478YV47	MUFG UNION BANK NA	-	0.00	0.11	08/03/2015	08/04/2015	153	-	-	153	
Commercial Paper	06538CV57	BANK TOKYO-MIT UFJ NY	-	0.00	0.15	07/29/2015	08/05/2015	1,667	-	-	1,667	
Commercial Paper	62478YV54	MUFG UNION BANK NA	-	0.00	0.10	08/04/2015	08/05/2015	139	-	-	139	
Commercial Paper	62478YV62	MUFG UNION BANK NA	-	0.00	0.10	08/05/2015	08/06/2015	139	-	-	139	
Commercial Paper	62478YV70	MUFG UNION BANK NA	-	0.00	0.10	08/06/2015	08/07/2015	167	-	-	167	
Commercial Paper	62478YVA3	MUFG UNION BANK NA	-	0.00	0.10	08/07/2015	08/10/2015	417	-	-	417	
Commercial Paper	06538CVB4	BANK TOKYO-MIT UFJ NY	-	0.00	0.15	08/04/2015	08/11/2015	2,917	-	-	2,917	
Commercial Paper	62478YVB1	MUFG UNION BANK NA	-	0.00	0.10	08/10/2015	08/11/2015	167	-	-	167	
Commercial Paper	06538CVC2	BANK TOKYO-MIT UFJ NY	-	0.00	0.16	08/05/2015	08/12/2015	3,111	-	-	3,111	
Commercial Paper	45920GVC7	IBM CORP	-	0.00	0.10	07/14/2015	08/12/2015	1,528	-	-	1,528	
Commercial Paper	62478YVD7	MUFG UNION BANK NA	-	0.00	0.11	08/12/2015	08/13/2015	153	-	-	153	
Commercial Paper	62478YVE5	MUFG UNION BANK NA	-	0.00	0.11	08/13/2015	08/14/2015	153	-	-	153	
Commercial Paper	06538CVJ7	BANK TOKYO-MIT UFJ NY	-	0.00	0.16	08/11/2015	08/18/2015	3,111	-	-	3,111	
Commercial Paper	62478YVJ4	MUFG UNION BANK NA	-	0.00	0.11	08/17/2015	08/18/2015	183	-	-	183	
Commercial Paper	06538CVK4	BANK TOKYO-MIT UFJ NY	-	0.00	0.16	08/12/2015	08/19/2015	3,111	-	-	3,111	
Commercial Paper	62478YVK1	MUFG UNION BANK NA	-	0.00	0.11	08/18/2015	08/19/2015	306	-	-	306	

## Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Commercial Paper	45920GVL7	IBM CORP	-	0.00	0.12	08/17/2015	08/20/2015	200	-	-	200
Commercial Paper	62478YVL9	MUFG UNION BANK NA	-	0.00	0.11	08/19/2015	08/20/2015	306	-	-	306
Commercial Paper	62478YVM7	MUFG UNION BANK NA	-	0.00	0.12	08/20/2015	08/21/2015	267	-	-	267
Commercial Paper	62478YVQ8	MUFG UNION BANK NA	-	0.00	0.13	08/21/2015	08/24/2015	866	-	-	866
Commercial Paper	06538CVR9	BANK TOKYO-MIT UFJ NY	-	0.00	0.16	08/18/2015	08/25/2015	3,111	-	-	3,111
Commercial Paper	62478YVR6	MUFG UNION BANK NA	-	0.00	0.13	08/24/2015	08/25/2015	289	-	-	289
Commercial Paper	06538CVS7	BANK TOKYO-MIT UFJ NY	-	0.00	0.16	08/19/2015	08/26/2015	3,111	-	-	3,111
Commercial Paper	62478YVS4	MUFG UNION BANK NA	-	0.00	0.11	08/25/2015	08/26/2015	153	-	-	153
Commercial Paper	62478YVT2	MUFG UNION BANK NA	-	0.00	0.10	08/26/2015	08/27/2015	139	-	-	139
Commercial Paper	06538CW15	BANK TOKYO-MIT UFJ NY	100,000,000	0.00	0.16	08/25/2015	09/01/2015	3,111	-	-	3,111
Commercial Paper	62478YW12	MUFG UNION BANK NA	50,000,000	0.00	0.05	08/31/2015	09/01/2015	69	-	-	69
Commercial Paper	06538CW23	BANK TOKYO-MIT UFJ NY	100,000,000	0.00	0.16	08/26/2015	09/02/2015	2,667	-	-	2,667
Commercial Paper	45920GWR3	IBM CORP	35,500,000	0.00	0.12	08/19/2015	09/25/2015	1,538	-	-	1,538
Commercial Paper	45920GWU6	IBM CORP	57,340,000	0.00	0.12	08/27/2015	09/28/2015	956	-	-	956
Commercial Paper	59515NWW9	MICROSOFT CORP	50,000,000	0.00	0.12	08/19/2015	09/30/2015	2,167	-	-	2,167
Commercial Paper	59515NWW9	MICROSOFT CORP	50,000,000	0.00	0.12	08/20/2015	09/30/2015	2,000	-	-	2,000
Commercial Paper	59515NXL2	MICROSOFT CORP	100,000,000	0.00	0.17	08/31/2015	10/20/2015	472	-	-	472
<b>Subtotals</b>			<b>\$ 542,840,000</b>					<b>\$ 40,091</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,091</b>
Medium Term Notes	594918AG9	MICROSOFT CORP	\$ 3,186,000	1.63	0.39	10/30/2013	09/25/2015	\$ 4,314	\$ (3,313)	\$ -	\$ 1,002
Medium Term Notes	961214BW2	WESTPAC BANKING CORP	10,152,000	1.13	0.35	09/15/2014	09/25/2015	9,518	(6,630)	-	2,888
Medium Term Notes	369604BE2	GENERAL ELECTRIC CO	8,000,000	0.85	0.46	05/07/2014	10/09/2015	5,667	(2,604)	-	3,063
Medium Term Notes	369604BE2	GENERAL ELECTRIC CO	9,300,000	0.85	0.40	05/19/2014	10/09/2015	6,588	(3,558)	-	3,029
Medium Term Notes	369604BE2	GENERAL ELECTRIC CO	10,000,000	0.85	0.42	03/05/2014	10/09/2015	7,083	(3,669)	-	3,414
Medium Term Notes	06366RJH9	BANK OF MONTREAL	8,500,000	0.80	0.56	03/27/2014	11/06/2015	5,667	(1,709)	-	3,958
Medium Term Notes	36962G4T8	GENERAL ELEC CAP CORP	7,000,000	2.25	0.48	05/12/2014	11/09/2015	13,125	(10,441)	-	2,684
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	10,000,000	1.80	0.41	03/12/2014	11/15/2015	15,000	(11,727)	-	3,273
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	23,025,000	1.80	0.34	03/07/2014	11/15/2015	34,538	(28,274)	-	6,264
Medium Term Notes	459200GU9	IBM CORP	19,579,000	2.00	0.48	02/11/2014	01/05/2016	32,632	(25,084)	-	7,548
Medium Term Notes	46625HHW3	JPMORGAN CHASE & CO	12,836,000	2.60	0.75	02/11/2015	01/15/2016	27,811	(20,084)	-	7,727
Medium Term Notes	064255AK8	BK TOKYO-MITSUBISHI UFJ	10,000,000	0.78	0.07	03/17/2014	02/26/2016	6,386	(1,561)	-	4,825
Medium Term Notes	36962G2V5	GENERAL ELEC CAP CORP	17,689,000	0.51	0.40	05/19/2014	05/11/2016	7,632	(614)	-	7,018
Medium Term Notes	36962G6Z2	GENERAL ELEC CAP CORP	30,740,000	1.50	0.65	07/22/2015	07/12/2016	38,425	(22,003)	-	16,422
Medium Term Notes	36962G7A6	GENERAL ELEC CAP CORP	18,194,000	0.94	0.22	04/01/2015	07/12/2016	14,664	(8,643)	-	6,021
Medium Term Notes	36962G7A6	GENERAL ELEC CAP CORP	27,651,000	0.94	0.20	03/23/2015	07/12/2016	22,287	(13,167)	-	9,119
Medium Term Notes	06366RPS8	BANK OF MONTREAL	35,000,000	0.81	0.43	07/31/2015	07/15/2016	24,376	(11,253)	-	13,123
Medium Term Notes	064159CQ7	BANK OF NOVA SCOTIA	16,483,000	1.38	0.78	02/13/2015	07/15/2016	18,887	(8,306)	-	10,581
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK	18,930,000	0.74	0.38	12/15/2014	09/09/2016	12,082	(4,211)	-	7,871
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK	24,000,000	0.74	0.40	03/02/2015	09/09/2016	15,318	(5,767)	-	9,551
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP	14,150,000	0.38	0.41	12/09/2014	09/23/2016	4,646	221	-	4,867
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP	28,150,000	0.38	0.40	02/11/2015	09/23/2016	9,243	370	-	9,613
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP	50,000,000	0.38	0.38	09/23/2014	09/23/2016	16,417	-	-	16,417
Medium Term Notes	89236TBV6	TOYOTA MOTOR CREDIT CORP	47,500,000	0.39	0.39	09/25/2014	09/23/2016	16,058	-	-	16,058
Medium Term Notes	9612E0DB0	WESTPAC BANKING CORP	50,000,000	0.44	0.44	10/10/2014	10/07/2016	19,053	-	-	19,053
Medium Term Notes	89236TCL7	TOYOTA MOTOR CREDIT CORP	50,000,000	0.39	0.39	04/14/2015	10/14/2016	16,611	-	-	16,611
Medium Term Notes	36967FAB7	GENERAL ELEC CAP CORP	20,000,000	0.56	0.56	01/09/2015	01/09/2017	9,700	-	-	9,700
Medium Term Notes	36962G2F0	GENERAL ELEC CAP CORP	3,791,000	0.49	0.52	04/08/2015	02/15/2017	1,523	85	-	1,608
Medium Term Notes	36962G2F0	GENERAL ELEC CAP CORP	4,948,000	0.49	0.56	04/01/2015	02/15/2017	1,987	237	-	2,224
Medium Term Notes	89236TCC7	TOYOTA MOTOR CREDIT CORP	10,000,000	0.51	0.47	04/14/2015	02/16/2017	4,198	(290)	-	3,908
Medium Term Notes	89236TCC7	TOYOTA MOTOR CREDIT CORP	50,000,000	0.51	0.51	02/20/2015	02/16/2017	20,991	-	-	20,991
<b>Subtotals</b>			<b>\$ 648,804,000</b>					<b>\$ 442,426</b>	<b>\$ (191,996)</b>	<b>\$ -</b>	<b>\$ 250,430</b>

## Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Money Market Funds		CITI SWEEP	\$ -	0.02	0.02	06/22/2012	09/01/2015	\$ -	\$ -	\$ -	\$ -
Money Market Funds	09248U718	BLACKROCK LIQUIDITY FUNDS T-	\$ 5,001,702	0.01	0.01	01/15/2013	09/01/2015	42	-	-	42
Money Market Funds	316175108	FIDELITY INSTITUTIONAL MONEY	5,004,130	0.01	0.01	06/20/2013	09/01/2015	43	-	-	43
Money Market Funds	61747C707	MORGAN STANLEY INSTITUTIONA	100,117,444	0.04	0.04	12/31/2012	09/01/2015	3,401	-	-	3,401
<b>Subtotals</b>			<b>\$ 110,123,276</b>					<b>\$ 3,486</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,486</b>
<b>Grand Totals</b>			<b>\$ 6,523,765,276</b>					<b>\$ 4,202,779</b>	<b>\$ (654,375)</b>	<b>\$ 16,347</b>	<b>\$ 3,564,752</b>

<sup>1</sup>Yield to maturity is calculated at purchase



## Investment Transactions Pooled Fund

For month ended August 31, 2015

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	08/03/2015	09/01/2015	Money Market Funds	BLACKROCK LIQUIDITY FUND	09248U718	\$ 42	0.01	0.01	\$ 100.00	\$ -	\$ 42
Purchase	08/03/2015	08/04/2015	Commercial Paper	MUFG UNION BANK NA	62478YV47	50,000,000	0.00	0.11	100.00	-	49,999,847
Purchase	08/04/2015	08/11/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVB4	100,000,000	0.00	0.15	100.00	-	99,997,083
Purchase	08/04/2015	08/05/2015	Commercial Paper	MUFG UNION BANK NA	62478YV54	50,000,000	0.00	0.10	100.00	-	49,999,861
Purchase	08/05/2015	08/12/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVC2	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/05/2015	08/06/2015	Commercial Paper	MUFG UNION BANK NA	62478YV62	50,000,000	0.00	0.10	100.00	-	49,999,861
Purchase	08/06/2015	08/07/2015	Commercial Paper	MUFG UNION BANK NA	62478YV70	60,000,000	0.00	0.10	100.00	-	59,999,833
Purchase	08/07/2015	08/10/2015	Commercial Paper	MUFG UNION BANK NA	62478YVA3	50,000,000	0.00	0.10	100.00	-	49,999,583
Purchase	08/07/2015	08/08/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NVT0	25,000,000	0.42	0.42	100.00	-	25,000,000
Purchase	08/10/2015	08/11/2015	Commercial Paper	MUFG UNION BANK NA	62478YVB1	60,000,000	0.00	0.10	100.00	-	59,999,833
Purchase	08/10/2015	08/10/2016	Public Time Deposits	IND & COMM BK OF CHINA	PP6J1O5Z6	240,000	0.72	0.72	100.00	-	240,000
Purchase	08/11/2015	08/18/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVJ7	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/12/2015	08/19/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVK4	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/12/2015	08/13/2015	Commercial Paper	MUFG UNION BANK NA	62478YVD7	50,000,000	0.00	0.11	100.00	-	49,999,847
Purchase	08/13/2015	08/14/2015	Commercial Paper	MUFG UNION BANK NA	62478YVE5	50,000,000	0.00	0.11	100.00	-	49,999,847
Purchase	08/17/2015	08/20/2015	Commercial Paper	IBM CORP	45920GVL7	20,000,000	0.00	0.12	100.00	-	19,999,800
Purchase	08/17/2015	08/18/2015	Commercial Paper	MUFG UNION BANK NA	62478YVJ4	60,000,000	0.00	0.11	100.00	-	59,999,817
Purchase	08/18/2015	08/25/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVR9	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/18/2015	08/19/2015	Commercial Paper	MUFG UNION BANK NA	62478YVK1	100,000,000	0.00	0.11	100.00	-	99,999,694
Purchase	08/19/2015	08/26/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVS7	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/19/2015	09/25/2015	Commercial Paper	IBM CORP	45920GWR3	35,500,000	0.00	0.12	99.99	-	35,495,622
Purchase	08/19/2015	09/30/2015	Commercial Paper	MICROSOFT CORP	59515NWW9	50,000,000	0.00	0.12	99.99	-	49,993,000
Purchase	08/19/2015	08/20/2015	Commercial Paper	MUFG UNION BANK NA	62478YVL9	100,000,000	0.00	0.11	100.00	-	99,999,694
Purchase	08/20/2015	11/13/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEJ76	25,000,000	0.34	0.36	99.97	1,674	24,993,174
Purchase	08/20/2015	09/30/2015	Commercial Paper	MICROSOFT CORP	59515NWW9	50,000,000	0.00	0.12	99.99	-	49,993,167
Purchase	08/20/2015	08/21/2015	Commercial Paper	MUFG UNION BANK NA	62478YVM7	80,000,000	0.00	0.12	100.00	-	79,999,733
Purchase	08/21/2015	08/24/2015	Commercial Paper	MUFG UNION BANK NA	62478YVQ8	80,000,000	0.00	0.13	100.00	-	79,999,134
Purchase	08/24/2015	08/25/2015	Commercial Paper	MUFG UNION BANK NA	62478YVR6	80,000,000	0.00	0.13	100.00	-	79,999,711
Purchase	08/25/2015	09/01/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CW15	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/25/2015	08/26/2015	Commercial Paper	MUFG UNION BANK NA	62478YVS4	50,000,000	0.00	0.11	100.00	-	49,999,847
Purchase	08/26/2015	09/02/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CW23	100,000,000	0.00	0.16	100.00	-	99,996,889
Purchase	08/26/2015	10/21/2015	Federal Agencies	FED HOME LN DISCOUNT NT	313384NF2	50,000,000	0.00	0.15	99.98	-	49,988,722
Purchase	08/26/2015	08/27/2015	Commercial Paper	MUFG UNION BANK NA	62478YVT2	50,000,000	0.00	0.10	100.00	-	49,999,861
Purchase	08/27/2015	08/27/2020	Federal Agencies	FREDDIE MAC	3134G7QX2	11,865,000	0.75	0.75	100.00	-	11,865,000
Purchase	08/27/2015	09/28/2015	Commercial Paper	IBM CORP	45920GWU6	57,340,000	0.00	0.12	99.99	-	57,333,884
Purchase	08/31/2015	06/13/2016	Federal Agencies	FEDERAL HOME LOAN BK IL	313771AA5	71,000,000	5.63	0.51	103.99	865,313	74,700,982
Purchase	08/31/2015	09/01/2015	Money Market Funds	FIDELITY INSTITUTIONAL M	316175108	43	0.01	0.01	100.00	-	43
Purchase	08/31/2015	10/20/2015	Commercial Paper	MICROSOFT CORP	59515NXL2	100,000,000	0.00	0.17	99.98	-	99,976,389
Purchase	08/31/2015	09/01/2015	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	3,401	0.04	0.04	100.00	-	3,401
Purchase	08/31/2015	09/01/2015	Commercial Paper	MUFG UNION BANK NA	62478YW12	50,000,000	0.00	0.05	100.00	-	49,999,931
<b>Subtotals</b>						<b>\$ 2,365,948,486</b>	<b>0.18</b>	<b>0.15</b>	<b>\$ 100.12</b>	<b>\$ 866,986</b>	<b>\$ 2,369,554,466</b>
Sale	08/03/2015	08/28/2017	Federal Agencies	FEDERAL HOME LOAN BANK	3130A62S5	\$ 10,000,000	0.75	0.86	\$ 99.93	\$ 1,875	\$ 9,994,875
Sale	08/18/2015	09/09/2015	Federal Agencies	FED HOME LN DISCOUNT NT	313384LM9	50,000,000	0.00	0.09	100.00	-	49,998,319
<b>Subtotals</b>						<b>\$ 60,000,000</b>	<b>0.13</b>	<b>0.21</b>	<b>\$ 99.99</b>	<b>\$ 1,875</b>	<b>\$ 59,993,194</b>

## Investment Transactions Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Call	08/12/2015	08/12/2019	Federal Agencies	FARMER MAC	31315PS91	\$ 50,000,000	0.40	0.40	100.00	\$ -	\$ 50,000,000
Call	08/20/2015	02/20/2018	Federal Agencies	FREDDIE MAC	3134G6AX1	22,000,000	0.75	0.75	100.00	-	22,000,000
Call	08/25/2015	08/25/2017	Federal Agencies	FREDDIE MAC	3134G6ER0	18,300,000	1.00	1.00	100.00	-	18,300,000
Call	08/27/2015	02/27/2018	Federal Agencies	FREDDIE MAC	3134G6ED1	25,000,000	0.50	0.50	100.00	-	25,000,000
Call	08/27/2015	02/27/2018	Federal Agencies	FREDDIE MAC	3134G6ED1	25,000,000	0.50	0.50	100.00	-	25,000,000
<b>Subtotals</b>						<b>\$ 140,300,000</b>	<b>0.57</b>	<b>0.57</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,300,000</b>
Maturity	08/04/2015	08/04/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CV40	\$ 100,000,000	0.00	0.15	100.00		\$ 100,000,000
Maturity	08/04/2015	08/04/2015	Commercial Paper	MUFG UNION BANK NA	62478YV47	50,000,000	0.00	0.11	100.00		50,000,000
Maturity	08/05/2015	08/05/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CV57	100,000,000	0.00	0.15	100.00		100,000,000
Maturity	08/05/2015	08/05/2015	Commercial Paper	MUFG UNION BANK NA	62478YV54	50,000,000	0.00	0.10	100.00		50,000,000
Maturity	08/06/2015	08/06/2015	Commercial Paper	MUFG UNION BANK NA	62478YV62	50,000,000	0.00	0.10	100.00		50,000,000
Maturity	08/07/2015	08/07/2015	Commercial Paper	MUFG UNION BANK NA	62478YV70	60,000,000	0.00	0.10	100.00		60,000,000
Maturity	08/10/2015	08/10/2015	Commercial Paper	MUFG UNION BANK NA	62478YVA3	50,000,000	0.00	0.10	100.00		50,000,000
Maturity	08/11/2015	08/11/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVB4	100,000,000	0.00	0.15	100.00		100,000,000
Maturity	08/11/2015	08/11/2015	Commercial Paper	MUFG UNION BANK NA	62478YVB1	60,000,000	0.00	0.10	100.00		60,000,000
Maturity	08/12/2015	08/12/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVC2	100,000,000	0.00	0.16	100.00		100,000,000
Maturity	08/12/2015	08/12/2015	Commercial Paper	IBM CORP	45920GVC7	50,000,000	0.00	0.10	100.00		50,000,000
Maturity	08/13/2015	08/13/2015	Commercial Paper	MUFG UNION BANK NA	62478YVD7	50,000,000	0.00	0.11	100.00		50,000,000
Maturity	08/14/2015	08/14/2015	Commercial Paper	MUFG UNION BANK NA	62478YVE5	50,000,000	0.00	0.11	100.00		50,000,000
Maturity	08/17/2015	08/17/2015	Negotiable CDs	TORONTO DOMINION BANK NY	89113EUB0	50,000,000	0.13	0.13	100.00	6,319	50,006,319
Maturity	08/18/2015	08/18/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVJ7	100,000,000	0.00	0.16	100.00		100,000,000
Maturity	08/18/2015	08/18/2015	Commercial Paper	MUFG UNION BANK NA	62478YVJ4	60,000,000	0.00	0.11	100.00		60,000,000
Maturity	08/19/2015	08/19/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVK4	100,000,000	0.00	0.16	100.00		100,000,000
Maturity	08/19/2015	08/19/2015	Commercial Paper	MUFG UNION BANK NA	62478YVK1	100,000,000	0.00	0.11	100.00		100,000,000
Maturity	08/20/2015	08/20/2015	Commercial Paper	IBM CORP	45920GVL7	20,000,000	0.00	0.12	100.00		20,000,000
Maturity	08/20/2015	08/20/2015	Commercial Paper	MUFG UNION BANK NA	62478YVL9	100,000,000	0.00	0.11	100.00		100,000,000
Maturity	08/21/2015	08/21/2015	Commercial Paper	MUFG UNION BANK NA	62478YVM7	80,000,000	0.00	0.12	100.00		80,000,000
Maturity	08/24/2015	08/24/2015	Commercial Paper	MUFG UNION BANK NA	62478YVQ8	80,000,000	0.00	0.13	100.00		80,000,000
Maturity	08/25/2015	08/25/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVR9	100,000,000	0.00	0.16	100.00		100,000,000
Maturity	08/25/2015	08/25/2015	Commercial Paper	MUFG UNION BANK NA	62478YVR6	80,000,000	0.00	0.13	100.00		80,000,000
Maturity	08/26/2015	08/26/2015	Commercial Paper	BANK TOKYO-MIT UFJ NY	06538CVS7	100,000,000	0.00	0.16	100.00		100,000,000
Maturity	08/26/2015	08/26/2015	Commercial Paper	MUFG UNION BANK NA	62478YVS4	50,000,000	0.00	0.11	100.00		50,000,000
Maturity	08/27/2015	08/27/2015	Commercial Paper	MUFG UNION BANK NA	62478YVT2	50,000,000	0.00	0.10	100.00		50,000,000
Maturity	08/28/2015	08/28/2015	Federal Agencies	FEDERAL HOME LOAN BANK	313383V81	9,000,000	0.38	0.28	100.00	16,875	9,016,875
<b>Subtotals</b>						<b>\$ 1,949,000,000</b>	<b>0.01</b>	<b>0.13</b>	<b>\$ -</b>	<b>\$ 23,194</b>	<b>\$ 1,949,023,194</b>



## Investment Transactions Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	08/01/2015	02/01/2016	State/Local Agencies	CALIFORNIA ST	13063BN73	\$ 7,000,000	1.05	0.48	0.00	0.00	\$ 36,750
Interest	08/01/2015	02/01/2016	State/Local Agencies	CALIFORNIA ST	13063BN73	11,000,000	1.05	0.91	0.00	0.00	57,750
Interest	08/01/2015	02/01/2016	State/Local Agencies	CALIFORNIA ST	13063BN73	21,000,000	1.05	0.40	0.00	0.00	110,250
Interest	08/01/2015	04/01/2016	Federal Agencies	FARMER MAC	31315PTF6	50,000,000	0.19	0.19	0.00	0.00	8,034
Interest	08/01/2015	08/01/2016	State/Local Agencies	MONTEREY PENINSULA CA CM	612574DR1	2,670,000	0.98	0.98	0.00	0.00	13,110
Interest	08/02/2015	06/02/2020	Federal Agencies	FARMER MAC	3132X0AT8	41,000,000	0.33	0.33	0.00	0.00	11,527
Interest	08/02/2015	06/02/2016	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDB35	50,000,000	0.22	0.23	0.00	0.00	9,322
Interest	08/02/2015	02/02/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEMH0	4,000,000	0.24	0.24	0.00	0.00	815
Interest	08/02/2015	02/02/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEMH0	35,000,000	0.24	0.26	0.00	0.00	7,128
Interest	08/03/2015	12/01/2015	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CU89	50,000,000	0.27	0.27	0.00	0.00	12,219
Interest	08/03/2015	05/03/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEU40	69,000,000	0.23	0.23	0.00	0.00	13,369
Interest	08/04/2015	09/01/2015	Money Market Funds	CITI SWEEP		-	0.02	0.02	0.00	0.00	42
Interest	08/05/2015	02/05/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEAN0	25,000,000	0.23	0.23	0.00	0.00	4,912
Interest	08/05/2015	02/05/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEAN0	25,000,000	0.23	0.24	0.00	0.00	4,912
Interest	08/05/2015	02/05/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEAN0	50,000,000	0.23	0.24	0.00	0.00	9,823
Interest	08/07/2015	10/07/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CC48	50,000,000	0.45	0.45	0.00	0.00	19,306
Interest	08/07/2015	10/07/2016	Medium Term Notes	WESTPAC BANKING CORP	9612E0DB0	50,000,000	0.44	0.44	0.00	0.00	18,876
Interest	08/10/2015	05/09/2016	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417HKT2	25,000,000	0.47	0.51	0.00	0.00	29,629
Interest	08/10/2015	03/10/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NSA5	25,000,000	0.35	0.35	0.00	0.00	7,610
Interest	08/10/2015	04/08/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NTW6	100,000,000	0.31	0.31	0.00	0.00	28,096
Interest	08/11/2015	10/11/2016	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDJA1	25,000,000	0.21	0.23	0.00	0.00	4,450
Interest	08/11/2015	06/11/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEW48	50,000,000	0.23	0.23	0.00	0.00	9,976
Interest	08/11/2015	05/11/2016	Medium Term Notes	GENERAL ELEC CAP CORP	36962G2V5	17,689,000	0.48	0.40	0.00	0.00	21,647
Interest	08/12/2015	08/12/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CWA2	25,000,000	0.43	0.43	0.00	0.00	8,890
Interest	08/12/2015	08/12/2019	Federal Agencies	FARMER MAC	31315PS91	-	0.40	0.40	0.00	0.00	49,981
Interest	08/13/2015	02/13/2017	Federal Agencies	FEDERAL HOME LOAN BANK	3133786Q9	67,780,000	1.00	0.72	0.00	0.00	338,900
Interest	08/13/2015	11/13/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEBR0	25,000,000	0.22	0.24	0.00	0.00	4,665
Interest	08/14/2015	09/14/2016	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDH21	50,000,000	0.21	0.22	0.00	0.00	8,869
Interest	08/15/2015	05/16/2016	Public Time Deposits	PREFERRED BANK LA CALIF	PP9302V13	240,000	0.54	0.54	0.00	0.00	357
Interest	08/16/2015	04/16/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEZC7	50,000,000	0.24	0.24	0.00	0.00	10,204
Interest	08/17/2015	02/15/2017	Medium Term Notes	GENERAL ELEC CAP CORP	36962G2F0	3,791,000	0.44	0.47	0.00	0.00	4,394
Interest	08/17/2015	02/15/2017	Medium Term Notes	GENERAL ELEC CAP CORP	36962G2F0	4,948,000	0.44	0.50	0.00	0.00	5,735
Interest	08/17/2015	02/16/2017	Medium Term Notes	TOYOTA MOTOR CREDIT CORP	89236TCC7	10,000,000	0.47	0.43	0.00	0.00	11,779
Interest	08/17/2015	02/16/2017	Medium Term Notes	TOYOTA MOTOR CREDIT CORP	89236TCC7	50,000,000	0.47	0.47	0.00	0.00	58,897
Interest	08/19/2015	11/19/2015	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ECLZ5	25,000,000	0.19	0.22	0.00	0.00	4,047
Interest	08/20/2015	02/20/2018	Federal Agencies	FREDDIE MAC	3134G6AX1	22,000,000	0.75	0.75	0.00	0.00	82,500

## Investment Transactions Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	08/22/2015	09/22/2015	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EAJF6	27,953,000	0.21	0.46	0.00	0.00	5,151
Interest	08/22/2015	03/22/2018	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEN71	50,000,000	0.22	0.23	0.00	0.00	9,644
Interest	08/23/2015	08/23/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EEFX3	50,000,000	0.24	0.24	0.00	0.00	10,118
Interest	08/24/2015	09/23/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CA32	25,000,000	0.45	0.45	0.00	0.00	9,889
Interest	08/24/2015	09/23/2016	Negotiable CDs	BANK OF MONTREAL CHICAGO	06366CA32	50,000,000	0.45	0.45	0.00	0.00	19,778
Interest	08/24/2015	02/23/2017	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417HE36	25,000,000	0.56	0.56	0.00	0.00	35,125
Interest	08/24/2015	02/23/2017	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417HE36	25,000,000	0.56	0.56	0.00	0.00	35,125
Interest	08/24/2015	07/24/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ECV92	50,000,000	0.23	0.23	0.00	0.00	9,774
Interest	08/24/2015	03/24/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDP30	26,000,000	0.23	0.21	0.00	0.00	5,082
Interest	08/24/2015	04/25/2016	Negotiable CDs	WESTPAC BANKING CORP NY	96121TWK0	50,000,000	0.41	0.41	0.00	0.00	17,524
Interest	08/25/2015	08/25/2017	Federal Agencies	FREDDIE MAC	3134G6ER0	18,300,000	1.00	1.00	0.00	0.00	91,500
Interest	08/26/2015	02/26/2016	Medium Term Notes	BK TOKYO-MITSUBISHI UFJ	064255AK8	10,000,000	0.73	0.26	0.00	0.00	18,707
Interest	08/26/2015	08/26/2016	Federal Agencies	FANNIE MAE	3135G0YE7	50,000,000	0.63	0.52	0.00	0.00	156,250
Interest	08/27/2015	02/27/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDFW7	50,000,000	0.25	0.25	0.00	0.00	10,570
Interest	08/27/2015	02/27/2018	Federal Agencies	FREDDIE MAC	3134G6ED1	25,000,000	0.50	0.50	0.00	0.00	31,250
Interest	08/27/2015	02/27/2018	Federal Agencies	FREDDIE MAC	3134G6ED1	25,000,000	0.50	0.50	0.00	0.00	31,250
Interest	08/28/2015	02/28/2018	Federal Agencies	FANNIE MAE	3135G0UN1	8,770,000	1.15	1.32	0.00	0.00	50,428
Interest	08/28/2015	02/28/2018	Federal Agencies	FANNIE MAE	3135G0UN1	19,000,000	1.15	1.32	0.00	0.00	109,250
Interest	08/29/2015	03/29/2017	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EDZW5	25,000,000	0.21	0.21	0.00	0.00	4,499
Interest	08/31/2015	09/01/2015	Money Market Funds	BLACKROCK LIQUIDITY FUND	09248U718	5,001,745	0.01	0.01	0.00	0.00	42
Interest	08/31/2015	09/01/2015	Money Market Funds	FIDELITY INSTITUTIONAL M	316175108	5,004,130	0.01	0.01	0.00	0.00	43
Interest	08/31/2015	09/01/2015	Money Market Funds	MORGAN STANLEY INSTITUTI	61747C707	100,117,444	0.04	0.04	0.00	0.00	3,401
Interest	08/31/2015	02/28/2017	U.S. Treasuries	US TSY NT	912828SJ0	25,000,000	0.88	1.21	0.00	0.00	109,375
Interest	08/31/2015	02/28/2017	U.S. Treasuries	US TSY NT	912828SJ0	25,000,000	0.88	1.21	0.00	0.00	109,375
Interest	08/31/2015	02/28/2017	U.S. Treasuries	US TSY NT	912828SJ0	75,000,000	0.88	0.94	0.00	0.00	328,125
<b>Subtotals</b>						<b>\$ 1,962,264,319</b>	<b>0.40</b>	<b>0.40</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,240,044</b>

<b>Grand Totals</b>	<b>40</b>	<b>Purchases</b>
	<b>(2)</b>	<b>Sales</b>
	<b>(33)</b>	<b>Maturities / Calls</b>
	<b>5</b>	<b>Change in number of positions</b>

## Non-Pooled Investments

As of August 31, 2015

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	1.22	3.50	\$ 1,995,000	\$ 1,995,000	\$ 1,995,000	\$ 1,995,000
<b>Subtotals</b>					<b>1.22</b>	<b>3.50</b>	<b>\$ 1,995,000</b>	<b>\$ 1,995,000</b>	<b>\$ 1,995,000</b>	<b>\$ 1,995,000</b>
<b>Grand Totals</b>					<b>1.22</b>	<b>3.50</b>	<b>\$ 1,995,000</b>	<b>\$ 1,995,000</b>	<b>\$ 1,995,000</b>	<b>\$ 1,995,000</b>

### NON-POOLED FUNDS PORTFOLIO STATISTICS

	Current Month		Prior Month	
	Fiscal YTD	August 2015	Fiscal YTD	July 2015
Average Daily Balance	\$ 1,995,000	\$ 1,995,000	\$ 1,995,000	\$ 1,995,000
Net Earnings	\$ 11,638	\$ 5,819	\$ 5,819	\$ 5,819
Earned Income Yield	3.43%	3.43%	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.



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

1 DR. CARLTON B. GOODLETT PLACE  
ROOM 456, CITY HALL  
SAN FRANCISCO, CALIFORNIA 94102



**Ross Mirkarimi  
SHERIFF**

Bos-11, Bos-103  
Aides  
CPag

September 17, 2015  
Reference # CFO 2015-19

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2015 SEP 17 PM 4:07

To: Angela Calvillo  
Clerk of the Board of Supervisors

From: Mylan Luong   
Acting Deputy Director/CFO

Re: Copy of Administrative Code Chapter 12B Waiver Request for County of Ventura.

Pursuant to the San Francisco Administrative code Chapters 12B attached is a copy the Waiver Request Form (HRC Form 201) sent to the Contract Monitoring Division on 9/17/15.

The Sheriff's Department is requesting a waiver from Administrative Code Chapters 12B requirement for County of Ventura to utilize the County of Ventura legacy contract to purchase a subscription for leading information technology research and advisory services from Gartner Inc., vendor number C05981.

Through the Agreement, municipalities are able to receive the Gartner, Inc. services to include, but is not limited to information technology research, consulting, professional services and training, for a highly discounted government bulk purchasing rate to California agencies.

If you have any questions, please contact Henry Gong at (415) 554-7241.

5



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

1 DR. CARLTON B. GOODLETT PLACE  
ROOM 456, CITY HALL  
SAN FRANCISCO, CALIFORNIA 94102



**Ross Mirkarimi  
SHERIFF**

September 17, 2015  
Reference# CFO 2015-18

To: Veronica Ng  
Director, Contract Monitoring Division

Cc: Angela Calvillo  
Clerk of the Board of Supervisors

From: Mylan Luong   
Acting CFO, San Francisco Sheriff's Department

Re: Request for Waiver of San Francisco Administrative Code Chapter 12B for legacy contract with Ventura County.

---

The Sheriff's Department is submitting the Waiver Request CMD 201 Form to utilize the County of Ventura legacy contract to purchase a subscription for leading information technology research and advisory services from Gartner Inc., vendor number C05981.

County of Ventura renewed its 2003 contract with Gartner in February 2015 through the 11<sup>th</sup> Amendment which was approved by the County of Ventura Board of Supervisors on January 27, 2015.

Through the Agreement, municipalities are able to receive the Gartner, Inc. services to include, but is not limited to information technology research, consulting, professional services and training, for a highly discounted government bulk purchasing rate to California agencies.

Section 21.16(b) of the Administrative Code states that tow conditions must be met in order to consider a piggybacking contract for use:

- (i) The other agency's procurement process was competitive or the result of a sole source award.
- (ii) The use of the other agency's procurement would be in the City's best interest.

In our review of the Ventura County Agreement, we found the following which we believe qualifies using the agreement is in the best interest of the City at this time:

- The County of Ventura Agreement provides best pricing for services required by the City and the government level security needed.

PHONE: 415-554-7225 FAX: 415-554-7050

WEBSITE: WWW.SFSHERIFF.COM

EMAIL: SHERIFF@SFGOV.ORG

- The County of Ventura Agreement is widely used amongst other public agencies in California.
  - References were very positive with regard to pricing, ease of use, and reporting capabilities.
- 

Thank you for considering this request and please contact Henry Gong at (415) 554-7241 if you require additional information and if you have further questions.



# CITY AND COUNTY OF SAN FRANCISCO CONTRACT MONITORING DIVISION

## S.F. ADMINISTRATIVE CODE CHAPTERS 12B and 14B WAIVER REQUEST FORM

(CMD-201)

Send completed waiver requests to:  
cmd.waiverrequest@sfgov.org or

CMD, 30 Van Ness Avenue, Suite 200, San Francisco, CA  
94102

FOR CMD USE ONLY

Request Number:

### Section 1. Department Information

Department Head Signature: [Signature]

Name of Department: San Francisco Sheriff's Department

Department Address: 1 Dr. Carlton B. Goodlett Dr., S.F., CA 94102

Contact Person: Henry Gong

Phone Number: (415) 554-7241 E-mail: henry.gong@sfgov.org

### Section 2. Contractor Information

Contractor Name: County of Ventura Vendor No.: C05981

Contractor Address: 800 South Victoria Ave., Ventura, CA 93009

Contact Person: Winston Blackwell Contact Phone No.: (916) 966-5786

### Section 3. Transaction Information

Date Waiver Request Submitted: 9/17/2015 Type of Contract: legacy contract subscription for tech svcs.

Contract Start Date: 10/1/2015 End Date: 9/30/2016 Dollar Amount of Contract: \$ \$ 27,060.00

### Section 4. Administrative Code Chapter to be Waived (please check all that apply)

Chapter 12B

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

### Section 5. Waiver Type (Letter of Justification *must* be attached, see Check List on back of page.)

A. Sole Source

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

C. Public Entity

D. No Potential Contractors Comply (Required) Copy of waiver request sent to Board of Supervisors on: \_\_\_\_\_

E. Government Bulk Purchasing Arrangement (Required) Copy of waiver request sent to Board of Supervisors on: 9/17/2015

F. Sham/Shell Entity (Required) Copy of waiver request sent to Board of Supervisors on: \_\_\_\_\_

G. Subcontracting Goals

H. Local Business Enterprise (LBE)

#### CMD/HRC ACTION

12B Waiver Granted: \_\_\_\_\_  
12B Waiver Denied: \_\_\_\_\_

14B Waiver Granted: \_\_\_\_\_  
14B Waiver Denied: \_\_\_\_\_

Reason for Action: \_\_\_\_\_

CMD Staff: \_\_\_\_\_ Date: \_\_\_\_\_

CMD Director: \_\_\_\_\_ Date: \_\_\_\_\_

HRC Director (12B Only): \_\_\_\_\_ Date: \_\_\_\_\_

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; BOS-Legislative Aides  
**Subject:** FW: Local Business Enterprise (LBE) Contracting Report for FY 14/15 pursuant to Chapter 14B.15(A) of the SF Administrative Code  
**Attachments:** SFBOS LBE Rpt FY 14-15 9.17.15 w. attachments.pdf

**From:** Visconti, Michael (ADM)  
**Sent:** Friday, September 18, 2015 11:30 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Fretty, Rochelle (ADM) <rochelle.fretty@sfgov.org>; Ng, Veronica (ADM) <veronica.ng@sfgov.org>; Truax, Nichole (PUC) <ntruax@sfgwater.org>; Asenloo, Romulus (ADM) <romulus.asenloo@sfgov.org>; Chin, Linda (ADM) (AIR) <Linda.Chin@flysfo.com>  
**Subject:** RE: Local Business Enterprise (LBE) Contracting Report for FY 14/15 pursuant to Chapter 14B.15(A) of the SF Administrative Code

To the Clerk of the San Francisco Board of Supervisors:

Pursuant to Chapter 14B.15(A) of the San Francisco Administrative Code, attached please find the Local Business Enterprise ("LBE") Contracting Report for the 2014/15 Fiscal Year.

Thirteen (13) copies of the letter and all attachments are en route to City Hall (Room 244) via CCSF interoffice mail, per Board procedures.

Should you have any questions, require any further information, or if you have not received the interoffice mail package by Tuesday, September 22, 2015, please do not hesitate to contact me at this email address.

**Please confirm receipt of attachment, I have reduced the size to 1 MB.**

Thank you,

Michael Visconti | CCO  
Contract Monitoring Division



**City and County of San Francisco**

direct phone: 650.821.7765 (SFO Extension 17765) • main: 415-581-2310 • fax: 650.821.7820  
email: [michael.visconti@sfgov.org](mailto:michael.visconti@sfgov.org) • [Contract Monitoring Division](#)  
30 Van Ness Avenue | Suite 200 | San Francisco | CA | 94102

This communication, including attachments, is for the exclusive use of the person or entity to which it is addressed and may contain confidential information. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this by mistake, please contact the sender immediately.

Thank you.

(6)





## OFFICE OF THE CITY ADMINISTRATOR CONTRACT MONITORING DIVISION



Edwin M. Lee, Mayor  
Naomi M. Kelly, City Administrator

Veronica Ng, Director

September 17, 2015

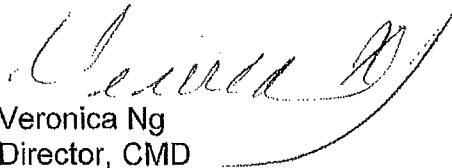
San Francisco Board of Supervisors  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear San Francisco Board of Supervisors:

Pursuant to Section 14B.15(A) of the San Francisco Administrative Code, Chapter 14B: Local Business Enterprise Utilization and Non-Discrimination in Contracting Ordinance ("Chapter 14B"), attached please find the Local Business Enterprise ("LBE") Contracting Report for Fiscal Year 2014/2015. The LBE Contracting Report documents the number of firms that the Contract Monitoring Division ("CMD") has certified and the LBE contract award statistics on contracts covered by Chapter 14B for the Airport, Department of Public Works, Port, Public Utilities Commission and the Recreation and Park Department.

Thank you for your continued support of the CMD and the LBE program. Should you have any questions and/or concerns please don't hesitate to contact me at 415-581-2310.

Sincerely,



Veronica Ng  
Director, CMD

LBE Certification  
FY 2014/15

LBE Certified Small & Micro Firms	FY 2014/15 Q1		FY 2014/15 Q2		FY 2014/15 Q3		FY 2014/15 Q4	
	FY 2014/15 Q1	%	FY 2014/15 Q2	%	FY 2014/15 Q3	%	FY 2014/15 Q4	%
MBE*	462	38.40%	464	37.69%	452	38.47%	452	38.37%
OBE	445	36.99%	470	38.18%	432	36.77%	438	37.18%
WBE*	296	24.61%	297	24.13%	291	24.77%	288	24.45%
<b>Total</b>	<b>1203</b>		<b>1231</b>		<b>1175</b>		<b>1178</b>	
<b>PUC-LBE Certified Small &amp; Micro Firms</b>								
	FY 2014/15 Q1	%	FY 2014/15 Q2	%	FY 2014/15 Q3	%	FY 2014/15 Q4	%
MBE	43	34.68%	36	30.00%	35	30.17%	33	30.00%
OBE	74	59.68%	77	64.17%	75	64.66%	69	62.73%
WBE	7	5.65%	7	5.83%	6	5.17%	8	7.27%
<b>Total</b>	<b>124</b>		<b>120</b>		<b>116</b>		<b>110</b>	
<b>Small &amp; Micro MBE Firms by Ethnicity</b>								
	FY 2014/15 Q1	%	FY 2014/15 Q2**	%	FY 2014/15 Q3	%	FY 2014/15 Q4	%
African-American	117	23.17%	128	24.15%	117	24.02%	121	24.95%
Arab-American	18	3.56%	19	3.58%	16	3.29%	16	3.30%
Asian-American	252	49.90%	257	48.49%	234	48.05%	227	46.80%
Iranian-American	15	2.97%	20	3.77%	16	3.29%	15	3.09%
Latino-American	101	20.00%	104	19.62%	102	20.94%	103	21.24%
Native-American	2	0.40%	2	0.38%	2	0.41%	3	0.62%
<b>Total</b>	<b>505</b>		<b>530</b>		<b>487</b>		<b>485</b>	
<b>LBE Firms by Size</b>								
	FY 2014/15 Q1	%	FY 2014/15 Q2	%	FY 2014/15 Q3	%	FY 2014/15 Q4	%
Micro LBE	1172	84.87%	1180	83.75%	1131	81.90%	1174	86.90%
Small LBE	155	11.22%	171	12.14%	160	11.59%	114	8.44%
SBA LBE	54	3.91%	58	4.12%	61	4.42%	63	4.66%
<b>Total</b>	<b>1381</b>		<b>1409</b>		<b>1381</b>		<b>1351</b>	

\*Primary designation (MBE or WBE) as selected by each MBE & WBE LBE firm

\*\*includes certified WBE-designated LBE firms with supplemental MBE designation

**Airport**

Contract Award and Payment Summary  
FY 14/15

FY 14/15 Awarded Contracts		
Total Number of Contracts	47	
Professional Services	25	53%
Construction	22	47%
LBE Primes	30	64%
Non-LBE Prime	26	55%
MBE Prime	9	19%
OBE Prime	5	11%
WBE Prime	16	34%
SBA LBE Prime	0	0%

FY 14/15 LBE Awards		
Amount Awarded	\$ 211,338,483	
Awarded to Non-LBE Primes	\$ 35,201,662	17%
Awarded to Non-LBE Subs	\$ 87,419,404	41%
Awarded to LBEs Primes	\$ 15,339,326	7%
Awarded to LBE Subs	\$ 73,378,091	35%
Awarded to MBE Primes	\$ 5,600,900	3%
Awarded to MBE Subs	\$ 30,320,120	14%
Awarded to OBE Primes	\$ 2,022,380	1%
Awarded to OBE Subs	\$ 18,330,566	9%
Awarded to WBE Primes	\$ 7,715,351	4%
Awarded to WBE Subs	\$ 21,408,128	10%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ 3,319,278	2%

FY 14-15 Micro Set Aside Contracts	
Total Eligible Contracts	7
Total Awarded Micro Set Asides	6

**Airport**

Contract Award and Payment Summary  
 FY 14/15 Q1: July 1, 2014 -September 30, 2014

FY 14/15 Q1 Awarded Contracts		
Total Number of Contracts	8	
Professional Services	7	87.5%
Construction	1	12.5%
LBE Primes*	3	38%
Non-LBE Primes*	6	75%
MBE Primes*	2	25%
OBE Prime	0	0%
WBE Prime	1	13%
SBA LBE Prime	0	0%

FY 14/15 Q1 LBE Awards		
Amount Awarded	\$ 11,719,153	
Awarded to Non-LBE Primes	\$ 4,421,412	38%
Awarded to Non-LBE Subs	\$ 2,046,237	17%
Awarded to LBEs Primes	\$ 1,853,568	16%
Awarded to LBE Subs	\$ 3,997,936	29%
Awarded to MBE Primes	\$ 1,109,568	9%
Awarded to MBE Subs	\$ 2,138,824	18%
Awarded to OBE Primes	\$ -	0%
Awarded to OBE Subs	\$ 616,962	5%
Awarded to WBE Primes	\$ 744,000	6%
Awarded to WBE Subs	\$ 642,149	5%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013 - September 30, 2014 Payments**		
Total Paid	\$ 7,809,126	
Paid to Non-LBEs Primes	\$ 473,538	6.06%
Paid to Non-LBE Subs	\$ 556,477	7.13%
Paid to LBEs Primes	\$ 7,335,589	93.94%
Paid to LBE Subs	\$ 221,412	2.84%
Paid to MBE Primes	\$ -	0.00%
Paid to MBE Subs	\$ 139,118	1.78%
Paid to OBE Primes	\$ 3,844,227	49.23%
Paid to OBE Subs	\$ 21,598	0.28%
Paid to WBE Primes	\$ 3,491,361	44.71%
Paid to WBE Subs	\$ 60,696	0.78%

FY 14-15 Q1 Micro Set Aside Contracts	
Total Eligible Contracts	0
Total Awarded Micro Set Asides	0

\*Includes one (1) Joint Venture partnership  
 \*\*Based on information from Elation/LBEUTS dated January 2, 2015

**Airport**

Contract Award and Payment Summary  
 FY 14/15 Q2: October 1, 2014 - December 31, 2014

FY 14/15 Q2 Awarded Contracts		
Total Number of Contracts	11	
Professional Services	6	55%
Construction	5	45%
LBE Prime*	9	82%
Non-LBE Prime*	5	45%
MBE Prime*	3	27%
OBE Prime	1	9%
WBE Prime*	5	45%
SBA LBE Prime	0	0%

FY 14/15 Q2 LBE Awards		
Amount Awarded	\$ 18,487,225	
Awarded to Non-LBE Primes	\$ 7,804,515	42%
Awarded to Non-LBE Subs	\$ 2,646,362	14%
Awarded to LBEs Primes	\$ 3,601,786	19%
Awarded to LBE Subs	\$ 4,434,562	24%
Awarded to MBE Primes	\$ 1,615,771	9%
Awarded to MBE Subs	\$ 2,030,841	11%
Awarded to OBE Primes	\$ 691,944	4%
Awarded to OBE Subs	\$ 976,096	5%
Awarded to WBE Primes	\$ 1,294,070	7%
Awarded to WBE Subs	\$ 1,427,625	8%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013 - December 31, 2014 Payments**		
Total Paid	\$ 13,728,248	
Paid to Non-LBEs Primes	\$ 2,365,855	17%
Paid to Non-LBE Subs	\$ 883,202	5%
Paid to LBEs Primes	\$ 11,503,275	84%
Paid to LBE Subs	\$ 483,770	4%
Paid to MBE Primes	\$ 23,548	0%
Paid to MBE Subs	\$ 159,939	1%
Paid to OBE Primes	\$ 5,466,996	40%
Paid to OBE Subs	\$ 29,748	0%
Paid to WBE Primes	\$ 5,225,046	38%
Paid to WBE Subs	\$ 263,921	2%

FY 14-15 Q2 Micro Set Aside Contracts	
Total Eligible Contracts	3
Total Awarded Micro Set Asides	2

\*Includes three (3) Joint Venture partnerships  
 \*\*Based on information from Elation/LBEUTS dated January 2, 2015

**Airport**

Contract Award and Payment Summary  
FY 14/15 Q3: January 1, 2015 - March 31, 2015

FY 14/15 Q3 Awarded Contracts		
Total Number of Contracts	15	
Professional Services	7	47%
Construction	8	53%
LBE Prime*	8	53%
Non-LBE Prime*	12	80%
MBE Prime*	4	27%
OBE Prime*	1	7%
WBE Prime	3	20%
SBA LBE Prime	0	0%

FY 14/15 Q3 LBE Awards		
Amount Awarded	\$ 151,465,201	
Awarded to Non-LBE Primes	\$ 11,172,650	7%
Awarded to Non-LBE Subs	\$ 78,085,820	52%
Awarded to LBEs Primes	\$ 4,963,271	3%
Awarded to LBE Subs	\$ 57,243,461	38%
Awarded to MBE Primes	\$ 2,875,560	2%
Awarded to MBE Subs	\$ 23,866,067	16%
Awarded to OBE Primes	\$ 799,136	1%
Awarded to OBE Subs	\$ 11,145,513	7%
Awarded to WBE Primes	\$ 1,287,880	1%
Awarded to WBE Subs	\$ 18,912,603	12%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ 3,319,278	2%

July 1, 2013 - March 31, 2015 Payment***		
Total Paid	\$ 19,739,108	
Paid to Non-LBEs Primes**	\$ 2,317,144	12%
Paid to Non-LBE Subs	\$ 1,885,627	10%
Paid to LBEs Primes	\$ 12,206,271	62%
Paid to LBE Subs	\$ 1,390,824	7%
Paid to MBE Primes	\$ 67,709	0%
Paid to MBE Subs	\$ 659,660	3%
Paid to OBE Primes	\$ 6,578,120	33%
Paid to OBE Subs	\$ 451,649	2%
Paid to WBE Primes	\$ 5,560,443	28%
Paid to WBE Subs	\$ 279,516	1%

FY 14-15 Q3 Micro Set Aside Contracts	
Total Eligible Contracts	2
Total Awarded Micro Set Asides	2

\*Includes Joint Venture Prime partnerships between two or more LBE and/or Non-LBE firms  
\*\*reduction from previous quarter due to disbursements from Non-LBE Primes to subcontractors  
\*\*\*Based on information from Elation/LBEUTS dated April 1, 2015

**Airport**

Contract Award and Payment Summary  
FY 14/15 Q4: April 1, 2015 - June 30, 2015

FY 14/15 Q4 Awarded Contracts		
Total Number of Contracts	13	
Professional Services	5	38%
Construction	8	62%
LBE Primes	10	77%
Non-LBE Prime	3	23%
MBE Prime	0	0%
OBE Prime	3	23%
WBE Prime	7	54%
SBA LBE Prime	0	0%

FY 14/15 Q4 LBE Awards		
Amount Awarded	\$ 29,666,904	
Awarded to Non-LBE Primes	\$ 11,803,084	40%
Awarded to Non-LBE Subs	\$ 4,640,986	16%
Awarded to LBEs Primes	\$ 4,920,701	17%
Awarded to LBE Subs	\$ 8,302,132	28%
Awarded to MBE Primes	\$ -	0%
Awarded to MBE Subs	\$ 2,284,388	8%
Awarded to OBE Primes	\$ 531,300	2%
Awarded to OBE Subs	\$ 5,591,994	19%
Awarded to WBE Primes	\$ 4,389,401	15%
Awarded to WBE Subs	\$ 425,751	1%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013 - June 30, 2015 Payments*		
Total Paid	\$ 23,842,093	
Paid to Non-LBEs Primes	\$ 4,224,460	18%
Paid to Non-LBE Subs	\$ 3,330,020	14%
Paid to LBEs Primes	\$ 13,741,890	58%
Paid to LBE Subs	\$ 2,545,704	11%
Paid to MBE Primes	\$ 873,632	4%
Paid to MBE Subs	\$ 1,484,195	6%
Paid to OBE Primes	\$ 6,851,581	29%
Paid to OBE Subs	\$ 738,092	3%
Paid to WBE Primes	\$ 6,016,677	25%
Paid to WBE Subs	\$ 323,417	1%

FY 14-15 Q4 Micro Set Aside Contracts	
Total Eligible Contracts	2
Total Awarded Micro Set Asides	2

\*Based on information from Elation/LBEUTS dated July 1, 2015



**Department of Public Works**  
 Contract Award and Payment Summary  
 FY 14-15

FY 14-15 Awarded Contracts		
Total Number of Contracts	73	
Professional Services	16	22%
Construction	57	78%
LBE Primes*	62	85%
Non-LBE Primes*	17	23%
MBE Primes	26	36%
OBE Prime	24	33%
WBE Prime	8	11%
SBA LBE Prime	4	5%

FY 14-15 Awards		
Amount Awarded	\$ 157,896,962	
Awarded to Non-LBE Primes	\$ 24,198,655	15%
Awarded to Non-LBE Subs	\$ 8,414,044	5%
Awarded to LBEs Primes	\$ 84,882,262	54%
Awarded to LBE Subs	\$ 40,402,001	26%
Awarded to MBE Primes	\$ 30,934,028	20%
Awarded to MBE Subs	\$ 25,072,026	16%
Awarded to OBE Primes	\$ 31,517,884	20%
Awarded to OBE Subs	\$ 11,567,934	7%
Awarded to WBE Primes	\$ 12,051,500	8%
Awarded to WBE Subs	\$ 3,762,041	2%
Awarded to SBA Prime	\$ 10,378,850	7%
Awarded to SBA Sub	\$ -	0%

\*Includes Joint Venture partnerships with a Non-LBE prime and LBE prime.

FY 14-15 Micro Set Aside Contracts**	
Total Eligible	6
Total Awarded	7

\*\*Awarded exceeds eligible due to division of a single as-needed procurement into multiple contract awards

**Department of Public Works**  
Contract Award and Payment Summary  
FY 14-15 Q1

FY 14-15 Q1 Awarded Contracts		
Total Number of Contracts	15	
Professional Services	4	27%
Construction	11	73%
LBE Primes*	13	87%
Non-LBE Primes*	3	20%
MBE Primes*	7	47%
OBE Prime	3	20%
WBE Prime	1	7%
SBA LBE Prime	2	13%

FY 14-15 Q1 Awards		
Amount Awarded	\$ 30,121,904	
Awarded to Non-LBE Primes	\$ 1,987,000	7%
Awarded to Non-LBE Subs	\$ 2,837,564	9%
Awarded to LBEs Primes	\$ 16,108,608	53%
Awarded to LBE Subs	\$ 9,188,731	31%
Awarded to MBE Primes	\$ 8,490,526	28%
Awarded to MBE Subs	\$ 3,897,144	13%
Awarded to OBE Primes	\$ 3,886,687	13%
Awarded to OBE Subs	\$ 4,844,250	16%
Awarded to WBE Primes	\$ 390,000	1%
Awarded to WBE Subs	\$ 447,337	1%
Awarded to SBA Prime	\$ 3,341,395	11%
Awarded to SBA Sub	\$ -	0%

July 1, 2013-September 26, 2014 Payments**		
Total Paid	\$ 41,183,269	
Paid to Non-LBEs Primes	\$ 10,565,204	26%
Paid to Non-LBE Subs	\$ 5,605,286	14%
Paid to LBEs Primes	\$ 14,483,667	35%
Paid to LBE Subs	\$ 10,528,129	26%
Paid to MBE Primes	\$ 6,580,979	16%
Paid to MBE Subs	\$ 4,041,962	10%
Paid to OBE Primes	\$ 5,754,365	14%
Paid to OBE Subs	\$ 6,252,569	15%
Paid to WBE Primes	\$ 2,285,026	6%
Paid to WBE Subs	\$ 233,598	1%

FY 14-15 Q1 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	1

\*Includes one (1) Joint Venture partnership  
\*\*Based on Information from CAT extract dated 9/25/14.

**Department of Public Works**  
Contract Award and Payment Summary  
FY 14-15 Q2

FY 14-15 Q2 Awarded Contracts		
Total Number of Contracts	20	
Professional Services	7	10%
Construction	18	90%
LBE Primes	15	75%
Non-LBE Primes	5	25%
MBE Primes	7	35%
OBE Prime	8	40%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q2 Awards		
Amount Awarded	\$ 41,031,114	
Awarded to Non-LBE Primes	\$ 6,284,905	15%
Awarded to Non-LBE Subs	\$ 1,642,775	4%
Awarded to LBEs Primes	\$ 28,798,916	70%
Awarded to LBE Subs	\$ 4,304,518	10%
Awarded to MBE Primes	\$ 9,752,145	24%
Awarded to MBE Subs	\$ 3,596,918	9%
Awarded to OBE Primes	\$ 19,046,772	46%
Awarded to OBE Subs	\$ 433,600	1%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ 254,000	1%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-December 31, 2014 Payments*		
Total Paid	\$ 68,163,979	
Paid to Non-LBEs Primes	\$ 16,251,031	24%
Paid to Non-LBE Subs	\$ 9,932,724	15%
Paid to LBEs Primes	\$ 20,648,091	30%
Paid to LBE Subs	\$ 20,790,973	31%
Paid to MBE Primes	\$ 9,653,562	14%
Paid to MBE Subs	\$ 7,838,651	11%
Paid to OBE Primes	\$ 8,388,463	12%
Paid to OBE Subs	\$ 11,469,356	17%
Paid to WBE Primes	\$ 2,606,066	4%
Paid to WBE Subs	\$ 1,506,300	2%

FY 14-15 Q2 Micro Set Aside Contracts	
Total Eligible	1
Total Awarded	3

\*Based on Information from CAT extract dated 1/13/15.



**Department of Public Works**  
Contract Award and Payment Summary  
FY 14-15 Q3

FY 14-15 Q3 Awarded Contracts		
Total Number of Contracts	11	
Professional Services	6	55%
Construction	5	45%
LBE Primes*	9	82%
Non-LBE Primes*	4	36%
MBE Primes	2	18%
OBE Prime	2	18%
WBE Prime	4	36%
SBA LBE Prime	1	9%

FY 14-15 Q3 Awards		
Amount Awarded	\$ 36,064,069	
Awarded to Non-LBE Primes	\$ 10,949,733	30%
Awarded to Non-LBE Subs	\$ 1,677,292	5%
Awarded to LBEs Primes	\$ 10,129,043	28%
Awarded to LBE Subs	\$ 13,308,002	37%
Awarded to MBE Primes	\$ 1,367,248	4%
Awarded to MBE Subs	\$ 9,252,179	26%
Awarded to OBE Primes	\$ 500,000	1%
Awarded to OBE Subs	\$ 2,975,124	8%
Awarded to WBE Primes	\$ 1,431,500	4%
Awarded to WBE Subs	\$ 1,080,699	3%
Awarded to SBA Prime	\$ 6,830,295	19%
Awarded to SBA Sub	\$ -	0%

July 2013-March 31, 2015 Payments**		
Total Paid	\$ 92,189,721	
Paid to Non-LBEs Primes	\$ 21,648,667	23%
Paid to Non-LBE Subs	\$ 12,557,409	14%
Paid to LBEs Primes	\$ 30,635,902	33%
Paid to LBE Subs	\$ 27,347,743	30%
Paid to MBE Primes	\$ 14,333,454	16%
Paid to MBE Subs	\$ 9,761,190	11%
Paid to OBE Primes	\$ 12,337,813	13%
Paid to OBE Subs	\$ 15,011,456	16%
Paid to WBE Primes	\$ 2,647,146	3%
Paid to WBE Subs	\$ 2,575,096	3%
Paid to SBA Primes	\$ 1,317,488	1%
Paid to SBA Subs	\$ -	-

FY 14-15 Q3 Micro Set Aside Contracts	
Total Eligible	3
Total Awarded	2

\*Includes one Joint Venture partnerships with a Non-LBE prime and LBE prime.  
\*\*Based on Information from CAT extract dated 4/9/15.

**Department of Public Works**  
Contract Award and Payment Summary  
FY 14-15 Q4

FY 14-15 Q4 Awarded Contracts		
Total Number of Contracts	27	
Professional Services	4	15%
Construction	23	85%
LBE Primes	25	93%
Non-LBE Primes	5	19%
MBE Primes	10	37%
OBE Prime	11	41%
WBE Prime	3	11%
SBA LBE Prime	1	4%

FY 14-15 Q4 Awards		
Amount Awarded	\$ 50,679,875	
Awarded to Non-LBE Primes	\$ 4,977,017	10%
Awarded to Non-LBE Subs	\$ 2,256,413	4%
Awarded to LBEs Primes	\$ 29,845,695	59%
Awarded to LBE Subs	\$ 13,600,750	27%
Awarded to MBE Primes	\$ 11,324,109	22%
Awarded to MBE Subs	\$ 8,325,785	16%
Awarded to OBE Primes	\$ 8,084,425	16%
Awarded to OBE Subs	\$ 3,294,960	7%
Awarded to WBE Primes	\$ 10,230,000	20%
Awarded to WBE Subs	\$ 1,980,005	4%
Awarded to SBA Prime	\$ 207,160	0%
Awarded to SBA Sub	\$ -	0%

July 2013-June 30, 2015 Payments**		
Total Paid	\$ 123,372,835	
Paid to Non-LBEs Primes	\$ 24,979,667	20%
Paid to Non-LBE Subs	\$ 15,550,416	13%
Paid to LBEs Primes	\$ 47,467,030	38%
Paid to LBE Subs	\$ 35,375,721	29%
Paid to MBE Primes	\$ 23,438,663	19%
Paid to MBE Subs	\$ 11,642,922	9%
Paid to OBE Primes	\$ 18,568,813	15%
Paid to OBE Subs	\$ 20,457,077	17%
Paid to WBE Primes	\$ 2,711,749	2%
Paid to WBE Subs	\$ 3,275,722	3%
Paid to SBA Primes	\$ 2,747,805	2%
Paid to SBA Subs	\$ -	-

FY 14-15 Q4 Micro Set Aside Contracts	
Total Eligible	2
Total Awarded	1

\*Includes three (3) Joint Venture partnerships with a Non-LBE prime and LBE prime.  
\*\*Based on information from CAT extract dated 8/12/15.

Department	Contract Number	Project Name	Prime	Prime LBE Status	LBE Goal	Sub Goal to Date	Original Award Amount	Total Payments to LBEs	Total Contract Payments	Notice to Proceed	CCO	Industry	Quarter
DPW	FCAL1068/7255A	San Francisco General Hospital Buildings 80 & 90 - Elevator Upgrade	Galera Inc. DBA Trico Construction	LBE-WBE	15%	86%	\$ 2,273,065	\$ 117,975	\$ 137,020	7/8/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	IC613106/2245B	Belboa Park Station - Geneva Avenue and 10th Street New Traffic Signal Micro Set Aside	Phoenix Electric	LBE-MBE	Micro	100%	\$ 108,665	\$ 103,211	\$ 103,211	7/9/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1305.1	As Needed Environmental Consulting and Planning Services	Baseline Environmental	Non-LBE	25%	0%	\$ 600,000	\$ -	\$ -	7/15/2013	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	APC1305.2	As Needed Environmental Consulting and Planning Services	Nordique Environmental	Non-LBE	25%	0%	\$ 600,000	\$ -	\$ -	7/15/2013	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	APC1305.3	As Needed Environmental Consulting and Planning Services	Wells Associates	Non-LBE	25%	0%	\$ 600,000	\$ -	\$ -	7/15/2013	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	APC1306.1	As Needed Architectural Services Contracts	Paulsett Treggart Architects	LBE-WBE	20%	0%	\$ 1,000,000	\$ -	\$ -	7/19/2013	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	APC1306.2	As Needed Architectural Services Contracts	Mark Cavagnero Associates/Cary Bernstein	JV-WBE	20%	0%	\$ 1,000,000	\$ -	\$ -	7/19/2013	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	FC13091/2261J	Pavement Renovation and Sewer Replacement - 20th Ave and Lincoln Way	L-2 General Engineering & Construction, Inc.	LBE-MBE	35%	100%	\$ 3,144,651	\$ 2,732,650	\$ 2,732,650	7/26/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1306.3	As Needed Architectural Services Contracts	Levy Design	LBE-WBE	20%	0%	\$ 1,000,000	\$ -	\$ -	7/29/2013	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	OCM13100/2055D-7	As Needed Sidewalk Inspection and Repair Program (SIRP) No. 5	Empire Engineering & Construction, Inc.	LBE-MBE	25%	100%	\$ 1,710,111	\$ 1,406,538	\$ 1,406,538	8/19/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	3297/FC1309.8	Roll Playground Playroom Renovation	DPFF DBA Time Line Construction	JV-MBE	25%	41%	\$ 720,000	\$ 691,143	\$ 1,138,760	8/15/2013	Finbar Jewell	Construction	FY 13/1/4/1
DPW	FCP1307/3077	Minion Lovie Ward Abiotic Field Renovation	OC Jones & Sons	Non-LBE	21%	46%	\$ 4,483,000	\$ 2,169,264	\$ 4,708,974	9/20/2013	Finbar Jewell	Construction	FY 13/1/4/1
DPW	FC1309/2021	Various Locations Comb Ramps Project No. 4	Bay Area Lightworks, Inc.	LBE-MBE	27%	100%	\$ 662,387	\$ 755,008	\$ 755,008	8/28/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1306.4	As Needed Architectural Services Contracts	Tom Ellis/Flash/In Day	JV-MBE	20%	0%	\$ 1,000,000	\$ -	\$ -	9/2/2013	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	FC13108/2158/1868/6	Various Locations Pavement Preservation FY 2003-2014	Intermountain Slurry Seal, Inc.	Non-LBE	11%	13%	\$ 1,427,257	\$ 136,941	\$ 1,049,012	9/9/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1309/2067	Pavement Renovation, Sewer Replacement, and Water Main Installation - Silver Avenue	Burger Pipelines, Inc.	Non-LBE	26%	44%	\$ 3,425,435	\$ 2,015,089	\$ 4,557,613	9/9/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1305.4	As Needed Environmental Consulting and Planning Services	Parga Consultants	Non-LBE	25%	0%	\$ 600,000	\$ -	\$ -	9/12/2013	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	FC01072/1452UJ (Rebid)	SOMA West Skate Park and Dog Park	Tilnet Construction Inc.	LBE-WBE	12%	71%	\$ 3,322,400	\$ 2,598,121	\$ 3,678,827	9/17/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1305.5	As Needed Environmental Consulting and Planning Services	S&A Environmental	LBE-MBE	25%	0%	\$ 600,000	\$ -	\$ -	9/19/2013	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	FC1304/8212J	Various Locations Pedestrian Countdown Signals Contracts No. 2	Bay Area Lightworks, Inc.	LBE-MBE	27%	100%	\$ 902,000	\$ 1,084,405	\$ 1,084,405	9/20/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FCAL1319	SER Bond No. 11, Firestations No. 38 and No. 44 Renovations	Reebuck Construction	LBE-CRE	14%	90%	\$ 4,413,584	\$ 4,217,339	\$ 4,692,528	9/25/2013	Finbar Jewell	Construction	FY 13/1/4/1
DPW	1517/FC1310.8	Dunes State Star Replacement Project (Micro LBE Set Aside)	CCG Construction and Consulting	LBE-WBE	Micro	95%	\$ 116,400	\$ 121,505	\$ 128,638	10/1/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	2436A/5/FCAL1014	SER Fire Stations 10, 11, 15, & 28 Exterior Envelope	CC Contracting	LBE-CRE	15%	100%	\$ 345,206	\$ 428,906	\$ 428,906	10/9/2013	Romulus Azevedo	Construction	FY 13/1/4/1
DPW	7318AR/FCAL1044	San Francisco County Jail #3 Replacement Phase 2 Deputy Station	KCK Builders	LBE-DBE	14%	72%	\$ 2,225,000	\$ 1,649,576	\$ 2,331,591	10/9/2013	Romulus Azevedo	Construction	FY 13/1/4/1
DPW	2130/FC1403.5	As Needed Paving Contract No. 3	Spring Project Management	LBE-MBE	25%	100%	\$ 4,613,870	\$ 1,523,561	\$ 1,520,561	10/29/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	2000/FC1403.0	Proposition #12-13 Vertical Curbs Ramps	A-Rule Construction	Non-LBE	20%	100%	\$ 574,305	\$ 579,611	\$ 579,611	10/29/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	ICAL1403.5	San Francisco General Hospital Emergency Generator Project - Steel Work (Micro LBE Set Aside)	Detail General Inc DBA Detail	LBE-MBE	Micro	100%	\$ 85,500	\$ 90,193	\$ 90,193	11/13/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	2333/FC1403.0	Intersection Improvements - James Avenue and Arcelus Walker Drive (Micro LBE Set Aside)	Empire Engineering & Construction, Inc.	LBE-MBE	Micro	100%	\$ 108,475	\$ 134,500	\$ 134,500	11/29/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	2035D/OCM14024	As Needed Sidewalk Inspection and Repair Program (SIRP) No. 6	Empire Engineering & Construction, Inc.	LBE-MBE	25%	100%	\$ 1,992,345	\$ 1,497,828	\$ 1,497,828	11/27/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	ICL1404.8	Redway Structures - New Handrails at Various Locations (Micro LBE Set Aside)	Phoenix Electric	LBE-MBE	Micro	100%	\$ 156,225	\$ 140,154	\$ 140,154	12/2/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	1842/ICL1403.7	County Jail No. 3 & 4 Fire Alarm Replacement (Micro LBE Set Aside)	Plato	LBE-CRE	Micro	93%	\$ 450,000	\$ 494,488	\$ 533,859	12/2/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FPA1310.9	Architectural & Engineering Design Services for the Office of the Chief Medical Examiner Facility	KMD Architects	Non-LBE	15%	29%	\$ 4,885,128	\$ 946,931	\$ 3,277,513	12/4/2013	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	2048/FC1403.3	Retaining Wall at Market Street between 18th and Danvers (Micro LBE Set Aside) (Closed Office of Chief Medical Examiner Request for Proposals (RFP) for Construction	Phoenix Electric	LBE-MBE	Micro	100%	\$ 158,400	\$ 199,273	\$ 199,273	12/17/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	7372A	Advisory/General Contractor	Clark Construction Group - Callifon, LP	Non-LBE	20%	0%	\$ 31,357,200	\$ -	\$ 517,003	12/18/2013	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	ICL1403.2	SER Bond No. 1, Firestations No. 2, 18 and 31 Exterior Envelope	Reebuck Construction	LBE-CRE	14%	76%	\$ 498,500	\$ 592,840	\$ 698,275	12/19/2013	Finbar Jewell	Construction	FY 13/1/4/1
DPW	ICL1404.4	San Jose Stairs and Wall Repair (Micro LBE Set-Aside Program)	Cogent Construction and Consulting	LBE-WBE	Micro	100%	\$ 114,680	\$ 125,851	\$ 125,851	12/18/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1402.5	Various Locations Multi-Layer Micro Surfacing FY 13-14	Teller Oil Company S.B.A. Windsor Fuel Co.	Non-LBE	10%	0%	\$ 1,948,000	\$ 7,000	\$ 1,491,998	12/9/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1401.6	Pavement Renovation, Sewer Replacement, and Water Main Installation - Gough Street	M Squared Construction, Inc.	LBE-CRE	25%	100%	\$ 9,282,000	\$ 5,735,205	\$ 5,735,205	1/13/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1305.2	MCCOPPH HUB PLAZA	Bauman Landscape & Construction, Inc.	LBE-CRE	25%	91%	\$ 3,473,688	\$ 1,830,523	\$ 1,467,380	1/15/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1310	As Needed Design Services for Health Facilities	NVI Architects	LBE-WBE	20%	0%	\$ 1,000,000	\$ -	\$ -	1/23/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	FCP1401.2	Minion Dobson Park Rehabilitation Project	Alton Construction, Inc.	Non-LBE	25%	28%	\$ 12,395,641	\$ 4,067,713	\$ 14,563,113	1/23/2014	Finbar Jewell	Construction	FY 13/1/4/1
DPW	FPF1401.3	Better Market Street, Environmental Review Services	Mc Jones & Stokes, Inc.	Non-LBE	25%	3%	\$ 2,004,895	\$ 24,365	\$ 80,748	1/28/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	FC1404.0	Castro Sewerage Improvements Project	Gibbitt Bros, Inc.	Non-LBE	25%	50%	\$ 4,515,716	\$ 2,582,127	\$ 3,717,958	1/27/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APC1403.7	As Needed Special Inspection and Testing Services 2013	BES Engineers, Inc.	LBE-MBE	20%	0%	\$ 800,000	\$ -	\$ -	2/12/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	FC1404.5	Contract 61 - New Traffic Signals	Bay Area Lightworks, Inc.	LBE-MBE	25%	100%	\$ 1,084,000	\$ 1,243,959	\$ 1,243,959	2/12/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1403.9	Point Lobos Avenue and Washington Street Pavement Renovation, Sewer Replacement, and Water Main Installation	Equipeal Grading & Paving, Inc.	LBE-MBE	25%	100%	\$ 4,103,431	\$ 3,687,475	\$ 3,687,476	2/25/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1404.1	McAllister Street Pavement Renovation and Sewer Replacement	Equipeal Grading & Paving, Inc.	LBE-MBE	25%	88%	\$ 2,582,705	\$ 2,442,023	\$ 2,481,340	3/5/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FPA1201.8	SER Material Testing and Special Inspection Services	Construction Testing Services, Inc.	Non-LBE	15%	0%	\$ 493,368	\$ -	\$ 6,853	3/19/2014	Romulus Azevedo	Professional Services	FY 13/1/4/1
DPW	FP5400.0	Tenderloin Clean Up Program	San Francisco Green City Coalition	LBE-CRE	25%	100%	\$ 300,000	\$ 194,726	\$ 194,726	3/17/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	FCAL1402	SER Fire Stations No. 12 and 21 Emergency Generators	Recker Electric, Inc.	LBE-CRE	25%	100%	\$ 379,200	\$ 393,574	\$ 393,574	3/24/2014	Romulus Azevedo	Construction	FY 13/1/4/1
DPW	FC1402.8	Broadway Tunnel Ventilation Upgrade (Second Regim)	M. Hernandez Construction, Inc dba Hernandez Engineering	LBE-MBE	13%	53%	\$ 1,293,700	\$ 711,111	\$ 1,333,321	3/24/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FCP1307.6	Raymond's, Kinbeck Playground Renovation	Novel Builders Inc.	LBE-MBE	15%	89%	\$ 2,429,000	\$ 3,499,799	\$ 3,934,162	3/24/2014	Finbar Jewell	Construction	FY 13/1/4/1
DPW	ICL1402.0	Chestnut Street Stairs (Micro LBE Set-Aside Program)	Empire Engineering & Construction, Inc.	LBE-MBE	Micro	100%	\$ 205,000	\$ 211,257	\$ 211,257	3/24/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	ICL1408.8	Various Locations Curb Ramps Contract No. 5 (Micro LBE Set-Aside Program)	Empire Engineering & Construction, Inc.	LBE-MBE	Micro	100%	\$ 455,200	\$ 286,656	\$ 286,656	4/8/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	FC1405.9	Pavement Renovation and Sewer Replacement Upper Market Street	Equipeal Grading & Paving, Inc.	LBE-MBE	25%	93%	\$ 2,868,478	\$ 2,341,301	\$ 2,510,008	4/19/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	HCC14081.2	As-Needed Environmental Contracting Services	GES Controlled Environmental Services	Non-LBE	20%	0%	\$ 3,000,000	\$ -	\$ -	4/14/2014	Romulus Azevedo	Construction	FY 13/1/4/1
DPW	HCC14081.3	As-Needed Environmental Contracting Services	Engineering/Batterman Resources Group, Inc.	Non-LBE	20%	0%	\$ 3,000,000	\$ -	\$ -	4/15/2014	Romulus Azevedo	Construction	FY 13/1/4/1
DPW	FCP1404.6	Washington Square Convenience Center	D.P.F. Corp. dba Fire Line Construction	Non-LBE	20%	68%	\$ 979,200	\$ 999,189	\$ 1,459,647	4/17/2014	Selormey Dilliana	Construction	FY 13/1/4/1
DPW	APM14067.1	As-Needed Surveying Services 2014	Smith C&W Engineers, Surveyors and Planners	Non-LBE	20%	0%	\$ 750,000	\$ -	\$ -	4/21/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	APM14067.2	As-Needed Surveying Services 2014	F&B Associates Inc.	Non-LBE	20%	0%	\$ 750,000	\$ -	\$ -	4/21/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	APM14067.4	As-Needed Surveying Services 2014	Trowl, Inc.	Non-LBE	20%	0%	\$ 750,000	\$ -	\$ -	4/21/2014	Selormey Dilliana	Professional Services	FY 13/1/4/1
DPW	HCC14081.1	As-Needed Environmental Contracting Services	Brown and Caldwell	Non-LBE	20%	0%	\$ 3,000,000	\$ -	\$ -	4/28/2014	Romulus Azevedo	Construction	FY 13/1/4/1
DPW	ICL1406.9	El Camino Del Mar and Stain/Micro-LBE Set-Aside Program	Northwest Demolition, Inc.	LBE-CRE	Micro	100%	\$ 128,073	\$ 155,772	\$ 155,772	4/28/2014	Selormey Dilliana	Construction	FY 13/1/4/1

Department	Contract Number	Project Name	Prime	Prime LBE Status	LBE Goal	Sub Goal to Date	Original Award Amount	Total Payments to LBEs	Total Contract Payments	Notice to Proceed	CCO	Industry	Quarter
DPW	FC14002	San Marcos Avenue and Santa Rita Avenue Wall and Stairs Repairs (Micro LBE Set-Aside Program)	CF Contracting	LBE-DBE	Micro	72%	\$ 191,940	\$ 253,208	\$ 353,308	4/28/2014	Selomey Dikhanu	Construction	FY 13/24 Q4
DPW	FC14003	Roadway Structures - New Handrails at Various Locations No. 2 (Micro LBE Set-Aside Program)	Fortney Engineering	LBE-DBE	Micro	100%	\$ 94,761	\$ 90,073	\$ 90,023	9/12/2014	Selomey Dikhanu	Construction	FY 13/24 Q4
CPW	FC14005	Beach Club Soccer Renovations Electrical Work (Rebid)	Thomak Electric	LBE-MBE	25%	100%	\$ 1,697,642	\$ 937,643	\$ 937,643	3/25/2014	Finbar Jewell	Construction	FY 13/24 Q4
CPW	FC14006	Carl Larus Playground Renovation	EDB & Sons Construction Inc	LBE-DBE	14%	63%	\$ 726,434	\$ 523,304	\$ 630,842	5/15/2014	Finbar Jewell	Construction	FY 13/24 Q4
DPW	FC14103	GRAFF HIGHWAY RESTROOMS RENOVATION	D.P.F. Corp. dba Fine Line Construction	Non-LBE	23%	55%	\$ 1,461,000	\$ 816,029	\$ 1,465,361	5/15/2014	Finbar Jewell	Construction	FY 13/24 Q4
DPW	FC14081	Various Locations Pavement Preservation FY 2014-2015	Wilco Oil Company d/b/a. Wilco Fuel Co.	Non-LBE	12%	8%	\$ 1,319,000	\$ 112,326	\$ 1,441,654	5/27/2014	Selomey Dikhanu	Construction	FY 13/24 Q4
DPW	FC14077	Fire Station No. 18, 19, 26, 28, 20 & 41 Shower Renovations (Rebid)	Wilson Development and Construction	LBE-DBE	25%	81%	\$ 726,001	\$ 264,783	\$ 316,529	6/20/2014	Selomey Dikhanu	Construction	FY 13/24 Q4
DPW	FC14060	Fall Street and Oak Street Streetscape Enhancements	Bauman Landscape & Construction, Inc.	LBE-DBE	25%	100%	\$ 1,163,315	\$ 904,366	\$ 900,366	9/30/2014	Selomey Dikhanu	Construction	FY 13/24 Q4
DPW	FC14122	3-1 Clean Agent System and Electrical Upgrades	Paganini Electric Corporation	Non-LBE	12%	5%	\$ 570,000	\$ 43,750	\$ 872,046	5/20/2014	Selomey Dikhanu	Construction	FY 13/24 Q4
DPW	FP14008	RFP for Environmental Services - Rehabilitation Detention Facility - HDJ (Replacement Job)	Thurston Consulting	Non-LBE	20%	9%	\$ 500,000	\$ 13,344	\$ 145,108	6/3/2014	Selomey Dikhanu	Professional Services	FY 13/14 Q4
DPW	FC14065	Haravel Streetscape Improvements	L.C. General Engineering & Construction, Inc.	LBE-DBE	25%	91%	\$ 889,355	\$ 708,095	\$ 782,031	4/5/2014	Selomey Dikhanu	Construction	FY 13/14 Q4
DPW	FP14063	Construction Management Support Services for Office of Chief Medical Examiner	Novi/Saylor Joint Venture Partnership	JV-WBE	21%	45%	\$ 1,600,000	\$ 392,950	\$ 803,999	4/12/2014	Selomey Dikhanu	Professional Services	FY 13/14 Q4
DPW	AP14079	As-Needed Asbestos, Lead, and Industrial Hygiene Consultation Services	SCA Environmental	LBE-MBE	20%	0%	\$ 600,000	\$ 15	\$ 677,004	6/27/2014	Selomey Dikhanu	Professional Services	FY 13/14 Q4
DPW	FC14086	Barlett Streetscape Improvements	Bauman Landscape & Construction, Inc.	LBE-DBE	25%	100%	\$ 1,742,857	\$ 728,874	\$ 728,874	7/8/2014	Selomey Dikhanu	Construction	FY 14/15 Q1
DPW	FC14101	Highland Avenue Bridge Traffic Relocation	JH Construction Management Co., Inc.	LBE-MBE	20%	64%	\$ 994,948	\$ 3	\$ 79,604	7/10/2014	Selomey Dikhanu	Construction	FY 14/15 Q1
DPW	HCC14084	As-Needed Environmental Contracting Services (Micro LBE Set-Aside Program)	NSV Engineering, Inc.	LBE-MBE	MICRO	0%	\$ 1,000,000	\$ 1	\$ 1,044,004	7/14/2014	Romulus Azebeo	Construction	FY 14/15 Q1
DPW	AP14106-3	As-Needed Sewerage Services 2014	Chauhan & Associates, Inc.	Non-LBE	20%	0%	\$ 750,000	\$ 0	\$ 0	7/16/2014	Selomey Dikhanu	Professional Services	FY 14/15 Q1
DPW	FC13107	Portsmouth Square Park Restroom Renovation	Chiang C M Construction, Inc.	LBE-MBE	18%	89%	\$ 1,286,609	\$ 1,186,587	\$ 1,340,733	7/17/2014	Finbar Jewell	Construction	FY 14/15 Q1
DPW	FC14081	San Francisco Public Library Teen Center Renovation Work	Chiang C M Construction, Inc.	LBE-MBE	21%	83%	\$ 2,057,813	\$ 751,485	\$ 1,106,343	4/7/2014	Finbar Jewell	Construction	FY 14/15 Q1
DPW	FC14121	24th Street Urban Village	A. Ruff Construction Co. & Assoc., Inc.	SBA-MBE	25%	100%	\$ 513,803	\$ 448,150	\$ 448,150	4/7/2014	Finbar Jewell	Construction	FY 14/15 Q1
DPW	AP14079-2	As-Needed Asbestos, Lead, and Industrial Hygiene Consultation Services	Millennium Consulting Associates	Non-LBE	20%	0%	\$ 600,000	\$ 0	\$ 0	4/23/2014	Selomey Dikhanu	Professional Services	FY 14/15 Q1
DPW	AP14079-3	As-Needed Asbestos, Lead, and Industrial Hygiene Consultation Services	North Tower Environmental, Inc.	LBE-WBE	20%	0%	\$ 600,000	\$ 0	\$ 0	4/23/2014	Romulus Azebeo	Professional Services	FY 14/15 Q1
DPW	FC14109	As-Needed Paving Contact No. 10	Equipe Road & Paving, Inc.	LBE-MBE	25%	100%	\$ 6,014,040	\$ 4,584,643	\$ 4,580,249	6/26/2014	Selomey Dikhanu	Construction	FY 14/15 Q1
DPW	FP14005-3	Construction Management Support Services (CMSS) for Missouri Expansion Project	URS Corporation America/Polom Engineering Consultants, Inc. Joint Venture (URS/TEC JV)	JV-MBE	15%	25%	\$ 3,500,000	\$ 907,566	\$ 1,246,645	8/29/2014	Selomey Dikhanu	Professional Services	FY 14/15 Q1
DPW	HCC1422-2	Job Order Contract No. 122 General Paving Services (Rebid)	Angelo & Reilly, Inc.	LBE-DBE	25%	0%	\$ 1,000,000	\$ 0	\$ 0	8/29/2014	Romulus Azebeo	Construction	FY 14/15 Q1
DPW	OCM1417	As-Needed Sidewalk Repair for Accelerated Sidewalk Abatement Program	L.C. General Engineering and Construction, Inc.	LBE-DBE	25%	96%	\$ 1,979,200	\$ 716,688	\$ 744,638	9/8/2014	Selomey Dikhanu	Construction	FY 14/15 Q1
DPW	FC14106	Rainfall Street Paving Improvements	Precision Engineering, Inc.	LBE-MBE	25%	100%	\$ 944,569	\$ 621,652	\$ 621,652	9/11/2014	Selomey Dikhanu	Construction	FY 14/15 Q1
DPW	FC14111-1	Dolores Street Pavement Renovation, Sewer Replacement, and Water Main Installation	A. Ruff Construction Co. & Assoc., Inc.	SBA-MBE	25%	99%	\$ 5,559,396	\$ 2,690,153	\$ 2,719,710	9/30/2014	Selomey Dikhanu	Construction	FY 14/15 Q1
DPW	FCP15022-1	Civic Center Plaza Pavement Maintenance	CF Contracting, Inc.	LBE-DBE	10%	7%	\$ 957,281	\$ 16,389	\$ 933,848	10/16/2014	Finbar Jewell	Construction	FY 14/15 Q2
CPW	AP14079-5	As-Needed Asbestos, Lead, and Industrial Hygiene Consultation Services	Indropony, Inc.	LBE-DBE	20%	0%	\$ 600,000	\$ 0	\$ 0	10/23/2014	Romulus Azebeo	Professional Services	FY 14/15 Q2
CPW	FC14094-1	Drift Building's Accessibility Compliance Improvements	Donna Builders, Inc.	Non-LBE	30%	13%	\$ 1,246,800	\$ 21,169	\$ 158,209	10/28/2014	Romulus Azebeo	Construction	FY 14/15 Q2
DPW	FC14134-1	South of Market Cultural Center Roofing and Related Work	Andy's Roofing Company, Inc.	Non-LBE	7%	0%	\$ 351,300	\$ 0	\$ 0	10/31/2014	Romulus Azebeo	Construction	FY 14/15 Q2
DPW	FC14135-1	North Beach / Joe Di Maggio Playground Renovation	Bauman Landscape & Construction, Inc.	LBE-DBE	27%	8%	\$ 4,397,000	\$ 157,347	\$ 2,042,959	11/20/2014	Finbar Jewell	Construction	FY 14/15 Q2
DPW	FC14135-2	Bayview Opera House Renovation	JRH Construction Management Co., Inc.	LBE-MBE	25%	13%	\$ 2,286,000	\$ 67,831	\$ 578,651	11/21/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	FC14136-1	Wacoite Street and Ocean Avenue Pavement Renovation, Sewer Replacement, and Water Main Installation	L.C. General Engineering and Construction, Inc.	Non-LBE	25%	0%	\$ 3,477,785	\$ 0	\$ 3,477,785	11/26/2014	Finbar Jewell	Construction	FY 14/15 Q2
CPW	OC14135-1	Landscape and Tree Maintenance Various Locations Contact 3	Bauman Landscape & Construction, Inc.	LBE-DBE	10%	0%	\$ 1,067,000	\$ 0	\$ 0	11/27/2014	Romulus Azebeo	Construction	FY 14/15 Q2
DPW	FC14138-1	Pavement Renovation and Sewer Replacement Various Locations No. 18	Precision Engineering, Inc.	LBE-MBE	25%	0%	\$ 1,596,235	\$ 88,250	\$ 984,035	12/2/2014	Finbar Jewell	Construction	FY 14/15 Q2
DPW	FC15022-2	Various Locations Pavement Preservation FY 14-15 Job. 2	NVS International Inc.	Non-LBE	12%	0%	\$ 1,312,200	\$ 0	\$ 623,204	12/10/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	FC15013-1	Ocean Avenue and Persimmon Avenue Pavement Renovation and Sewer Replacement	Precision Engineering, Inc.	LBE-MBE	25%	0%	\$ 3,935,955	\$ 0	\$ 1,450,148	12/10/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	AP14079-4	As-Needed Asbestos, Lead, and Industrial Hygiene Consultation Services	INT Environmental, a Forticon Company	Non-LBE	20%	0%	\$ 600,000	\$ 0	\$ 0	12/11/2014	Romulus Azebeo	Professional Services	FY 14/15 Q2
DPW	HCC14089-5	As-Needed Environmental Contracting Services (Micro LBE Set-Aside Program)	Edge Engineering Construction	LBE-MBE	MICRO	0%	\$ 1,000,000	\$ 0	\$ 0	12/11/2014	Romulus Azebeo	Construction	FY 14/15 Q2
DPW	HCC14089-3	As-Needed Environmental Contracting Services (Micro LBE Set-Aside Program)	Zacor Companies, Inc.	LBE-DBE	MICRO	0%	\$ 1,000,000	\$ 0	\$ 0	12/11/2014	Romulus Azebeo	Construction	FY 14/15 Q2
DPW	HCC14089-2	As-Needed Environmental Contracting Services (Micro LBE Set-Aside Program)	SCA Environmental, Inc.	LBE-MBE	MICRO	0%	\$ 1,000,000	\$ 0	\$ 0	12/18/2014	Romulus Azebeo	Construction	FY 14/15 Q2
DPW	FC14125-1	Various Locations Pavement Renovation No. 17 Sewer Replacement and Water Main Installation	Shaw Pipeline, Inc.	LBE-DBE	25%	0%	\$ 5,888,070	\$ 0	\$ 453,023	12/18/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	FC14130-1	West Front Avenue and Quilbarta Street Pavement Renovation, Sewer Replacement and Watermain Installation	Con-Quest Contractors, Inc.	LBE-DBE	25%	2%	\$ 4,764,463	\$ 30,461	\$ 1,340,626	12/18/2014	Finbar Jewell	Construction	FY 14/15 Q2
DPW	FC14137-1	Pavement Renovation and Sewer Replacement Crescent and Hudson Avenues	Shaw Pipeline, Inc.	LBE-DBE	25%	0%	\$ 2,626,776	\$ 0	\$ 0	12/22/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	FC15013-2	Tritium Signal Improvement Project	Bay Area Lightworks Inc.	LBE-MBE	25%	50%	\$ 1,736,139	\$ 7,700	\$ 15,400	12/19/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	FC14131-2	Proposition 8 Curb Ramp Fiscal Year 2013-2014	Bay Area Lightworks Inc.	LBE-MBE	25%	0%	\$ 607,221	\$ 48,213	\$ 517,413	12/31/2014	Selomey Dikhanu	Construction	FY 14/15 Q2
DPW	APA1407-1	As-Needed Cost Estimating Services 2014 (Micro LBE Set-Aside Program)	Design and Construction Management Services (DCMS), Inc.	LBE-DBE	MICRO	0%	\$ 100,000	\$ 0	\$ 0	1/15/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q3
DPW	APA1407-2	As-Needed Cost Estimating Services 2014 (Micro LBE Set-Aside Program)	Dubin, Inc.	LBE-WBE	MICRO	0%	\$ 150,000	\$ 0	\$ 0	1/16/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q3
DPW	AP15029-1	As-Needed Civil Engineering Services 2014	URS Corporation America/Polom Engineering Consultants, Inc. Joint Venture (URS/TEC JV)	JV-WBE	25%	0%	\$ 2,700,000	\$ 0	\$ 0	1/20/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q3
CPW	AP15029-3	As-Needed Learning and Training Services	Sara Ellis Content	LBE-WBE	SOLE SOURCE	0%	\$ 400,000	\$ 0	\$ 0	2/4/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q3
DPW	AP15029-2	As-Needed Learning and Training Services	Dan Goldas	LBE-DBE	SOLE SOURCE	0%	\$ 400,000	\$ 0	\$ 0	2/4/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q3
CPW	AP15029-3	As-Needed Civil Engineering Services 2014	Keimly/Henry Consultants, Inc. / AGS, Inc. JV (MBS, JV)	JV-MBE	25%	0%	\$ 2,700,000	\$ 0	\$ 0	2/9/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q3
DPW	FC15018-1	Hayes St	Gholou Bros., Inc.	Non-LBE	25%	0%	\$ 13,748,778	\$ 0	\$ 408,275	2/10/2015	Romulus Azebeo	Construction	FY 14/15 Q3
CPW	FC14123-1	Various Locations Curb Ramps No. 6	Empire Engineering & Construction, Inc.	LBE-MBE	25%	0%	\$ 382,500	\$ 0	\$ 0	2/11/2015	Romulus Azebeo	Construction	FY 14/15 Q3
DPW	FC15021-1	As-Needed Paving Contact No. 11	A. Ruff Construction Co. & Assoc., Inc.	SBA-MBE	25%	0%	\$ 9,228,964	\$ 0	\$ 0	2/23/2015	Selomey Dikhanu	Construction	FY 14/15 Q3
DPW	FC15060-1	SEGH Building's Ground Floor and Second Floor Remodels at Tunnel and Bridge	Padana Builders, Inc.	Non-LBE	25%	0%	\$ 5,694,032	\$ 0	\$ 0	3/12/2015	Selomey Dikhanu	Construction	FY 14/15 Q3
CPW	FCP15025	Wilson Square ADA Enhancement	Padana Engineering, Inc.	LBE-WBE	16%	0%	\$ 599,778	\$ 0	\$ 0	3/13/2015	Finbar Jewell	Construction	FY 14/15 Q3
DPW	AP15029-2	As-Needed Civil Engineering Services 2014	NMC Water and Environment / Urban Design Conso.	JV-MBE	25%	0%	\$ 2,700,000	\$ 0	\$ 0	4/28/2015	Selomey Dikhanu	Professional Services	FY 14/15 Q4
DPW	FC15048-1	Orlman Playground Renovation	Amul Builders Inc.	LBE-DBE	14%	0%	\$ 1,993,595	\$ 0	\$ 0	4/16/2015	Finbar Jewell	Construction	FY 14/15 Q4
DPW	FC14135-1	Trin Parks Boulevard Curb-Ramp Recycling Pavement Renovation	NCK Services Inc.	Non-LBE	13%	0%	\$ 916,117	\$ 0	\$ 0	4/7/2015	Selomey Dikhanu	Construction	FY 14/15 Q4

Department	Contract Number	Project Name	Prime	Prime LBE Status	LBE Goal	Sub Goal to Date	Original Award Amount	Total Payments to LBEs	Total Contract Payments	Notice to Proceed	CCG	Industry	Quarter
DPW	FC15075-1	As-Needed Pavement Preservation FY 13/16	Edler Highway Technologies	Non-LBE	12%	0%	\$ 3,561,200	\$ -	\$ -	4/28/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15031-1	Alamo Elementary Safe Routes to School Project [Federal Aid Project No. SRTS-633B (040)]	Ray Area Lightworks Inc.	LBE-MBE	25%	0%	\$ 304,779	\$ -	\$ -	4/30/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15073-1	As-Needed Curb Ramp Construction for Paving Program No. 2	L.C. General Engineering and Construction, Inc.	LBE-DBE	25%	0%	\$ 1,383,901	\$ -	\$ -	5/17/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15064-1	Site Station No. 13 CCG Detection System (Infor LBE 90-Arde Program)	Becker Electric, Inc.	LBE-DBE	0%	0%	\$ 199,850	\$ -	\$ -	5/15/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	FC15072-1	As-Needed Curb Ramp Construction for Paving Program No. 1	Avall Builders Inc.	LBE-DBE	25%	0%	\$ 1,416,100	\$ -	\$ -	5/19/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15074-1	As-Needed Curb Ramp Construction for Paving Program No. 3	Empire Engineering & Construction, Inc.	LBE-MBE	25%	0%	\$ 1,355,235	\$ -	\$ -	5/19/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15055-1	Job Order Contract No. 137 General Engineering Services (DOC 13)	Trinet Construction, Inc.	LBE-WBE	15%	0%	\$ 5,000,000	\$ -	\$ -	5/21/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	FC15078-1	Pavement Renovation and Sewer Replacement - Garfield Street and Grafion Avenue (0271)	Esquivel Grading & Paving, Inc.	LBE-MBE	25%	0%	\$ 2,719,872	\$ -	\$ -	5/21/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	FC14129-1	SGHM PLANT SERVICE BUILDING NO. 4 SEISMIC UPGRADE	Harrell & Bell, Inc.	LBE-DBE	25%	0%	\$ 2,400,000	\$ -	\$ -	5/20/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	AP15030-2	As-Needed Hydrologic Engineering Services 2014	MWH Americas, Inc. / Water Resources Engineering	JV-MBE	25%	0%	\$ 1,000,000	\$ -	\$ -	6/20/2013	Selomey Dzikunu	Professional Services	FY 14-15 Q4
DPW	AP15030-1	As-Needed Hydrologic Engineering Services 2014	HMC Water and Environment / Hydroconsult Engine	JV-MBE	25%	0%	\$ 1,000,000	\$ -	\$ -	5/27/2013	Selomey Dzikunu	Professional Services	FY 14-15 Q4
DPW	FC15026-1	5TH AND MISSION PARKING GARAGE TOP FLOOR WATERPROOFING	CF Contracting, Inc.	LBE-DBE	20%	0%	\$ 1,198,000	\$ -	\$ -	5/29/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15028-1	5UTTER STOCKTON PARKING GARAGE TOP, AND PARTIAL 8TH FLOOR WATERPROOFING	Rainbow Waterproofing & Restoration Company	SBA-LBE	20%	0%	\$ 757,245	\$ -	\$ -	6/2/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15066-1	City Code Barrier Renewal and ADA Compliance Work	Svala Construction Inc.	LBE-DBE	20%	0%	\$ 561,430	\$ -	\$ -	6/18/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	OC15081-1	AS-NEEDED INSPECTION AND REPAIR PROGRAM (SIPR) No. 9	Bauman Landscape & Construction Inc.	LBE-DBE	25%	0%	\$ 2,186,415	\$ -	\$ -	6/18/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15094-1	Various Locations Pavement Renovation and Sewer Replacement No. 19	Harty Pipelines, Inc.	LBE-WBE	25%	0%	\$ 6,140,000	\$ -	\$ -	6/18/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	FC15041-1	Golden Gateway Parking Garage Ventilation Improvements	CLW Builders, Inc.	LBE-MBE	20%	0%	\$ 2,637,000	\$ -	\$ -	6/18/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15042-1	5utter Stockton Parking Garage Ventilation Improvements	CLW Builders, Inc.	LBE-MBE	20%	0%	\$ 1,483,000	\$ -	\$ -	6/18/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	AP15031-1	As-Needed Structural Engineering Services 2013	Structus, Inc.	LBE-DBE	25%	0%	\$ 1,000,000	\$ -	\$ -	6/19/2013	Selomey Dzikunu	Professional Services	FY 14-15 Q4
DPW	FC15079-1	Contract No. 62 New Traffic Signals	Ray Area Lightworks Inc.	LBE-MBE	25%	0%	\$ 1,478,572	\$ -	\$ -	6/18/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15076-1	BULTON STREET PAVEMENT RENOVATION AND MUNE FORWARD PROJECT	Esquivel Grading & Paving, Inc.	LBE-MBE	25%	0%	\$ 4,160,109	\$ -	\$ -	6/20/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	FC15032-1	Osborn Avenue Streetscape Improvements	Bauman Landscape & Construction Inc.	LBE-DBE	20%	0%	\$ 625,316	\$ -	\$ -	6/27/2013	Selomey Dzikunu	Construction	FY 14-15 Q4
DPW	FC15025-1	Clement Street Pavement Renovation and Sewer Replacement	Shaw Pipeline, Inc.	LBE-DBE	25%	0%	\$ 1,955,818	\$ -	\$ -	6/27/2013	Finbar Jewell	Construction	FY 14-15 Q4
DPW	FC15098-1	SGHM MOD Building 3 Ramp Accessibility Upgrade	Fontenoy Engineering	LBE-DBE	30%	0%	\$ 499,000	\$ -	\$ -	6/20/2013	Finbar Jewell	Construction	FY 14-15 Q4

**Port**

Contract Award and Payment Summary  
FY 14-15

FY 14-15 Awarded Contracts		
Total Number of Contracts	7	
Professional Services	4	57%
Construction	3	43%
LBE Primes*	5	71%
Non-LBE Primes*	3	43%
MBE Primes	1	14%
OBE Prime	4	57%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Awards		
Amount Awarded	\$ 8,228,481	
Awarded to Non-LBE Primes	\$ 673,280	8%
Awarded to Non-LBE Subs	\$ 550,322	7%
Awarded to LBEs Primes	\$ 4,804,990	58%
Awarded to LBE Subs	\$ 2,199,890	27%
Awarded to MBE Primes	\$ 264,488	3%
Awarded to MBE Subs	\$ 912,488	11%
Awarded to OBE Primes	\$ 4,540,502	55%
Awarded to OBE Subs	\$ 1,213,538	15%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ 73,865	1%
Awarded to SBA Primes	\$ -	0%
Awarded to SBA Sub	\$ -	0%

FY 14-15 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Includes JV-LBE partnerships

**Port**  
Contract Award and Payment Summary  
FY 14-15 Q1

FY 14-15 Q1 Awarded Contracts		
Total Number of Contracts	4	
Professional Services	2	50%
Construction	2	50%
LBE Primes	3	75%
Non-LBE Primes	1	25%
MBE Primes	1	25%
OBE Prime	2	50%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q1 Awards		
Amount Awarded	\$ 6,191,481	
Awarded to Non-LBE Primes	\$ 233,888	4%
Awarded to Non-LBE Subs	\$ 482,534	8%
Awarded to LBEs Primes	\$ 4,272,252	69%
Awarded to LBE Subs	\$ 1,202,808	19%
Awarded to MBE Primes	\$ 131,250	2%
Awarded to MBE Subs	\$ 36,488	1%
Awarded to OBE Primes	\$ 4,141,002	67%
Awarded to OBE Subs	\$ 1,166,320	19%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ -	0%
Awarded to SBA Primes	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-October 2014 Payments*		
Total Paid	\$ 528,320	
Paid to Non-LBEs Primes	\$ 41,767	8%
Paid to Non-LBE Subs	\$ 8,775	2%
Paid to LBEs Primes	\$ 399,360	76%
Paid to LBE Subs	\$ 78,418	15%
Paid to MBE Primes	\$ 8,440	2%
Paid to MBE Subs	\$ 46,919	9%
Paid to OBE Primes	\$ 390,921	74%
Paid to OBE Subs	\$ 4,054	1%
Paid to WBE Primes	\$ -	0%
Paid to WBE Subs	\$ 27,446	5%

FY 14-15 Q1 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Based on information from Elattons/LBEUTS dated 1/05/15.

**Port**  
Contract Award and Payment Summary  
FY 14-15 Q2

FY 14-15 Q2 Awarded Contracts		
Total Number of Contracts	1	
Professional Services	1	100%
Construction	0	0%
LBE Primes*	1	100%
Non-LBE Primes*	1	100%
MBE Primes	0	0%
OBE Prime*	1	100%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q2 Awards		
Amount Awarded	\$ 467,500	
Awarded to Non-LBE Primes	\$ 145,393	31%
Awarded to Non-LBE Subs	\$ 67,788	15%
Awarded to LBEs Primes	\$ 133,238	29%
Awarded to LBE Subs	\$ 121,083	26%
Awarded to MBE Primes	\$ 133,238	29%
Awarded to MBE Subs	\$ -	0%
Awarded to OBE Primes	\$ -	0%
Awarded to OBE Subs	\$ 47,218	10%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ 73,865	16%
Awarded to SBA Primes	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-December 2014 Payments**		
Total Paid	\$ 1,537,661	
Paid to Non-LBEs Primes***	\$ (90,428)	-2%
Paid to Non-LBE Subs	\$ 8,775	1%
Paid to LBEs Primes	\$ 1,347,089	88%
Paid to LBE Subs	\$ 212,225	14%
Paid to MBE Primes	\$ 48,957	3%
Paid to MBE Subs	\$ 119,120	8%
Paid to OBE Primes	\$ 1,298,133	84%
Paid to OBE Subs	\$ 36,817	2%
Paid to WBE Primes	\$ -	0%
Paid to WBE Subs	\$ 56,288	4%

FY 14-15 Q2 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Includes JV -LBE partnerships

\*\*Based on information from Elattons/LBEUTS dated 1/05/15.

\*\*\*reduced from Q1 due to disbursements from Non-LBE Primes to LBE subcontractors

**Port**  
Contract Award and Payment Summary  
FY 14-15 Q3

FY 14-15 Q3 Awarded Contracts		
Total Number of Contracts	1	100%
Professional Services	0	0%
Construction	1	100%
LBE Primes	0	0%
Non-LBE Primes	1	100%
MBE Primes	0	0%
OBE Prime	0	0%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q3 Awards		
Amount Awarded	\$ 420,000	
Awarded to Non-LBE Primes	\$ 294,000	70%
Awarded to Non-LBE Subs	\$ -	0%
Awarded to LBEs Primes	\$ -	0%
Awarded to LBE Subs	\$ 126,000	30%
Awarded to MBE Primes	\$ -	0%
Awarded to MBE Subs	\$ 126,000	30%
Awarded to OBE Primes	\$ -	0%
Awarded to OBE Subs	\$ -	0%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ -	0%
Awarded to SBA Primes	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-March 31, 2015 Payments*		
Total Paid	\$ 3,118,311	
Paid to Non-LBEs Primes	\$ 69,001	2%
Paid to Non-LBE Subs	\$ 192,412	6%
Paid to LBEs Primes	\$ 2,621,072	84%
Paid to LBE Subs	\$ 235,826	8%
Paid to MBE Primes	\$ 48,957	2%
Paid to MBE Subs	\$ 136,759	4%
Paid to OBE Primes	\$ 2,572,115	82%
Paid to OBE Subs	\$ 40,079	1%
Paid to WBE Primes	\$ -	0%
Paid to WBE Subs	\$ 58,988	2%

FY 14-15 Q3 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Based on information from Elations/LBEUTS dated 4/23/15.

**Port**  
Contract Award and Payment Summary  
FY 14-15 Q4

FY 14-15 Q4 Awarded Contracts		
Total Number of Contracts	1	100%
Professional Services	0	0%
Construction	1	100%
LBE Primes	1	100%
Non-LBE Primes	0	0%
MBE Primes	0	0%
OBE Prime	1	100%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q4 Awards		
Amount Awarded	\$ 1,149,500	
Awarded to Non-LBE Primes	\$ -	0%
Awarded to Non-LBE Subs	\$ -	0%
Awarded to LBEs Primes	\$ 399,500	35%
Awarded to LBE Subs	\$ 750,000	65%
Awarded to MBE Primes	\$ -	0%
Awarded to MBE Subs	\$ 750,000	65%
Awarded to OBE Primes	\$ 399,500	35%
Awarded to OBE Subs	\$ -	0%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ -	0%
Awarded to SBA Primes	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-June 30, 2015 Payments*		
Total Paid	\$ 5,799,937	
Paid to Non-LBEs Primes	\$ 301,122	5%
Paid to Non-LBE Subs	\$ 1,460,993	25%
Paid to LBEs Primes	\$ 3,230,832	56%
Paid to LBE Subs	\$ 806,991	14%
Paid to MBE Primes	\$ 159,585	3%
Paid to MBE Subs	\$ 158,134	3%
Paid to OBE Primes	\$ 3,071,247	53%
Paid to OBE Subs	\$ 562,004	10%
Paid to WBE Primes	\$ -	0%
Paid to WBE Subs	\$ 86,852	1%

FY 14-15 Q4 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Based on information from Elations/LBEUTS dated September 4, 2015.

Department	Contract Number	Project Name	Prime	Prime LBE Status	LBE Goal	Sub Goal to Date	Original Award Amount	Total Payments to LBEs	Total Contract Payments	Award Notice	CCO	Industry	Quarter
Port	2761	Blue Greenway Signage	Cal State Constructors	LBE-OBE	8%	70.1%	\$ 625,547	\$ 426,899	\$ 608,651	8/13/2013	Boris Delepine	Construction	FY 13/14 Q1
Port	2767	Fisherman's Wharf Triangle Lot & SWL 321 Pedestrian Circulation Improvement Project Award Memo	JDB Construction	LBE-OBE	MICRO	95.9%	\$ 109,730	\$ 97,902	\$ 102,132	12/4/2013	Boris Delepine	Construction	FY 13/14 Q2
Port	PRT 1213-07.01	As Needed Environmental and Related Professional Services	AguaTierra Associates dba Weiss Associates	Non-LBE	21%	21.2%	\$ 1,000,000	\$ 27,864	\$ 131,559	9/27/2013	Boris Delepine	Professional Service	FY 13/14 Q2
Port	PRT1213-07.02	As Needed Environmental and Related Professional Services	SCA Environmental	LBE-MBE	21%	100.0%	\$ 1,000,000	\$ 51,657	\$ 51,657	9/27/2013	Boris Delepine	Professional Services	FY 13/14 Q2
Port	PRT1213-07.03	As Needed Environmental and Related Professional Services	Baseline Environmental	Non-LBE	21%	44.8%	\$ 1,000,000	\$ 68,146	\$ 152,156	9/27/2013	Boris Delepine	Professional Services	FY 13/14 Q2
Port	2758R	Bayview Gateway	Bauman Landscape	LBE-OBE	12%	61.3%	\$ 3,667,925	\$ 2,001,580	\$ 3,267,222	7/8/2014	Boris Delepine	Construction	FY 14/15 Q1
Port	RFP 1314-01.A	As Needed Hazard Waste Disposal and Transportation Services	Eagle Environmental & Construction	LBE-MBE	8%	0.0%	\$ 262,500	\$ -	\$ -	7/8/2014	Boris Delepine	Professional Services	FY 14/15 Q1
Port	RFP 1314-01.B	As Needed Hazard Waste Disposal and Transportation Services	Environmental Logistics Inc	Non-LBE	8%	0.0%	\$ 262,500	\$ -	\$ -	7/8/2014	Boris Delepine	Professional Services	FY 14/15 Q1
Port	2765	Pier 35 Building Roof & Repair Project	Reebuck Construction	LBE-OBE	19%	99.8%	\$ 1,998,556	\$ 1,213,959	\$ 1,216,897	8/12/2014	Lupe Arreola	Construction	FY 14/15 Q1
Port	PRT1415-01	Earthquake Vulnerability Study of the Northern Seawall	GHD-GTC JV	JV-MBE	25%	48.0%	\$ 467,500	\$ 110,628	\$ 230,475	10/28/2014	Lupe Arreola	Professional Services	FY 14/15 Q2
Port	PRT1415-05	Municipal Financial Advisory Services	Public Financial Management, Inc.	Non-LBE	20%	0.0%	\$ 420,000	\$ -	\$ -	3/24/2015	Lupe Arreola	Professional Services	FY 14/15 Q3
Port	2772	Pier 49 Wharf J1 Under-Pier Sewer Replacement Project	Schembri Construction	LBE-OBE	25%	100.0%	\$ 1,149,500	\$ 39,188	\$ 39,188	4/28/2015	Lupe Arreola	Construction	FY 14/15 Q4



**Public Utilities Commission**

FY 14-15

FY 14-15 Awarded Contracts		
Total Number of Contracts	45	
Professional Services	16	36%
Construction	29	64%
LBE Primes*	26	58%
Non-LBE Primes*	23	51%
MBE Primes	8	18%
OBE Prime	11	24%
WBE Prime	6	13%
SBA LBE Prime	1	2%

FY 14-15 Awards**		
Amount Awarded	\$ 216,130,199	
Awarded to Non-LBE Primes	\$ 84,993,670	39%
Awarded to Non-LBE Subs	\$ 45,757,454	21%
Awarded to LBEs Primes	\$ 44,824,734	21%
Awarded to LBE Subs	\$ 40,554,341	19%
Awarded to MBE Primes	\$ 9,226,516	4%
Awarded to MBE Subs	\$ 20,171,795	9%
Awarded to OBE Primes	\$ 23,378,626	11%
Awarded to OBE Subs	\$ 14,194,189	7%
Awarded to WBE Primes	\$ 12,004,860	6%
Awarded to WBE Subs	\$ 6,188,357	3%
Awarded to SBA Prime	\$ 214,732	0%
Awarded to SBA Sub	\$ -	0%

\*Includes Joint Venture Non-LBE/LBE prime partnerships.

\*\*Award and NTP

FY 14-15 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

**Public Utilities Commission**  
FY 14-15 Q1

FY 14-15 Q1 Awarded Contracts		
Total Number of Contracts	7	
Professional Services	1	14%
Construction	6	86%
LBE Primes	5	71%
Non-LBE Primes	2	29%
MBE Primes	2	29%
OBE Prime*	2	29%
WBE Prime	1	14%
SBA LBE Prime	0	0%

FY 14-15 Q1 Awards		
Amount Awarded	\$ 29,099,685	
Awarded to Non-LBE Primes	\$ 8,311,547	29%
Awarded to Non-LBE Subs	\$ 1,587,689	5%
Awarded to LBEs Primes	\$ 12,379,060	43%
Awarded to LBE Subs	\$ 6,821,390	23%
Awarded to MBE Primes	\$ 2,944,436	10%
Awarded to MBE Subs	\$ 1,942,711	7%
Awarded to OBE Primes	\$ 7,267,049	25%
Awarded to OBE Subs*	\$ 4,640,913	16%
Awarded to WBE Primes	\$ 2,167,575	7%
Awarded to WBE Subs	\$ 237,765	1%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013-September 30, 2014 Payments**		
Total Paid	\$ 74,131,928	
Paid to Non-LBEs Primes	\$ 5,332,110	7%
Paid to Non-LBE Subs	\$ 8,012,053	11%
Paid to LBEs Primes	\$ 49,843,853	67%
Paid to LBE Subs	\$ 11,334,693	15%
Paid to MBE Primes	\$ 10,322,718	14%
Paid to MBE Subs	\$ 6,184,521	8%
Paid to OBE Primes	\$ 27,544,425	37%
Paid to OBE Subs	\$ 4,647,373	6%
Paid to WBE Primes	\$ 10,280,167	14%
Paid to WBE Subs	\$ 502,790	1%

FY 14-15 Q1 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Includes PUC-LBE firms  
\*\*Based on information from PUC SOLIS extract dated 10/27/14.

**Public Utilities Commission**  
FY 14-15 Q2 (updated 4/27/2015)

FY 14-15 Q2 Awarded Contracts		
Total Number of Contracts	14	
Professional Services	5	36%
Construction	9	64%
LBE Primes*	8	57%
Non-LBE Primes*	8	57%
MBE Primes*	2	14%
OBE Prime	3	21%
WBE Prime	2	14%
SBA LBE Prime	1	7%

FY 14-15 Q2 Awards		
Amount Awarded	\$ 60,637,605	
Awarded to Non-LBE Primes	\$ 25,223,699	42%
Awarded to Non-LBE Subs	\$ 10,205,228	17%
Awarded to LBEs Primes	\$ 14,365,596	24%
Awarded to LBE Subs**	\$ 10,845,082	18%
Awarded to MBE Primes	\$ 1,806,000	3%
Awarded to MBE Subs**	\$ 5,617,810	9%
Awarded to OBE Primes	\$ 7,607,844	13%
Awarded to OBE Subs**	\$ 2,126,484	4%
Awarded to WBE Primes	\$ 4,737,020	8%
Awarded to WBE Subs	\$ 3,098,788	5%
Awarded to SBA Prime	\$ 214,732	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013-December 31, 2014 Payments***		
Total Paid	\$ 103,417,427	
Paid to Non-LBEs Primes	\$ 10,530,695	14%
Paid to Non-LBE Subs	\$ 10,020,131	14%
Paid to LBEs Primes	\$ 63,135,411	85%
Paid to LBE Subs	\$ 14,088,018	19%
Paid to MBE Primes	\$ 16,385,741	22%
Paid to MBE Subs	\$ 7,420,127	10%
Paid to OBE Primes	\$ 31,997,708	43%
Paid to OBE Subs	\$ 5,889,898	8%
Paid to WBE Primes	\$ 13,614,202	18%
Paid to WBE Subs	\$ 777,993	1%

FY 14-15 Q2 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Includes two (2) Joint Venture Non-LBE/LBE-MBE partnerships.  
\*\*Includes PUC-LBE firms  
\*\*\*based on information from PUC SOLIS extract dated January 2015 and April 2015

**Public Utilities Commission**  
FY 14-15 Q3

FY 14-15 Q3 Awarded Contracts		
Total Number of Contracts	3	10
Professional Services	7	30%
Construction	6	70%
LBE Primes*	5	60%
Non-LBE Primes*	5	50%
MBE Primes	2	20%
OBE Prime	2	20%
WBE Prime	2	20%
SBA LBE Prime	0	0%

FY 14-15 Q3 Awards**		
Amount Awarded	\$ 40,009,806	
Awarded to Non-LBE Primes	\$ 21,859,807	55%
Awarded to Non-LBE Subs	\$ 1,580,205	4%
Awarded to LBEs Primes	\$ 9,484,849	24%
Awarded to LBE Subs	\$ 7,084,945	18%
Awarded to MBE Primes	\$ 2,565,000	6%
Awarded to MBE Subs	\$ 3,405,785	9%
Awarded to OBE Primes	\$ 3,414,784	9%
Awarded to OBE Subs	\$ 3,393,436	8%
Awarded to WBE Primes	\$ 3,505,065	9%
Awarded to WBE Subs	\$ 285,725	1%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013-March 31, 2015 Payments***		
Total Paid	\$ 137,380,654	
Paid to Non-LBEs Primes	\$ 26,828,874	19%
Paid to Non-LBE Subs	\$ 14,189,503	8%
Paid to LBEs Primes	\$ 75,537,591	63%
Paid to LBE Subs	\$ 18,003,100	10%
Paid to MBE Primes	\$ 17,400,877	15%
Paid to MBE Subs	\$ 7,577,653	4%
Paid to OBE Primes	\$ 39,966,600	29%
Paid to OBE Subs	\$ 9,099,681	6%
Paid to WBE Primes	\$ 14,501,812	14%
Paid to WBE Subs	\$ 1,325,766	1%
Paid to SBA Primes	\$ 3,099,422	5%
Paid to SBA Subs	\$ -	0%

FY 14-15 Q3 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Includes one (1) Joint Venture Non-LBE/LBE partnership.  
\*\*Notice to Proceed  
\*\*\*based on information from PUC SOLIS extract dated April 2015

**Public Utilities Commission**  
FY 14-15 Q4

FY 14-15 Q4 Awarded Contracts		
Total Number of Contracts	7	14
Professional Services	7	50%
Construction	7	50%
LBE Primes*	7	50%
Non-LBE Primes*	8	57%
MBE Primes*	2	14%
OBE Prime	4	29%
WBE Prime	1	7%
SBA LBE Prime	0	0%

FY 14-15 Q4 Awards**		
Amount Awarded	\$ 86,383,103	
Awarded to Non-LBE Primes	\$ 29,598,617	34%
Awarded to Non-LBE Subs	\$ 32,386,332	37%
Awarded to LBEs Primes	\$ 8,595,230	10%
Awarded to LBE Subs	\$ 15,802,924	18%
Awarded to MBE Primes	\$ 1,911,080	2%
Awarded to MBE Subs	\$ 9,205,489	11%
Awarded to OBE Primes	\$ 5,088,950	6%
Awarded to OBE Subs	\$ 4,031,356	5%
Awarded to WBE Primes	\$ 1,595,200	2%
Awarded to WBE Subs	\$ 2,566,079	3%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 1, 2013-June 30, 2015 Payments***		
Total Paid	\$ 171,343,881	
Paid to Non-LBEs Primes	\$ 43,127,053	19%
Paid to Non-LBE Subs	\$ 18,358,875	8%
Paid to LBEs Primes	\$ 87,939,772	63%
Paid to LBE Subs	\$ 21,918,181	10%
Paid to MBE Primes	\$ 18,416,013	15%
Paid to MBE Subs	\$ 7,735,178	4%
Paid to OBE Primes	\$ 47,935,493	29%
Paid to OBE Subs	\$ 12,309,463	6%
Paid to WBE Primes	\$ 15,389,423	14%
Paid to WBE Subs	\$ 1,873,540	1%
Paid to SBA Primes	\$ 6,198,843	5%
Paid to SBA Subs	\$ -	0%

FY 14-15 Q4 Micro Set Aside Contracts	
Total Eligible	0
Total Awarded	0

\*Includes one (1) Joint Venture Non-LBE/LBE-MBE partnership.  
\*\*Award and Notice to Proceed  
\*\*\*based on information from PUC SOLIS extract dated July 1, 2015

Department	Contract Number	Project Name	Prime	From LBE Status	LBE Goal	Sub Goal To Date	Amount	Total Payments to LBEs	Total Contract Payments	Money to Proceed (Following Award)	Contract Compliance Officer	Industry	Quarter		
PUC	WW-590	20th/Alameda/Connecticut/Highway/Highway Sewer Replacement	PRECISION ENGINEERING INC	LBE-MBE	15%	100%	2,462,147	2,347,479	2,347,479	2,347,479		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	CS-291.C	HSP Professional and Engineering Support Services	PRECISION ENGINEERING INC	LBE-MBE	15%	0%	2,300,000	-	-	2,300,000		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	CS-296.D	HSP Professional and Engineering Support Services	M.W.H. AMERICAS INC	Non-LBE	15%	18%	2,500,000	772,013	786,413	786,413		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	WD-593	Auxiliary Water Supply System - New Customers A (Complete)	Prime Construction	LBE-DBE	22%	85%	2,886,900	3,436,156	3,013,761	3,013,761		Rayford Fong	Construction	FY 13-4Q1	
PUC	CS-215	Register Southeast Flaring	Brown and Caldwell	Non-LBE	10%	0%	80,000,000	-	-	17,999,038	77,020,962		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	CS-296.B	HSP Professional and Engineering Support Services	KITZBALL ENGINEERS INC	Non-LBE	16%	0%	2,300,000	-	-	107,482	728,518		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	CS-296.E	HSP Professional and Engineering Support Services	ERM GOVERNMENT SOLUTIONS INC	Non-LBE	16%	33%	2,500,000	-	-	893,435	712,565		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	WD-590	Band 13 inch DI Main Installation and Flareline Renovation in Bryant Street	M SOURCE CONSTRUCTION	LBE-DBE	15%	100%	2,127,415	2,127,415	2,127,415	2,127,415		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	CS-296.A	HSP Professional and Engineering Support Services	BLACK & VEATCH CORPORATION	Non-LBE	16%	0%	2,500,000	-	-	1,272,120	816,880		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	CS-313.A	As-Needed Geotechnical Engineering Services	ARC	LBE-MBE	15%	0%	2,500,000	-	-	103,136	816,864		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	CS-313.B	As-Needed Geotechnical Engineering Services	AMT/Petra Engineers	Non-LBE	15%	0%	2,500,000	-	-	1,076,073	816,927		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	CS-313.C	As-Needed Geotechnical Engineering Services	Geotechnical Consultants, Inc.	LBE-MBE	15%	0%	2,500,000	-	-	317,492	816,508		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1
PUC	WD-203H	Block DI Main Installation in Jackson, Washington, Sacramento and Davis Streets	Improve Engineering & Construction, Inc.	LBE-MBE	15%	100%	2,139,293	2,139,293	2,139,293	2,139,293		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	WW-591	18th/19th/California/Connecticut/Highway/Highway Sewer Replacement (Closed)	PRIME CONSTRUCTION	LBE-DBE	16%	100%	2,116,416	2,116,416	2,116,416	2,116,416		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WW-588	As-Needed Sewer Cleaning (Closed)	Protein Management	Non-LBE	9%	4%	1,524,500	-	-	72,096	1,452,404		Regina Chan Du	Construction	FY 13-4Q1
PUC	CS-211.B	Specialized and Technical Services, Natural Resources and Land Mgmt Div, Water Enterprise	RTA/AVI JV	Non-LBE	13%	33%	3,000,000	606,319	1,155,552	821,233		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	CS-211.C	Specialized and Technical Services, Natural Resources and Land Mgmt Div, Water Enterprise	ERM GOVERNMENT SOLUTIONS INC	Non-LBE	13%	35%	3,000,000	345,818	470,762	821,233		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	CS-211.D	Specialized and Technical Services, Natural Resources and Land Mgmt Div, Water Enterprise	L & S CORPORATION	Non-LBE	13%	4%	3,000,000	53,174	1,493,707	821,233		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	WD-589	8-inch Ductile Iron Pipe Main Installation in 23th St, Ince, Hoffman	H H HENDERSON	LBE-MBE	28%	52%	2,218,345	143,206	262,586	816,927		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WW-567	As-Needed Sewer Repair (Closed)	FLEXIBLE CONSTRUCTION COMPANY INC	LBE-DBE	10%	100%	2,484,815	2,484,815	2,484,815	2,484,815		Rayford Fong	Construction	FY 13-4Q1	
PUC	WW-545	18th, 21st, 25th Avenue & Calicut/California Streets (Closed)	PRECISION ENGINEERING INC	LBE-DBE	10%	100%	2,496,311	3,939,477	3,939,477	3,939,477		Rayford Fong	Construction	FY 13-4Q1	
PUC	WW-549	18th/20th/Connecticut/Highway/Highway Sewer Replacement	PRECISION ENGINEERING INC	LBE-DBE	10%	100%	2,218,308	2,202,507	2,202,507	2,202,507		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	CS-211.A	Specialized and Technical Services, Natural Resources Div, Water Enterprise	CMJ SOUTH A.T.T.S JV	Non-LBE	15%	74%	3,000,000	511,000	448,626	816,927		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	WW-518	Avila/Bay/Besch/Connecticut/Franco/Jefferson/Scott Streets and Capra Way Sewer Replacement (Closed)	Shaw Pipeline	LBE-DBE	17%	98%	2,459,295	2,459,295	2,459,295	2,459,295		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WD-248B	8-inch Ductile Iron Pipe Main Installation in Indiana and Tennessee Streets and J.P. San Vicente Ave	PRIME CONSTRUCTION	LBE-DBE	21%	100%	2,454,858	2,454,858	2,454,858	2,454,858		Rayford Fong	Construction	FY 13-4Q1	
PUC	CS-306.B	As-Needed Contracting and Employment Technical Support Services	Butler Enterprises Group	LBE-MBE	Micro	85%	50,000	-	-	47,018	928,213		Regina Chan Du	Professional Services	FY 13-4Q1
PUC	CS-306.D	As-Needed Contracting and Employment Technical Support Services	IBM Partners	LBE-MBE	Micro	100%	50,000	-	-	47,146	928,213		Regina Chan Du	Professional Services	FY 13-4Q1
PUC	CS-306.E	As-Needed Contracting and Employment Technical Support Services	McIntosh & Williams Insurance	LBE-MBE	Micro	100%	50,000	-	-	49,541	928,213		Regina Chan Du	Professional Services	FY 13-4Q1
PUC	CS-306.H	As-Needed Contracting and Employment Technical Support Services	The Tech Group	LBE-MBE	Micro	100%	50,000	-	-	14,758	928,213		Regina Chan Du	Professional Services	FY 13-4Q1
PUC	CS-187	Read Rates and Land Negotiation Services	ECONOMIC & PLANNING SYSTEMS INC	Non-LBE	23%	6%	410,000	16,539	237,922	101,120		Mindy Lee	Professional Services	FY 13-4Q1	
PUC	CS-193.B	As-Needed Energy Efficiency Services	Energy Inc	Non-LBE	6%	0%	2,175,000	-	-	2,175,000		Mindy Lee	Professional Services	FY 13-4Q1	
PUC	WD-285	Auxiliary Water Supply System, Reservoir and Tanks Improvement Project	Cal State Constructors	LBE-DBE	16%	75%	8,952,008	5,971,008	5,971,008	5,971,008		Rayford Fong	Construction	FY 13-4Q1	
PUC	WD-288	AVWS New Customers Contract	Ami Wells Inc.	LBE-MBE	15%	100%	5,013,300	3,689,000	3,689,000	3,689,000		Mindy Lee	Construction	FY 13-4Q1	
PUC	CS-117	Specialized and Technical Services - Restoration and Revegetation	Reim Environmental Associates	LBE-MBE	15%	85%	2,500,000	2,108,018	474,714	121,020		Hadas Rivera-Weiss	Professional Services	FY 13-4Q1	
PUC	CS-193.A	As-Needed Energy Efficiency Services	KW Engineering	Non-LBE	6%	0%	2,374,800	-	-	224,547	121,020		Mindy Lee	Professional Services	FY 13-4Q1
PUC	CS-193.C	As-Needed Energy Efficiency Services	ENR/ECI INC	Non-LBE	6%	3%	2,374,800	9,810	319,926	121,020		Mindy Lee	Professional Services	FY 13-4Q1	
PUC	WW-568	15th/16th/18th/19th/20th/Arroyos & California/Clement Sts Sewer Replacement & Pavement Renovation (Closed)	HMV Pipeline, Inc	LBE-MBE	17%	100%	2,399,730	4,044,163	4,044,163	4,044,163		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WW-569	Kay, Cherry, and Colton Sts. Sewer Replacement, Water Main Installation, and Pavement Renovation	Shaw Pipeline	LBE-DBE	14%	95%	2,448,518	3,868,110	3,868,110	3,868,110		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WW-584	As-Needed Spot Sewer Repairs	FLEXIBLE CONSTRUCTION COMPANY INC	LBE-DBE	10%	100%	6,933,865	7,351,905	7,351,905	7,351,905		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WW-585	As-Needed Main Sewer Repairs	PRECISION ENGINEERING INC	LBE-DBE	16%	100%	2,534,100	2,145,210	2,145,210	2,145,210		Rayford Fong	Construction	FY 13-4Q1	
PUC	WW-585	15th, 17th, 23rd, 4th, Grand, Nees and Garza Avenues Sewer Replacement	Shaw Pipeline	LBE-DBE	16%	100%	2,814,533	2,047,757	2,047,757	2,047,757		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	WW-588	18th/23th/30th/47th Avenue and Delaney/Feron/Fern/James/Madrid/Steiner Streets Sewer Replacement (Closed)	FLEXIBLE CONSTRUCTION COMPANY INC	LBE-DBE	14%	100%	2,354,200	3,518,834	3,518,834	3,518,834		Rayford Fong	Construction	FY 13-4Q1	
PUC	WD-287	Auxiliary Water Supply System - New Customers C	Cal State Constructors	LBE-DBE	15%	70%	4,814,000	2,499,360	3,582,043	3,173,014		Mindy Lee	Construction	FY 13-4Q1	
PUC	WD-536	Southeast Water Pollution Control Plant Chemical System Relocation and Facility Upgrades	N T E CONSTRUCTION INC	SBA-MBE	13%	95%	14,015,000	6,688,875	7,251,548	3,187,804		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	WW-547	Alhambra/Bay/Besch Streets and Malaga/California/Torres Way Sewer Replacement (Complete)	PRECISION ENGINEERING INC	LBE-MBE	17%	100%	2,816,560	2,497,085	2,497,085	2,497,085		Rayford Fong	Construction	FY 13-4Q1	
PUC	CS-193.D	As-Needed Energy Efficiency Services	SCAVERS JV	Non-LBE	6%	0%	2,175,000	-	-	42,320	1,142,000		Mindy Lee	Professional Services	FY 13-4Q1
PUC	WD-210A	Cathodic Protection for 30, 40, 42, & 48 Steel Pipe Transmission Main of University Mound System	Atari Wells Inc.	LBE-MBE	18%	100%	646,300	639,340	639,340	639,340		Rayford Fong	Construction	FY 13-4Q1	
PUC	WD-227	Peninsula Pipelines Seismic Upgrade	RANGER PIPELINE INC	Non-LBE	13%	32	20,776,380	497,172	1,830,539	478,204		Rayford Fong	Construction	FY 13-4Q1	
PUC	CS-218.A	As-Needed Environmental Services for SSP HSP	EE Performance Environmental	Non-LBE	16%	50%	4,850,000	20,187	40,354	51,520		Regina Chan Du	Professional Services	FY 13-4Q1	
PUC	CS-218.B	As-Needed Environmental Services for SSP HSP	URS	Non-LBE	15%	0%	4,850,000	-	-	51,520	1,142,000		Regina Chan Du	Professional Services	FY 13-4Q1
PUC	CS-218.C	As-Needed Environmental Services for SSP HSP	ISA & Orion	Non-LBE	15%	2%	4,850,000	-	-	2,175,000	1,142,000		Regina Chan Du	Professional Services	FY 13-4Q1
PUC	WD-275	Town of Lodi Fire Suppression System	Ami Wells Inc.	LBE-MBE	15%	45%	3,762,480	2,148,741	4,764,433	51,520		Rayford Fong	Construction	FY 13-4Q1	
PUC	WW-568	Fixed Gas Monitoring System Upgrade	US ELECTRIC TECHNOLOGIES INC	Non-LBE	10%	3%	2,484,000	65,880	203,997	62,924		Mindy Lee	Construction	FY 13-4Q1	
PUC	WD-267	8-inch Ductile Iron Water Main Replacement and Pavement Renovation on Mission Street	IN HERNANDEZ CONSTR DBA HERNANDEZ PAVING	LBE-MBE	28%	100%	2,441,874	1,636,769	1,636,769	1,636,769		Hadas Rivera-Weiss	Construction	FY 13-4Q1	
PUC	WW-562	Instrumentation & Back-Up Power Systems Improvements	PHOENIX ELECTRIC COMPANY	LBE-MBE	10%	100%	1,199,735	773,386	773,386	773,386		Mindy Lee	Construction	FY 13-4Q1	
PUC	CS-174.D	Security Consulting Design Services	THE CONSULTING GROUP	Non-LBE	9%	0%	2,000,000	-	-	47,024	1,142,000		Professional Services	FY 13-4Q1	
PUC	WD-262	San Francisco Boulevard Supply Pipeline	RAMSER PIPELINE INC	Non-LBE	10%	0%	2,684,116	-	-	2,607,900	816,927		Hadas Rivera-Weiss	Construction	FY 13-4Q1
PUC	WW-591	As-Needed Spot Sewer Replacement	FLEXIBLE CONSTRUCTION COMPANY INC	LBE-DBE	7%	100%	6,475,244	5,183,209	5,183,209	5,183,209		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WW-592	As-Needed Spot Sewer Replacement	HANITY PIPELINE INC	LBE-MBE	16%	100%	2,746,848	2,151,097	2,151,097	2,151,097		Rayford Fong	Construction	FY 13-4Q1	
PUC	WD-610B	Necessity Control and Power Billing	ROBERT E BAKER CONSTRUCTION INC	PSC-LBE	11%	80%	6,663,100	6,500,713	6,624,139	74,026		Regina Chan Du	Construction	FY 13-4Q1	
PUC	WD-266	Auxiliary Water Supply System Pumping Station No. 1 Improvements (2014)	N T E CONSTRUCTION INC	Non-LBE	16%	0%	2,847,200	-	-	577,841	10,720		Mindy Lee	Construction	FY 13-4Q1
PUC	WW-593	10th/11th/12th/13th/14th/15th/16th/17th/18th/19th/20th/21st/22nd/23rd/24th/25th/26th/27th/28th/29th/30th/31st/32nd/33rd/34th/35th/36th/37th/38th/39th/40th/41st/42nd/43rd/44th/45th/46th/47th/48th/49th/50th/51st/52nd/53rd/54th/55th/56th/57th/58th/59th/60th/61st/62nd/63rd/64th/65th/66th/67th/68th/69th/70th/71st/72nd/73rd/74th/75th/76th/77th/78th/79th/80th/81st/82nd/83rd/84th/85th/86th/87th/88th/89th/90th/91st/92nd/93rd/94th/95th/96th/97th/98th/99th/100th	SHAW PIPELINE INC	LBE-DBE	13%	100%	2,166,843	2,815,182	2,175,187	10,720		Mindy Lee	Construction	FY 13-4Q1	
PUC	CS-282.A	As-Needed Engineering Design Services	KETNER FOR ECOTOLOGY	Non-LBE	22%	0%	1,000,000	-	-	11,127	1,011,127		Professional Services	FY 13-4Q1	
PUC	BD-124	San Joaquin Valley Communications System Upgrade	COMMUNICATION SERVICES INC	Non-LBE	0%	13%	6,959,250	188,230	883,343	11,127		Mindy Lee	Construction	FY 13-4Q1	
PUC	CS-386.B	As-Needed Engineering Design Services	AMT/Petra JV	Non-LBE	14%	50%	3,000,000	82,341	164,682	11,127		Rayford Fong	Professional Services	FY 13-4Q1	
PUC	CS-386.C	As-Needed Engineering Design Services	GLADYS	Non-LBE	14%	45%	3,000,000	83,218	170,450	11,127		Rayford Fong	Professional Services	FY 13-4Q1	
PUC	CS-386.D	As-Needed Engineering Design Services	L & S CORPORATION	Non-LBE	14%	0%	3,000,000	-	-	3,701	11,127		Rayford Fong	Professional Services	FY 13-4Q1
PUC	CS-38	Planning and Engineering Services Southern Plant 18th/20th/22nd/24th/26th/28th/30th/32nd/34th/36th/38th/40th/42nd/44th/46th/48th/50th/52nd/54th/56th/58th/60th/62nd/64th/66th/68th/70th/72nd/74th/76th/78th/80th/82nd/84th/86th/88th/90th/92nd/94th/96th/98th/100th	SABRILE ENGINEERS INC	Non-LBE	12%	0%									

Department	Contract Number	Project Name	Prime	Prime LBE Status	LBE Goal	Job Start To Date	Amount	Total Payments to LBEs	Total Contract Payment	Notice to Proceed (Following Award)	Contract Compliance Officer	Industry	Quarter
PUC	CS-396	Engineering Services for the Filaretos Dam and Reservoir Improvements Project	J H S CORPORATION	Non-LBE	16%	0%	\$ 3,000,000	\$ -	\$ 7,101	2/6/2015	Mindy Lee	Professional Services	FY 14-15 Q3
PUC	WD-2745	Rawlins Water Supply System New Citizens O	ARIN WORKS INC	LBE-WBE	15%	100%	\$ 4,242,830	\$ 656,081	\$ -	2/9/2015	Regina Chen (Dr)	Construction	FY 14-15 Q3
PUC	CS-380	Specialized Groundwater Monitoring Services	NORWEGATE ASS JOINT VENTURE	PV-LBE	14%	0%	\$ 1,500,000	\$ -	\$ -	2/11/2015	Hadas Rivera-Velas	Professional Services	FY 14-15 Q3
PUC	WW-401	As-Needed Spill Sewer Replacements	FLORES CONSTRUCTION COMPANY INC	Non-LBE	7%	0%	\$ 6,883,185	\$ -	\$ -	2/12/2015	Regina Chen (Dr)	Construction	FY 14-15 Q3
PUC	WD-2966	8" Ductile Iron Sewer from General from Alameda to 14th Ave	M SQUARE CONSTRUCTION INC	LBE-WBE	13%	100%	\$ 1,617,181	\$ 355,628	\$ -	2/19/2015	Regina Chen (Dr)	Construction	FY 14-15 Q3
PUC	WD-2631B	San Francisco Groundwater Supply Well Station	WESTERN WATER CONSTRUCTORS INC	Non-LBE	18%	0%	\$ 14,955,100	\$ -	\$ 359,268	3/16/2015	Bayard Fong	Construction	FY 14-15 Q3
PUC	CS-388	River Ecosystem Science Support	MCCANN ASSOCIATES	Non-LBE	12%	0%	\$ 1,500,000	\$ -	\$ 4,107	3/24/2015	Hadas Rivera-Velas	Professional Services	FY 14-15 Q3
PUC	JDC-79	Electrical (E-10) Licensed, San Francisco, Peninsula, and East Bay	US ELECTRIC TECHNOLOGIES INC	LBE-WBE	13%	0%	\$ 3,000,000	\$ -	\$ -	3/26/2015	Regina Chen (Dr)	Construction	FY 14-15 Q3
PUC	CS-297C	As-Needed Construction Management Services	ENVIRONMENTAL & CONSTRUCTION UTILITIES INC	LBE-WBE	15%	0%	\$ 4,000,000	\$ -	\$ -	4/7/2015	Bayard Fong	Professional Services	FY 14-15 Q4
PUC	WD-316B	Regional Groundwater Storage & Recovery	WANNER PIPELINES INC	Non-LBE	14%	0%	\$ 47,380,641	\$ -	\$ 303,072	4/6/2015	Mindy Lee	Construction	FY 14-15 Q4
PUC	CS-297A	As-Needed Construction Management Services	AMEL & ASSOC CONSULTING ENGINEERS INC	LBE-WBE	15%	0%	\$ 4,000,000	\$ -	\$ -	4/6/2015	Bayard Fong	Professional Services	FY 14-15 Q4
PUC	CS-297B	As-Needed Construction Management Services	CPA-ATA JV	PV-LBE	15%	0%	\$ 4,000,000	\$ -	\$ -	4/6/2015	Bayard Fong	Professional Services	FY 14-15 Q4
PUC	CS-297D	As-Needed Construction Management Services	M C K ASSOCIATES LLC	LBE-WBE	25%	0%	\$ 4,000,000	\$ -	\$ -	4/6/2015	Bayard Fong	Professional Services	FY 14-15 Q4
PUC	JDC-55	Electrical (E-10) Licensed, Hetch, Hetchy	SYSTEM 3 INC	Non-LBE	6%	0%	\$ 5,000,000	\$ -	\$ -	4/19/2015	Bayard Fong	Construction	FY 14-15 Q4
PUC	WD-2750	Site Remediation at 320 John Muir Drive	ENGINEERING/REMEDIATION RESOURCES GROUP	Non-LBE	17%	0%	\$ 9,210,716	\$ -	\$ 3,148,178	4/17/2015	Bayard Fong	Construction	FY 14-15 Q4
PUC	CS-294G	HAZWOPER Training	SAFETY COMPLIANCE MANAGEMENT INC	Non-LBE	19%	0%	\$ 220,910	\$ -	\$ -	4/20/2015	Mindy Lee	Professional Services	FY 14-15 Q4
PUC	WW-510B	Schwinn Street Sewer System Improvements	J M B CONSTRUCTION	Non-LBE	10%	0%	\$ 3,844,350	\$ -	\$ 193,887	4/27/2015	Hadas Rivera-Velas	Construction	FY 14-15 Q4
PUC	CS-566	Emergency Planning, Technical Assistance and Training Support	BECON TECHNICAL SERVICES INC	Non-LBE	10%	0%	\$ 3,000,000	\$ -	\$ 4,829	4/28/2015	Regina Chen (Dr)	Professional Services	FY 14-15 Q4
PUC	CS-1003A	Engineering Design Services for Ocean Side Plant	M W H AMERISAR INC	Non-LBE	15%	0%	\$ 3,500,000	\$ -	\$ -	5/18/2015	Bayard Fong	Professional Services	FY 14-15 Q4
PUC	WD-2615	8" Ductile Iron Water Main Installation on McAlister, Fulton & Grove Streets	M SQUARE CONSTRUCTION INC	LBE-WBE	16%	0%	\$ 1,633,030	\$ -	\$ -	6/8/2015	Bayard Fong	Construction	FY 14-15 Q4
PUC	CS-291J	As-Needed Consultation and Marketing Services	BARRETT RODRIGUEZ WHITEHEAD LAUSTER & PETHUS	LBE-WBE	30%	0%	\$ 500,000	\$ -	\$ -	6/10/2015	Regina Chen (Dr)	Professional Services	FY 14-15 Q4
PUC	WW-580	Oceanside Water Pollution Control Plant, W2 & W3 Water System Improvements	KAL STATE CONSTRUCTORS INC	LBE-WBE	18%	0%	\$ 1,494,047	\$ -	\$ -	6/27/2015	Bayard Fong	Construction	FY 14-15 Q4

**Recreation and Parks Department**

Contract Award and Payment Summary

FY 14-15

FY 14-15 Awarded Contracts		
Total Number of Contracts	9	
Professional Services	0	0%
Construction	9	100%
LBE Primes	4	66%
Non-LBE Primes	5	33%
MBE Primes	2	0%
OBE Prime	1	0%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Awards		
Amount Awarded	\$ 5,188,857	
Awarded to Non-LBE Primes	\$ 2,598,359	50%
Awarded to Non-LBE Subs	\$ 1,072,067	21%
Awarded to LBEs Primes	\$ 605,297	12%
Awarded to LBE Subs	\$ 913,134	18%
Awarded to MBE Primes	\$ 319,990	6%
Awarded to MBE Subs	\$ 496,846	10%
Awarded to OBE Primes	\$ 285,307	5%
Awarded to OBE Subs	\$ 325,985	6%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ 90,303	2%
Awarded to SBA Prime (MBE)	\$ -	0%
Awarded to SBA Sub	\$ -	0%

FY 14-15 Micro Set Aside Contracts	
Total Eligible	5
Total Awarded	4

**Recreation and Parks Department**  
Contract Award and Payment Summary  
FY 14-15 Q1

FY 14-15 Q1 Awarded Contracts		
Total Number of Contracts	2	2
Professional Services	0	0%
Construction	2	100%
LBE Primes	0	0%
Non-LBE Primes	2	100%
MBE Primes	0	0%
OBE Prime	0	0%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q1 Awards		
Amount Awarded	\$ 2,949,969	
Awarded to Non-LBE Primes	\$ 1,663,881	56%
Awarded to Non-LBE Subs	\$ 876,250	28%
Awarded to LBEs Primes	\$ -	0%
Awarded to LBE Subs	\$ 459,838	16%
Awarded to MBE Primes	\$ -	0%
Awarded to MBE Subs	\$ 289,930	10%
Awarded to OBE Primes	\$ -	0%
Awarded to OBE Subs	\$ 127,708	4%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ 42,200	1%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-September 30, 2014 Payments		
Total Paid	\$ 1,697,246	
Paid to Non-LBEs Primes	\$ 241,435	14%
Paid to Non-LBE Subs	\$ 227,488	13%
Paid to LBEs Primes	\$ 235,219	14%
Paid to LBE Subs	\$ 993,104	59%
Paid to MBE Primes	\$ 82,556	5%
Paid to MBE Subs	\$ 871,298	51%
Paid to OBE Primes	\$ 132,708	8%
Paid to OBE Subs	\$ 89,797	5%
Paid to WBE Primes	\$ 19,955	1%
Paid to WBE Subs	\$ 32,009	2%

FY 14-15 Q1 Micro Set Aside Contracts	
Total Eligible Contracts	0
Total Awarded Micro Set Asides	0

**Recreation and Parks Department**  
Contract Award and Payment Summary  
FY 14-15 Q2

FY 14-15 Q2 Awarded Contracts		
Total Number of Contracts	4	4
Professional Services	0	0%
Construction	4	100%
LBE Primes	3	75%
Non-LBE Primes	1	25%
MBE Primes	2	50%
OBE Prime	1	25%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q2 Awards		
Amount Awarded	\$ 1,337,590	
Awarded to Non-LBE Primes	\$ 390,672	29%
Awarded to Non-LBE Subs	\$ 127,800	10%
Awarded to LBEs Primes	\$ 542,790	41%
Awarded to LBE Subs	\$ 276,328	21%
Awarded to MBE Primes	\$ 319,990	24%
Awarded to MBE Subs	\$ 127,670	10%
Awarded to OBE Primes	\$ 222,800	17%
Awarded to OBE Subs	\$ 100,555	8%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ 48,103	4%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-December 31, 2014 Payments*		
Total Paid	\$ 3,174,522	
Paid to Non-LBEs Primes	\$ 1,738,807	55%
Paid to Non-LBE Subs	\$ 234,388	7%
Paid to LBEs Primes	\$ 189,697	6%
Paid to LBE Subs	\$ 1,011,629	32%
Paid to MBE Primes	\$ 82,556	3%
Paid to MBE Subs	\$ 878,453	28%
Paid to OBE Primes	\$ 87,186	3%
Paid to OBE Subs	\$ 101,166	3%
Paid to WBE Primes	\$ 19,955	1%
Paid to WBE Subs	\$ 32,010	1%

FY 14-15 Q2 Micro Set Aside Contracts	
Total Eligible Contracts	3
Total Awarded Micro Set Asides	3

\*Based on information from Elations/BEUTS dated 1/05/15.

**Recreation and Parks Department**  
 Contract Award and Payment Summary  
 FY 14-15 Q3

FY 14-15 Q3 Awarded Contracts		
Total Number of Contracts	1	
Professional Services	0	0%
Construction	1	100%
LBE Primes	0	0%
Non-LBE Primes	1	100%
MBE Primes	0	0%
OBE Prime	0	0%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q3 Awards		
Amount Awarded	\$ 311,405	
Awarded to Non-LBE Primes	\$ 288,405	93%
Awarded to Non-LBE Subs	\$ -	0%
Awarded to LBEs Primes	\$ -	0%
Awarded to LBE Subs	\$ 23,000	7%
Awarded to MBE Primes	\$ -	0%
Awarded to MBE Subs	\$ -	0%
Awarded to OBE Primes	\$ -	0%
Awarded to OBE Subs	\$ 23,000	7%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ -	0%
Awarded to SBA Prime	\$ -	0%
Awarded to SBA Sub	\$ -	0%

July 2013-March 31, 2015 Payments		
Total Paid	\$ 5,037,491	
Paid to Non-LBEs Primes	\$ 2,883,589	57%
Paid to Non-LBE Subs	\$ 270,256	5%
Paid to LBEs Primes	\$ 764,090	15%
Paid to LBE Subs	\$ 1,718,088	34%
Paid to MBE Primes	\$ 388,068	8%
Paid to MBE Subs	\$ 878,453	17%
Paid to OBE Primes**	\$ 356,067	7%
Paid to OBE Subs	\$ 113,666	2%
Paid to WBE Primes	\$ 19,955	0%
Paid to WBE Subs	\$ 127,437	3%

FY 14-15 Q3 Micro Set Aside Contracts	
Total Eligible Contracts	0
Total Awarded Micro Set Asides	0

\*Based on information from Elations/LBEUTS dated 4/05/15.  
 \*\*reduction from previous quarter due to disbursements from primes to subcontractors

**Recreation and Parks Department**  
 Contract Award and Payment Summary  
 FY 14-15 Q4

FY 14-15 Q4 Awarded Contracts		
Total Number of Contracts	2	
Professional Services	0	0%
Construction	2	100%
LBE Primes	1	66%
Non-LBE Primes	1	33%
MBE Primes	0	0%
OBE Prime	0	0%
WBE Prime	0	0%
SBA LBE Prime	0	0%

FY 14-15 Q4 Awards		
Amount Awarded	\$ 589,893	
Awarded to Non-LBE Primes	\$ 255,401	43%
Awarded to Non-LBE Subs	\$ 118,017	20%
Awarded to LBEs Primes	\$ 62,507	11%
Awarded to LBE Subs	\$ 153,968	26%
Awarded to MBE Primes	\$ -	0%
Awarded to MBE Subs	\$ 79,246	13%
Awarded to OBE Primes	\$ 62,507	11%
Awarded to OBE Subs	\$ 74,722	13%
Awarded to WBE Primes	\$ -	0%
Awarded to WBE Subs	\$ -	0%
Awarded to SBA Prime (MBE)	\$ -	0%
Awarded to SBA Sub	\$ -	0%

January 1, 2015-June 30, 2015 Payments*		
Total Paid	\$ 5,037,491	
Paid to Non-LBEs Primes	\$ 2,883,589	57%
Paid to Non-LBE Subs	\$ 270,256	5%
Paid to LBEs Primes	\$ 764,090	15%
Paid to LBE Subs	\$ 1,119,557	22%
Paid to MBE Primes	\$ 388,068	8%
Paid to MBE Subs	\$ 878,453	17%
Paid to OBE Primes	\$ 356,067	7%
Paid to OBE Subs	\$ 113,666	2%
Paid to WBE Primes	\$ 19,955	0%
Paid to WBE Subs	\$ 127,437	3%

FY 14-15 Q4 Micro Set Aside Contracts	
Total Eligible	2
Total Awarded	1

\*Based on information from Elations/LBEUTS dated 7/18/15.



Department	Contract Number	Project Name	Prime	Prime LBE Status	LBE Goal	Sub Goal In Date	Original Award Amount	Total Payments to LBEs	Total Contract Payments	NTP	CCO	Industry	Quarter
RPD	4025-1213	Randall Museum Renovation	Flau Long Architecture/Kuth Ranieri	JV-OBE	26%	91%	\$ 736,938	\$ 318,525	\$ 350,239	10/18/2013	Firbarr Jewell	Professional Services	FY 13-14 Q2
RPD	CON13-002R	Colt Tower Renovation	Anwil Builders	LBE-OBE	25%	100%	\$ 1,109,995	\$ 968,670	\$ 968,670	11/19/2013	Firbarr Jewell	Construction	FY 13-14 Q2
RPD	4112-1213-A	As Needed Construction Management Services	ADA Global, INC	LBE-WBE	21%	0%	\$ 850,000	\$ -	\$ 19,955	11/29/2013	Firbarr Jewell	Professional Services	FY 13-14 Q2
RPD	4112-1213-B	As Needed Construction Management Services	CM Pros	LBE-MBE	21%	0%	\$ 850,000	\$ -	\$ 82,556	11/2/2013	Firbarr Jewell	Professional Services	FY 13-14 Q2
RPD	4112-1213-C	As Needed Construction Management Services	CPM/ECS JV	JV-OBE	21%	0%	\$ 850,000	\$ -	\$ -	11/2/2013	Firbarr Jewell	Professional Services	FY 13-14 Q2
RPD	4112-1213-D	As Needed Construction Management Services	Swingerton/MCK JV	JV-OBE	21%	48%	\$ 850,000	\$ 12,597	\$ 26,097	11/2/2013	Firbarr Jewell	Professional Services	FY 13-14 Q2
RPD	CON14-008	Recreation and Parks Department	Continental Golf	Non-LBE	14%	0%	\$ 380,881.00	\$ -	\$ -	8/9/2014	Firbarr Jewell	Construction	FY 14-15 Q1
RPD	CON14-007	Kesau Track Replacement Project	Robert A. Bolthman	Non-LBE	15%	0%	\$ 2,569,088.00	\$ -	\$ -	9/29/2014	Firbarr Jewell	Construction	FY 14-15 Q1
RPD	CON14-011	Micro LBE Lawn Bowling Green	Anwil Builders	LBE-MBE	MICRO	0%	\$ 149,490.00	\$ -	\$ -	10/8/2014	Firbarr Jewell	Construction	FY 14-15 Q2
RPD	47233-1314	Willie "Woo Woo" Wong Playground Renovation Design Services	Conger Moss Gullard (CMG) Landscape A	Non-LBE	25%	0%	\$ 645,200.00	\$ -	\$ -	11/24/2014	Firbarr Jewell	Construction	FY 14-15 Q2
RPD	CON14-004	Little Hollywood Park Renovation	C F Contracting	LBE-OBE	MICRO	0%	\$ 880,881.00	\$ -	\$ -	12/17/2014	Firbarr Jewell	Construction	FY 14-15 Q2
RPD	CON14-017	Trocaadero Clubhouse	Hof's Construction	LBE-MBE	MICRO	0%	\$ 213,300.00	\$ -	\$ -	12/22/2014	Firbarr Jewell	Construction	FY 14-15 Q2
RPD	CON14-023	Beach Chutes Renovations - Fencing	Crusader Fence	Non-LBE	5%	0%	\$ 213,405	\$ -	\$ -	3/16/2015	Firbarr Jewell	Construction	FY 14-15 Q3
RPD	CON14-020	Light and Court Improvements at Kelloch Velasco and John McLaren Park	JDB & Sons	LBE-OBE	MICRO	0%	\$ 215,893	\$ -	\$ -	4/21/2015	Firbarr Jewell	Construction	FY 14-15 Q4
RPD	CON14-022	Shuk Park Safety, Infrastructure Improvement Project	Sean W. Smith	Non-LBE	16%	0%	\$ 374,200	\$ -	\$ -	6/4/2015	Firbarr Jewell	Construction	FY 14-15 Q4


**From:** Major, Erica (BOS)  
**Sent:** Thursday, September 17, 2015 3:40 PM  
**To:** BOS-Supervisors  
**Cc:** BOS-Legislative  
Aides<https://outlook.office365.com/ecp/UsersGroups/EditDistributionGroup.aspx?reqId=1441732280579&pwmcid=5&ReturnObjectType=1&id=e461de0a-e6fa-453b-849b-ab7bfda77739#>; jcunningham@sfcgj.org; ascott@sfcgj.org; Janice Pettey; Philip Reed; Howard, Kate (MYR); Simi, Chris (MYR); Kelly, Jr, Harlan (PUC); Ellis, Juliet (PUC); Hood, Donna (PUC); Givner, Jon (CAT); Caldeira, Rick (BOS); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Somera, Alisa (BOS)  
**Subject:** Civil Grand Jury 60-Day Response Receipt - CleanPowerSF At Long Last  
**Attachments:** 60 Day Memo Receipt - CleanPowerSF At Long Last.doc.pdf

Supervisors:

Please find the attached 60-day receipt from the Clerk of the Board documenting the required department responses for the Civil Grand Jury Report, "CleanPowerSF At Long Last." We will be working with Supervisor Yee's Office on a hearing date to be scheduled in the Government Audit and Oversight Committee. The departments included in the consolidated response are as follows:

- ✓ Public Utilities Commission
- ✓ Mayor

**Erica Major**  
**Assistant Committee Clerk**  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244  
San Francisco, CA 94102  
Phone: (415) 554-4441 | Fax: (415) 554-5163  
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 Click [here](#) to complete a Board of Supervisors Customer Service Satisfaction form.

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BOARD of SUPERVISORS



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

DATE: September 17, 2015  
TO: Members of the Board of Supervisors  
FROM: *ACC* Angela Calvillo, Clerk of the Board  
SUBJECT: 2014-2015 Civil Grand Jury Report "CleanPowerSF At Long Last"

We are in receipt of the following required responses to the San Francisco Civil Grand Jury report released July 16, 2015, entitled: CleanPowerSF At Long Last. Pursuant to California Penal Code, Sections 933 and 933.05, the City Departments shall respond to the report within 60 days of receipt, or no later than September 14, 2015.

For each finding the Department response shall:

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

As to each recommendation the Department shall report that:

- 1) the recommendation has been implemented, with a summary explanation of how;
- 2) the recommendation has not been implemented, but will be within a set timeframe as provided;
- 3) the recommendation requires further analysis and define what additional study is needed, the Grand Jury expects a progress report within six months from the publication of the Report; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why.

The Civil Grand Jury Report identified the following City Departments to submit responses (attached):

- Mayor's Office (consolidated response)  
Received September 14, 2015, for Findings 1 through 5 and Recommendations 1 through 5
- Public Utilities Commission (consolidated response)  
Received September 14, 2015, for Findings 1 through 5 and Recommendations 1 through 5

These departmental responses are being provided for your information, as received, and may not conform to the parameters stated in California Penal Code, Section 933.05 et seq. The Government Audit and Oversight Committee will consider the subject report, along with the responses, at an upcoming hearing and will prepare the Board's official response by Resolution for the full Board's consideration.

C:

Honorable John K. Stewart, Presiding Judge  
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury  
Alison Scott, 2015-2016 San Francisco Civil Grand Jury  
Janice Pettey, 2014-2015 San Francisco Civil Grand Jury  
Philip Reed, 2014-2015 San Francisco Civil Grand Jury  
Kate Howard, Mayor's Office  
Chris Simi, Mayor's Office  
Harlan Kelly, Jr., Public Utilities Commission  
Juliet Ellis, Public Utilities Commission  
Donna Hood, Public Utilities Commission  
Jon Givner, Deputy City Attorney  
Rick Caldeira, Legislative Deputy  
Severin Campbell, Budget and Legislative Analyst  
Debra Newman, Budget and Legislative Analyst  
Jadie Wasilco, Budget and Legislative Analyst

---

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

September 14, 2015

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 the official City and County of San Francisco response to the 2014-2015 Civil Grand Jury report, *CleanPowerSF – At Long Last*.

We want thank the Civil Grand Jury for its report on CleanPowerSF. Transitioning from fossil fuels to renewable sources of power is an important component of our City's climate action strategy and one that the Mayor and San Francisco Public Utilities Commission (SFPUC) fully support.

At the beginning of the year, the Mayor worked with Board President Breed to call on the SFPUC to develop a new version of CleanPowerSF, the City's renewable energy alternative to PG&E. Since then, the SFPUC has made great progress. The new version of CleanPowerSF will be greener and competitively priced compared to PG&E, not rely on renewable energy credits, and create new job opportunities.

We have worked closely with President Breed and the Board of Supervisors to enact legislation to quickly move the program forward. SFPUC is on track to launch the first phase of CleanPowerSF in January 2016. Most importantly, consumers can be confident that the new version of CleanPowerSF is a much improved program that is affordable and delivering real renewable energy.

**A detailed response from the Mayor's Office and the San Francisco Public Utilities Commission to the Civil Grand Jury's findings and recommendations follows.**

Sincerely,

Handwritten signature of Edwin M. Lee in black ink.

Edwin M. Lee  
Mayor

Handwritten signature of Harlan Kelly in black ink.

Harlan Kelly  
San Francisco Public Utilities Commission

**Finding 1:** CleanPowerSF will be a relatively small, low-risk program at startup, but must grow quickly to meet the City’s timeline for reducing greenhouse gas emissions.

**Disagree with finding, partially.** The Mayor’s Office and the SFPUC agree that the program will be relatively small and low-risk at startup. We disagree, however, with the Civil Grand Jury’s report that the SFPUC use unbundled RECs to grow CleanPowerSF. CleanPowerSF is designed to not rely on unbundled RECs.

The long term success of the program, and therefore, the ability of the program to achieve significant greenhouse gas reductions, depends on offering consumers a product that is reliable, transparent, and affordable. SFPUC has designed the program to offer such a product.

Furthermore, the City has a comprehensive climate action strategy and is not solely depending on CleanPowerSF to reach its targets and timelines. The City has reduced its greenhouse gas emissions by 23% below 1990 levels while the City’s economy and population have grown. The City is on track to reach its goal of reducing greenhouse gas emissions 25% below 1990 levels by 2017 and 40% by 2025. CleanPowerSF is one of several strategies to achieve the City’s greenhouse gas reduction goals, including improving the energy-efficiency of municipal, commercial and residential buildings, significantly increasing sustainable modes of transportation like walking, biking, and transit, and achieving the City’s Zero Waste goal.

**Recommendation 1:** That CleanPowerSF be designed, first and foremost, to be financially viable and to grow quickly without undue risk.

**The recommendation has been implemented.** CleanPowerSF is designed to be financially viable and to grow quickly without undue risk.

The Mayor’s Office and the SFPUC, however, reject the Civil Grand Jury’s suggestion that the program use unbundled RECs as a tool to support the program’s growth and financial viability.

We believe purchasing unbundled RECs to claim non-renewable power as renewable is not appropriate for the City’s community choice aggregation program. Moreover, unlike the experience of Marin Clean Energy recounted in the report, San Francisco is procuring supply for a CleanPowerSF program at a time when electricity prices – including bundled renewables – are quite low, and projected to remain low. As a result, San Francisco’s program at launch is expected to be affordable with bundled renewable supplies, avoiding the arguments explained in the report about the degraded quality of programs reliant upon unbundled RECs.

CleanPowerSF is designed to not rely on unbundled RECs. We believe that the program will grow more quickly if consumers have the confidence that the renewable power procured and claimed by the program is high quality renewable. We have made the policy decision to only launch the program if the affordability goals can be met with bundled renewables supplying the program.

**Finding 2:** CleanPowerSF’s rates will be lower and more affordable to all San Franciscans, if it is free to use unbundled RECs as needed, and to provide less than 100% green power.

**Disagree with finding, partially.** The Mayor’s Office and SFPUC agree with the finding that CleanPowerSF “provide less than 100% green power.” In January 2015, the Mayor asked for a program that

included a default product with a higher renewable energy content than PG&E at a competitive price, and a premium 100% renewable option. The SFPUC has designed CleanPowerSF accordingly.

Given today's low electricity prices, we disagree that CleanPowerSF needs to use unbundled RECs to meet affordability goal for its customers. And, as mentioned above, we believe the use of unbundled RECs is not appropriate for CleanPowerSF.

**Recommendation 2:** That CleanPowerSF be free to use unbundled RECs, and to provide less than 100% green power, as needed to meet its goals of financial viability and early expansion.

**The recommendation will not be implemented.** CleanPowerSF is designed to be financially viable without using unbundled RECs. Moreover, as previously stated, the Mayor's Office and the SFPUC reject the use of unbundled RECs for CleanPowerSF to meet its financial goals or increase the growth of the program. CleanPowerSF will be honest and transparent about the renewable content of the power it is procuring for its customers.

There is a growing consensus against the use of unbundled RECs. In July 2015, the Board of Supervisors passed 8-0 an initiative ordinance including the following language:

"It is the City's policy that the use of unbundled renewable energy credits for CleanPowerSF customers *shall be limited* to the extent deemed feasible by the SFPUC, consistent with the goals of the program." (Italics added for emphasis)

As discussed above, however, the recommendation to include a renewable power option that is less than 100% has been implemented.

**Finding 3:** Local job creation, while desirable, is not the chief purpose of CleanPowerSF, and should not cause further delay in implementing the program.

**Disagree with finding, partially.** CleanPowerSF is a program designed to provide ratepayers with a competitively priced renewable energy product that will help the City reduce its greenhouse gas emissions. Local job creation, however, is more than "desirable." The Mayor expects local jobs to be created through the implementation of the program and has requested a plan from the SFPUC, which is in the process of creating one.

**Recommendation 3:** That CleanPowerSF be designed to provide as many local jobs as it can, without compromising its financial viability and potential for early expansion.

**The recommendation has been implemented.** CleanPowerSF is designed to provide as many jobs as it can and add more jobs with its growth.

**Finding 4:** There are ample resources of renewable power to support CleanPowerSF, including local rooftop solar installations such as those funded through the GoSolarSF program.

**Agree with finding.**

**Recommendation 4:** That SFPUC integrate the GoSolarSF program into CleanPowerSF to take advantage of their complementary relationship.

**The recommendation has not been implemented, but will be implemented in the future.** The CleanPowerSF program design envisions its customers will be able to access GoSolarSF incentives. The amount of funding CleanPowerSF will contribute to GoSolarSF has not yet been determined.

**Finding 5:** Political discord has at times delayed implementation of CleanPowerSF.

**Disagree with finding, wholly.** There have been delays to the implementation of CleanPowerSF due to vigorous and substantive policy debates about the design of the program. We disagree with the Civil Grand Jury's characterization of the policy debate as "political discord."

Today's version of CleanPowerSF is a much improved program with a high likelihood of success and minimal risk as a result of the policy debates. As currently designed, CleanPowerSF will offer a default product that: is priced at or below PG&E base rate; has more renewable energy content than PG&E without using unbundled RECs; and is administered by the SFPUC. The SFPUC has designed a program that provides its ratepayers with reliable and affordable power that is greener than PG&E.

**Recommendation 5:** That local officials, including the Mayor, put the full weight of their offices behind the success of the CleanPowerSF program.

**The recommendation has been implemented.** The Mayor, Board President Breed, San Francisco Board of Supervisors, and the SFPUC have been working to ensure the success of CleanPowerSF.



**From:** Major, Erica (BOS)  
**Sent:** Thursday, September 17, 2015 8:09 AM  
**To:** BOS-Supervisors  
**Cc:** BOS-Legislative  
Aideshttps://outlook.office365.com/ecp/UsersGroups/EditDistributionGroup.aspx?reqId=1441732280579&pwmcid=5&ReturnObjectType=1&id=e461de0a-e6fa-453b-849b-ab7bfda77739#; jcunningham@sfcgj.org; ascott@sfcgj.org; Janice Pettey; Philip Reed; Hayes-White, Joanne (FIR); Alves, Kelly (FIR); Conefrey, Maureen (FIR); Beck, Bob (MYR); Summerville, Peter (ADM); Austin, Kate; Givner, Jon (CAT); Caldeira, Rick (BOS); Calvillo, Angela (BOS); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Steeves, Asja (CON)  
**Subject:** Civil Grand Jury 60-Day Response Receipt - (150806) San Francisco Fire Department, What Does the Future Hold?  
**Attachments:** 60 Day Memo Receipt - SF Fire Dept, What Does the Future Hold.pdf

Supervisors:

Please find the attached 60-day receipt from the Clerk of the Board documenting the required department responses for the Civil Grand Jury Report, "San Francisco Fire Department, What Does the Future Hold?" We will be working with Supervisor Yee's Office on a hearing date to be scheduled in the Government Audit and Oversight Committee sometime in October. The responding departments for the report is as follows:

- ✓ Fire Department (Chief)
- ✓ Fire Commission
- ✓ Treasure Island Development Authority (Director)

Best,

**Erica Major**  
**Assistant Committee Clerk**  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244  
San Francisco, CA 94102  
Phone: (415) 554-4441 | Fax: (415) 554-5163  
[Erica.Major@sfgov.org](mailto:Erica.Major@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

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San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 544-5227

DATE: September 17, 2015

TO: Members of the Board of Supervisors

FROM:  Angela Calvillo, Clerk of the Board

SUBJECT: 2014-2015 Civil Grand Jury Report "San Francisco Fire Department, What Does the Future Hold?"

We are in receipt of the following required responses to the San Francisco Civil Grand Jury report released July 16, 2015, entitled: San Francisco Fire Department, What Does the Future Hold? Pursuant to California Penal Code, Sections 933 and 933.05, City Departments shall respond to the report within 60 days of receipt, or no later than September 14, 2015.

For each finding the Department response shall:

- 1) agree with the finding; or
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- 2) the recommendation has not been implemented, but will be within a set timeframe as provided;
- 3) the recommendation requires further analysis and define what additional study is needed, the Grand Jury expects a progress report within six months from the publication of the Report; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why.

The Civil Grand Jury Report identified the following City Departments to submit responses (attached):

- Fire Chief  
Received September 14, 2015, for Findings 1.1 through 1.5, 2.1, and 2.3 and Recommendations 1.1, 1.1.1, 1.2, 1.2.1, 1.3 through 1.5, 2.1 and 2.3
- Fire Commission  
Received September 14, 2015, for Recommendations 1.1.1, 1.5, 2.1, 2.2, and 2.3
- Director of the Treasure Island Development Authority  
Received September 14, 2015, for Finding 2.2 and Recommendation 2.2

These departmental responses are being provided for your information, as received, and may not conform to the parameters stated in California Penal Code, Section 933.05 et seq. The Government Audit and Oversight Committee will consider the subject report, along with the responses, at an upcoming hearing and will prepare the Board's official response by Resolution for the full Board's consideration.

C:

Honorable John K. Stewart, Presiding Judge  
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury  
Alison Scott, 2015-2016 San Francisco Civil Grand Jury  
Janice Pettey, 2014-2015 San Francisco Civil Grand Jury  
Philip Reed, 2014-2015 San Francisco Civil Grand Jury  
Joanne Hayes-White, Fire Department  
Kelly Alves, Fire Department  
Maureen Conefrey, Fire Commission  
Bob Beck, Treasure Island Development Authority Staff  
Peter Summerville, Treasure Island Development Authority Staff  
Kate Austin, Treasure Island Development Authority Staff  
Jon Givner, Deputy City Attorney  
Rick Caldeira, Legislative Deputy  
Severin Campbell, Budget and Legislative Analyst  
Debra Newman, Budget and Legislative Analyst  
Jadie Wasilco, Budget and Legislative Analyst

JOANNE HAYES-WHITE  
CHIEF OF DEPARTMENT



EDWIN M. LEE  
MAYOR

**SAN FRANCISCO FIRE DEPARTMENT**  
CITY AND COUNTY OF SAN FRANCISCO

September 1, 2015

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 – What Does the Future Hold? – Investigation into the San Francisco Fire Department's Emergency Response Issues and Treasure Island Training Facility

The Honorable John K. Stewart:

Thank you for the opportunity to provide a response to the Civil Grand Jury's findings and recommendations regarding the Fire Department's emergency response and the Treasure Island Training Facility.

As the Department discussed with the Civil Grand Jury members during the exit conference, the Department agrees with two of its seven Findings. Of the five remaining Findings, the Department disagrees with one and partially disagrees with four. With regard to the corresponding recommendations, the Department has implemented or will implement eight of the nine Recommendations, and addresses its disagreement to Recommendation R1.2. I have detailed the Department's comments about each Finding and Recommendation in the enclosed matrix.

In addition to the structured responses, the Department has highlighted below specific items in the report that we believe need clarification in order to present a comprehensive report to the public.

**Emergency Response Issues**

Although the San Francisco Fire Department did not have EMS transport services until the transfer from the Department of Public Health in 1997, Fire Department personnel have historically responded to medical calls and provided Basic Life Support (BLS) since a large number of uniformed members have always possessed EMT certification. Presently, Department members are nearly 97% either certified as an EMT or licensed as a Paramedic.

Applicable Performance Standards (Response Times)

The two-minute mark in the Civil Grand Jury report refers to the time a call is received to the time that Department crews are dispatched. This is strictly a metric for the Department of Emergency Communications (DEC), not for the Fire Department. The standard for the Fire

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Department's response is from the moment the Department receives the dispatch from the DEC to the time the Fire Department Unit arrives on scene. Below are the various standards based on the nature of the call and the Unit involved.

- Ambulance – 10 minutes (Code 3) and 20 minutes (Code 2), 90% of the time
- First Advanced Life Support (ALS) – Seven minutes (Code 3), 90% of the time
- First Unit of any type – Four minutes and 30 seconds (Code 3), 90% of the time

#### EMS Captain Supervision and Ambulance Units Ratio

With three EMS Captains and approximately 15 - 25 ambulances deployed (depending on day and time of day), the Department is within the Local Emergency Medical Services Agency (LEMSA) standard of one EMS Captain for every 10 ambulances. With the fourth EMS Captain being returned to the field this Fiscal Year, the Department's ratio will be even less.

#### Ambulances in Western Neighborhoods

The dynamic deployment of ambulances has been an effective staffing model. The issue of "clustering," as the report itself acknowledged, can be attributed to the concentration of receiving hospitals in certain neighborhoods; thus, it cannot necessarily be avoided. Additionally, the clustering of ambulances in the downtown area is due to the higher call volume in that neighborhood. The Department is aware of these circumstances, which affect availability of ambulances in the Western neighborhoods, and believes that it could be mitigated with increased staffing provided that fiscal resources for ambulance/equipment procurement and EMS hiring are approved and funded.

The suggestion of 24-hour static ambulances at Fire Stations to alleviate availability of Units in the Western neighborhoods was a work schedule model that was utilized in the early years of the merger. Based on that experience, it was confirmed that 24-hour shifts for Ambulance personnel was untenable primarily due to workload and fatigue concerns.

#### Aging Equipment

Although it is true that the Department has some ambulance units that need replacing, fleet breakdowns have not caused delays in response times. The Department has always been able to deploy 15 – 25 units as stated above, based on call demand per day of week and/or time of day. Nonetheless, the Department reiterates that it has received and deployed 19 new ambulances in the last 18 months with seven more expected by June 30, 2016, five of which were obtained through grant funding.

#### Working Conditions

At any one time in the past, there were up to 24 members who would cross paths at Station 49 and only for a brief period of time. This generally occurred as members reported to and returned from duty. Under the new Station 49 work schedule, there will only be up to 12 members at a time who would physically be at Station 49, for a short period of time. While the shifts are ongoing, Station 49 members are at their posting location or responding to calls in the system.

Nevertheless, the Department has made several improvements at Station 49 in recent months, after the Arson Unit vacated their office space at the same location on Evans Street. The Arson Unit was relocated from Station 49 in March, 2015, opening up additional space for the EMS Division. Since that time, the EMS Division space at Station 49 has increased by approximately 5000 sq. ft. The Division has gained 7 private offices, one classroom, a conference room, an additional kitchen and additional restrooms. The men's and women's locker rooms were relocated to larger spaces and will comfortably accommodate the growing Division. The EMS

office reorganization, including the relocation of the Rescue Captain Office to the ground floor, has greatly improved the Division's workflow.

Ultimately, there will be a new Station 49 facility funded through the Health General Obligation Bond that will earmark \$40M for an EMS facility.

### Strategic Planning

The Department recognizes that it does not have one formal strategic planning document. The absence of such plan, however, is not an indication that the Department is devoid of standard operating procedures and guidelines, policy manuals and other initiatives addressing the components of a strategic plan.

For example, the Department has a Disaster Response Manual (updated and published in October 2013) that details the mechanics of a large scale response, including the activation of the Department Operations Center, the deployment of NERT volunteers (over 26,476 trained since inception of the program in 1990), Urban Search and Rescue, and personnel recall procedures. The Department has also conducted Disaster Preparedness and All Hazards/Risk Management Training as a complement to the Disaster Response Manual.

The Department, likewise, has had a Fleet Replacement Plan in place since Resolution 2007-05 was adopted by our Fire Commission in 2007. Moreover, the Department regularly confers with the Department of Human Resources Public Safety Team regarding examination scheduling for human resource planning purposes. In addition, the successful passage of the Earthquake Safety and Emergency Response (ESER) 2010 and 2014 Bonds has resulted in significant upgrades to our facilities and also addressed the health, safety and security of our members.

Therefore, the Department is well-prepared to adequately provide the necessary services to the City on a day-to-day basis or in the event of a natural disaster or man-made calamity.

Moreover, through the Division of Homeland Security, the Department has successfully been awarded several grants, including three in the last two calendar months totaling over \$9 Million. Additionally, the Department has successfully evolved and continues to do so with population, call volume and call type changes throughout the years, despite severe fiscal constraints. The Department's inability to meet certain standards in the last couple of years is largely attributable to the absence of funding, rather than to lack of foresight.

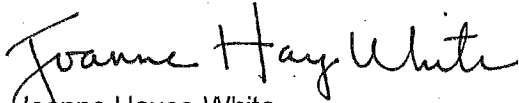
The Department reiterates its support of a strategic plan and is appreciative to receive funding in this fiscal year for the necessary resources to effect its development. Spearheaded by the President of the Fire Commission, a Strategic Planning Committee was formed and meetings are underway toward the achievement of this excellent management tool.

### **Treasure Island Training Facility**

The Department agrees with the Civil Grand Jury's two findings related to the Training Facility. Although the Treasure Island Development Authority (TIDA) currently does not have the Department's Training Facility in its future development plans for Treasure Island, the Department strongly believes that there is no other viable location at this time, or in the near future, for its Training Facility due to the large square footage required and the environmental clearance necessary to operate a Live Burn room. In discussions with TIDA, the Department was advised that it would have approximately seven years based on the progression and prioritization of Treasure Island developments before the Training Facility would have to vacate.

Once again, thank you for the opportunity to respond to the Civil Grand Jury report. Please find the matrix, including a section for detailed tables and figures enclosed with this letter.

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

2014-15 Civil Grand Jury  
 San Francisco Fire Department, What Does The Future Hold?  
 Fire Chief Response

CGJ Year	Report Title	Findings	Responding Dept.	2015 Responses (Agree/Disagree) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.1. SFFD continues to fail to meet EOA response time standards, resulting in lost revenue for the City.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	<p>The Department acknowledges that it is still a few percentage points short of the EOA standard. However, this shortfall does not directly result in lost revenue as the associated cost of additional staffing to meet the EOA standard is higher than the revenue to be gained for the percentage gap.</p> <p>The Department must balance the need for increased market share with the need for minimal supply of ambulances throughout the City at all hours of the day, including the early hours of the day when the demand for ambulances is minimal.</p> <p>Since January 2015, the SFFD share of the ambulance response has been gradually increasing (Figure F1-1). The SFFD is implementing a number of measures to continue this trend:</p> <ol style="list-style-type: none"> <li>1. This year, in April, the SFFD hired a new class of 42 EMTs to increase the number of units available during peak hours.</li> <li>2. Working with the Emergency Provider Data Working Group, the Department is implementing a new methodology to better match daily staffing levels with the expected ambulance demand.</li> <li>3. Working with the Private Ambulance Providers, the Department is re-designing the ambulance shifts to take into consideration the private ambulance supply.</li> </ol>
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.2. The current dynamic dispatch model fails to meet EMSA response times in the western neighborhoods of the City (Battalions 7, 8, 9 and 10) for several reasons, chief among them the long distance from Station 49 for re-stocking an ambulance during a working shift and the long distance from hospitals, where ambulances tend to congregate in the natural course of their duty.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	<p>In the last few months, the SFFD has made significant improvements in the ambulance response times throughout the City (Figure F1-2, Table F1.2). Improvements have been uniform through all battalions. Although the SFFD continues to work throughout the goal of responding in every battalion within the EMSA Policy 4000 standards, the policy applies to the overall area of the City and not to each battalion individually. As Table F1-2 shows, the Department has been able to minimize response times in the busiest areas of the City while maintaining coverage of all areas of the City.</p> <p>Improvements have been achieved in part through new EMT hires, deployment of new ambulances (vehicles), and additional ambulance demand analyses. Further measures are being implemented presently:</p> <ol style="list-style-type: none"> <li>1. Acknowledging the dynamic nature of the ambulance demand, the Department is hiring a new class of per diem Paramedics (H-8) that will be deployed as needed based on the projected daily demand.</li> <li>2. Working with Local 798, the Department is implementing a new 12-hour rotating schedule that provides additional coverage over the existing 12-hour/40-hour workweek schedule.</li> <li>3. Additional software tools will be deployed at the Dispatch Center (DEC) to better determine the location of all ambulances in order to maximize area coverage.</li> </ol>



2014-15 Civil Grand Jury  
San Francisco Fire Department, What Does The Future Hold?  
Fire Chief Response

2014-15	San Francisco Fire Department What Does the Future Hold?	F1.3. A number of firehouses are without paramedic-level service due to a shortage of firefighter/paramedics. The shortage is caused by insufficient cross training of personnel and insufficient training for paramedics.	SFFD Chief of Department	disagree with it, wholly (explanation in next column)	The number of firefighter/paramedic members (H-3) deployed as part of an engine company is between 27 and 30. The Department has chosen the location of these engines in order to minimize ALS response times in all areas of the City. The EMSA Policy #000 defines the emergency response standard for ALS engines as 7 minutes for 90 percent of the time. The current deployment of ALS engines clearly satisfy this criteria (Table F1.3). The Department has offered multiple training/promotional opportunities for current members of the firefighter rank (H-2) to advance to the firefighter/paramedic rank (H-3). However, very few members have shown interest in this career path.
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.4. SFFD has reduced the mandatory minimum of four Rescue Captains to three, resulting in an increase in span of control from a recommended 10 ambulances per Rescue Captain to 20.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	The Department agrees that the span of control for EMS Captains should be reduced in the current fiscal year. This will be occurring with the revised supervision model at Station 49, allowing for the return of the Station 49 EMS Captain to field operations. However, it should be noted that the workload has only increased slightly for the Rescue Captains. In 2005, the each one of the four RCs responded to an average of 7.48 calls/day. In 2014, each one of the three RCs responded to an average of 7.82 calls/day (about 5% increase).
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.5. SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	The absence of a formal strategic plan does not mean that the Department does not have separate, individual strategies to meet the evolving needs of various operational areas. However, the Department does recognize the value of having one organized plan consolidating its strategies and initiatives. The Department received funding this Fiscal Year to secure resources for this purpose, and a Strategic Planning Committee spearheaded by the Fire Commission President has been formed.
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.1. The City could save a significant amount of the \$160 million currently earmarked for a new training facility by keeping the current training center on TI, even if improvements were required	SFFD Chief of Department	agree with finding	
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.3. Most fire departments in the region do not have training facilities comparable to the TI training center (or the new SFFD training center that would replace it). Some of these agencies use the TTTC for training and would likely continue use if it remains available, even if the fee structure was converted to include revenue for SFFD and the City.	SFFD Chief of Department	agree with finding	

2014-15 Civil Grand Jury  
San Francisco Fire Department, What Does The Future Hold?  
Fire Chief Response

CGJ Year	Report Title	Recommendations	Responding Dept.	2015 Responses (Implementation) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.1. That by December 2015 the Chief develop a plan and the methodology for bringing response times for both Code 2 and Code 3 calls to required levels, and that the Department achieve compliance with EOA standards by December 2016.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	The development of a plan and methodology was formalized in the fall of 2014 with the formation of the City's ambulance work group, headed by the Mayor's Office with representatives from SFFD, DEM, Controller, Board of Supervisors, Fire Commission and other relevant stakeholders. This work group and its various sub groups were responsible for analyzing the issues facing the City's EMS system and developing recommendations to meet both response and EOA metrics for both the SFFD and private providers. A number of these recommendations have been implemented, including additional staffing for the Department, the purchase of new ambulances, and the staffing of a nurse at a DPH shelter. In addition, a number of recommendations have been funded in the new FY15-16 budget or are currently being implemented, such as restoration of the HOME team, per diem employees and other initiatives. There is on-going analysis done to staffing levels, work load, and call volume to regularly monitor the performance of the system, and all involved providers meet regularly to discuss issues and topics of relevance.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.1.1. The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	Even before the Civil Grand Jury Report was issued, the Fire Commission had already tasked the Chief of Department to report on ambulance response times and progress toward meeting the EOA. These reports are typically provided by the Deputy Chief of Operations. The Commission has been actively monitoring these issues for years.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.2. That by July 2016, the Chief institute a modified static/dynamic model of ambulance deployment to include ambulances based at stations in Battalions 7, 8, 9, and 10 with the remaining ambulance fleet operating out of Station 49.	SFFD Chief of Department	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	There are numerous issues with a model where ambulance employees work a 24-hour shift, as the Department experienced in the early years of the merger with DPH. These include fatigue, safety and deterioration of clinical skills, which result from long work periods at high call volume without adequate rest breaks. In addition, the Department was part of a lawsuit surrounding FLSA overtime at the time it employed the 24-hour ambulance shift model, since employees that work 24 hours on an ambulance are not considered fire suppression employees and are subject to separate labor rules. The 24-hour shift is generally discouraged within the EMS industry. A number of current ambulance posting locations are tight by or are very close to existing fire stations; thus, provided that the system has sufficient resources and those postings can be maintained, these areas should then be well covered within the dynamic ambulance deployment model.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.2.1. The Civil Grand Jury recommends the number of supply trips from Station 49 be reduced through the implementation of a secure inventory reserve at some stations or by contracting with a medical supply company to restock supplies at firehouses.	SFFD Chief of Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Department is currently developing a plan to increase counts of medical supplies and establish satellite "caches" at various fire stations and other locations throughout the City to allow ambulance crews to restock their ambulances without having to travel back to Station 49.

2014-15 Civil Grand Jury  
San Francisco Fire Department, What Does The Future Hold?  
Fire Chief Response

2014-15	San Francisco Fire Department What Does the Future Hold?	R1.3. That by July 2017, the Chief schedule sufficient new training academies so that all engines will have a paramedic on every crew.	SFFD Chief of Department	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)	There are additional on-going costs to the Department to staff all engines with H-3 FF/PMs that are above and beyond what is incorporated in the Department's Operating budget. The Department is currently meeting its first ALS on-scene response time metrics Citywide, and is increasing staff in its H-3 FF/PM tier through the hiring of Paramedics from within into the Fire Academy. The Department's goal is to achieve 32 daily ALS engines out of 44 by the end of the fiscal year. In addition, there is much debate within the health care industry as to whether an ALS-capable resource makes an impact on patient survival rate and quality of care when compared to a BLS resource. This is an issue that will continue to be analyzed, both at the Department and City levels.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.4. That the span of control for Rescue Captains be reduced in the next fiscal year, bringing the Department into compliance with Admin Code 2A.07	SFFD Chief of Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Department agrees that the span of control for EMS Captains should be reduced in the current fiscal year. This will be occurring with the revised supervision model at Station 49, allowing for the return of the Station 49 EMS Captain to field operations. This would restore the number of 24-hour EMS Captains working as medical supervisors to four.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.5. That by December 2015 the Chief, using funds allocated in the next budget year, contract with an experienced consultant to initiate a strategic plan covering: full funding for equipment renewal; facilities maintenance and updates; communication technology; and training for both normal operations and disasters	SFFD Chief of Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Issue of strategic planning has been a priority for the Department, but its development and implementation had been hampered by the lack of fiscal resources. In the new fiscal year's budget, the Department was allocated additional personnel to enhance the Department's planning capabilities. The Chief has recently formed the Department's Strategic Planning Committee, and this committee had its initial kick-off meeting last month. However, the caveat is that, even with a thorough and robust strategic plan, there is no guarantee that funding will be available to fully support the plan. This is an issue that the Department has been struggling with in the past (such as with the Department's existing vehicle replacement plan) and will continue to do so in the future, even with the improved economic conditions.
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.1. That the Chief review the current agreement with TIDA to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	The Department believes that the best option would be to retain the current Treasure Island Training facility. However, this will take many discussions and coordination with TIDA, the Mayor's Office, and a number of other entities, to possibly implement. If a decision to retain the facility is mutually reached, the Department would then begin developing plans to upgrade the facility and potentially have it used as a regional facility to generate revenue for the Department.
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.3 That while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as a training center, purchase of a new site will be more than difficult in the current real estate market.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	A request for funds has been submitted to Capital Planning for the construction of a new training facility. The request continues to be deferred due to the large cost of the project. Given the economic and construction climate in the City currently, it is highly unlikely that the Department would find a suitable space large enough to accommodate the needs of the Training Facility. Moreover, the chances of passing an EIR with the Live Burn portion of the facility would likewise be slim. Even if that theoretical plot of land could be found and the Department would receive a favorable EIR, the acquisition costs would be astronomical. There were discussions many years ago about allocating a portion of the new Hunters Point development for a new facility, but it does not appear that this was included in the current plans for the shipyard.

Figure F1.1: SFFD Ambulance Share

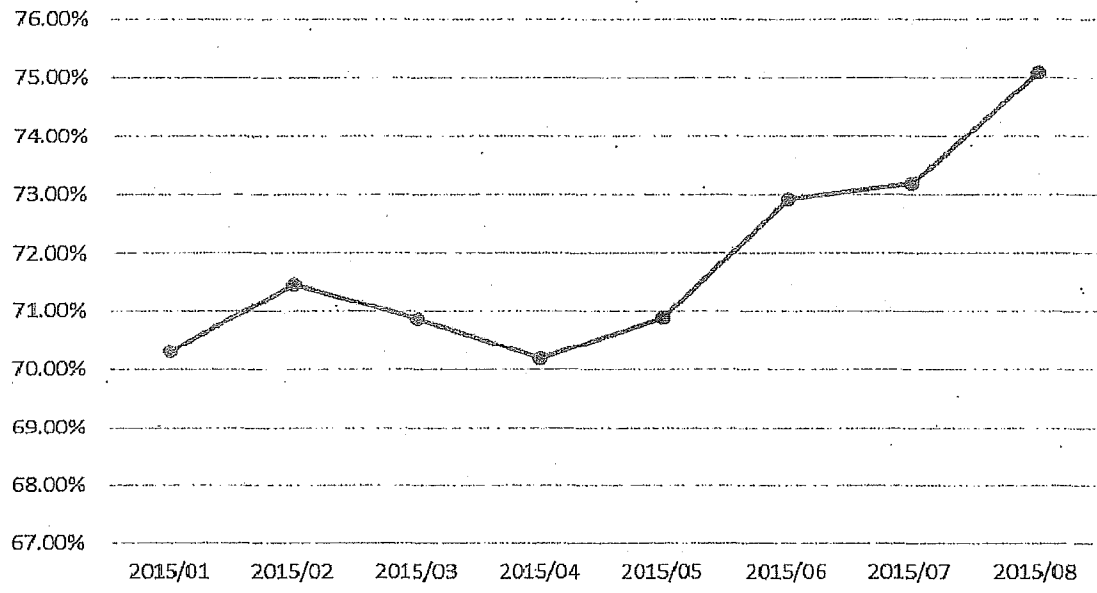


Figure F1.2.A: Emergency Ambulance Response By Battalion

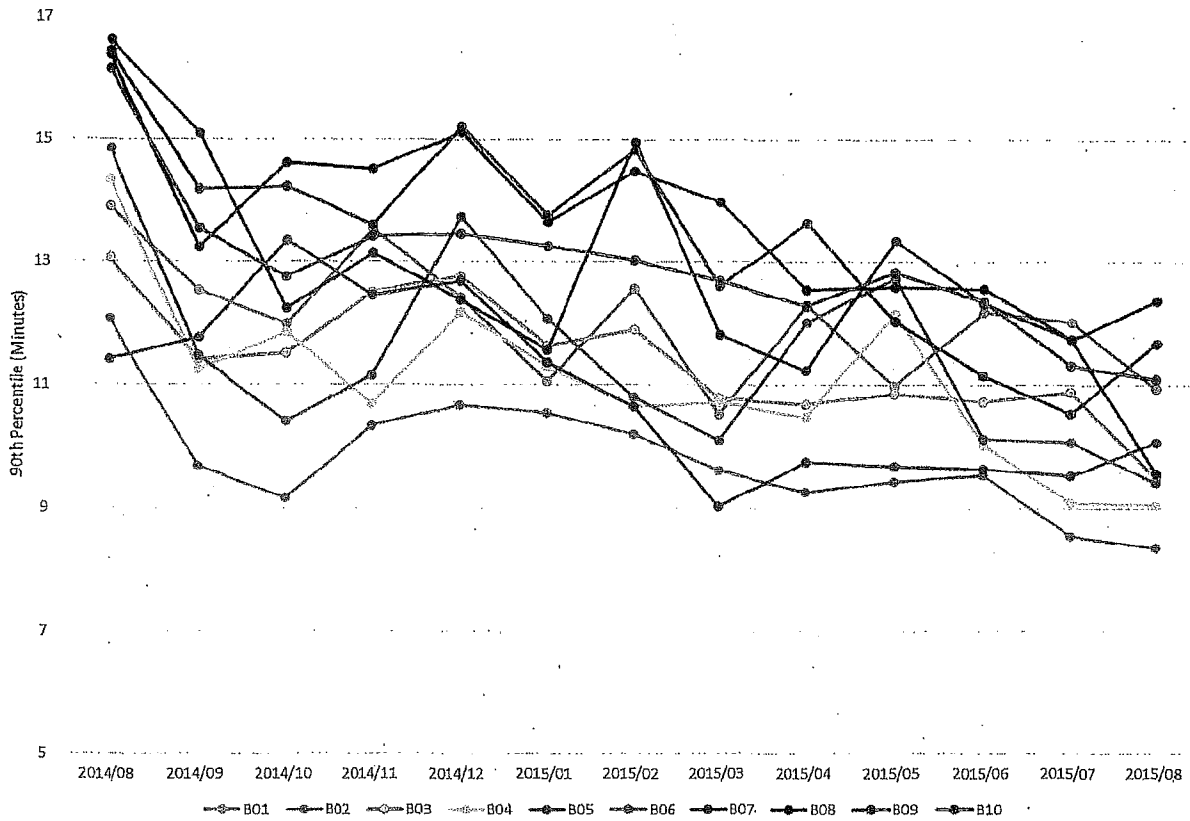


Table F1.2.A: Ambulance Emergency Response (Minutes) - 90th Percentile By Battalion

YEAR	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10
2014/08	13.90	12.08	13.07	14.34	11.42	14.85	16.62	16.38	16.46	16.16
2014/09	12.53	9.68	11.42	11.24	11.77	11.47	15.08	13.23	14.18	13.54
2014/10	11.99	9.17	11.51	11.85	13.34	10.41	12.23	14.62	14.22	12.75
2014/11	13.53	10.33	12.51	10.69	12.44	11.15	13.13	14.52	13.59	13.42
2014/12	12.42	10.68	12.77	12.18	12.68	13.73	12.38	15.12	15.22	13.45
2015/01	11.06	10.55	11.64	11.30	11.37	12.08	11.57	13.65	13.77	13.26
2015/02	12.57	10.20	11.88	10.65	10.65	10.81	14.95	14.48	14.83	13.02
2015/03	10.52	9.61	10.78	10.72	9.03	10.11	11.81	13.98	12.60	12.68
2015/04	12.30	9.27	10.69	10.48	9.76	12.01	11.23	12.54	13.64	12.28
2015/05	10.98	9.43	10.85	12.16	9.69	12.72	13.35	12.60	12.04	12.83
2015/06	12.19	9.55	10.74	10.03	9.64	10.13	12.32	12.56	11.16	12.36
2015/07	12.02	8.55	10.89	9.10	9.53	10.07	11.73	11.73	10.53	11.32
2015/08	10.95	8.36	9.50	9.06	10.07	9.42	9.57	12.37	11.67	11.10

Figure 1.2.B: SFFD Emergency Response

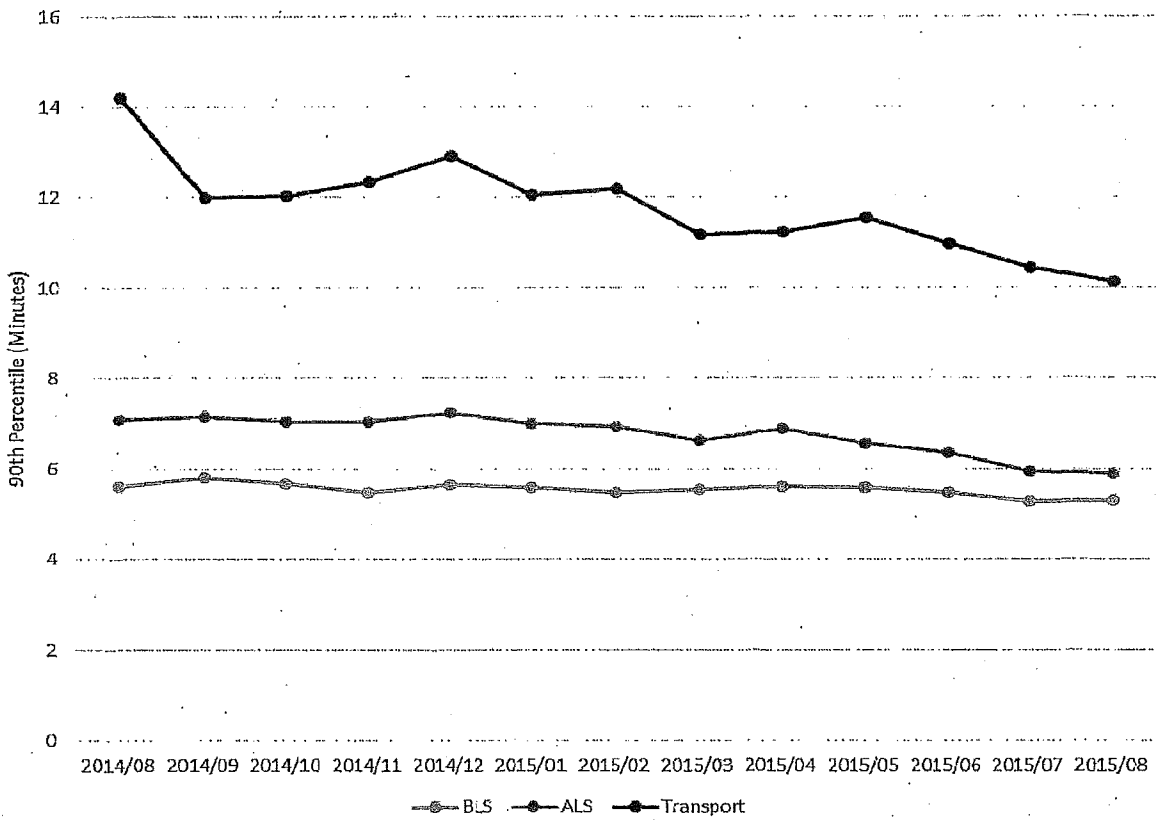


Table F1.2.B: Percentage of Calls By Battalion

YEAR	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10
2014/08	9.51%	20.83%	20.68%	9.45%	7.07%	6.40%	4.16%	7.04%	7.04%	7.82%
2014/09	8.52%	21.47%	18.68%	8.23%	7.83%	6.45%	4.63%	7.94%	7.92%	8.32%
2014/10	8.90%	22.14%	19.27%	9.36%	7.47%	6.74%	4.63%	7.12%	6.90%	7.47%
2014/11	9.50%	20.29%	19.09%	9.00%	7.16%	6.37%	4.53%	7.28%	8.10%	8.68%
2014/12	9.89%	20.20%	19.06%	9.94%	7.25%	6.06%	4.24%	7.83%	7.88%	7.65%
2015/01	9.38%	20.11%	18.29%	10.57%	7.54%	6.23%	4.84%	7.42%	7.97%	7.64%
2015/02	8.44%	18.62%	19.79%	9.12%	7.41%	7.00%	5.29%	7.79%	8.32%	8.21%
2015/03	9.42%	21.33%	19.88%	8.44%	6.96%	6.42%	4.71%	7.74%	7.27%	7.84%
2015/04	9.57%	20.43%	19.74%	9.15%	7.24%	6.22%	4.56%	7.46%	6.58%	9.04%
2015/05	9.63%	20.83%	19.08%	8.93%	7.44%	6.19%	4.65%	7.00%	7.49%	8.77%
2015/06	9.79%	21.05%	19.06%	8.02%	7.42%	6.19%	4.85%	7.55%	7.36%	8.70%
2015/07	10.08%	21.38%	19.30%	8.06%	7.09%	6.48%	4.46%	6.84%	7.06%	9.25%
2015/08	10.15%	20.89%	19.19%	8.75%	8.14%	5.41%	4.24%	6.89%	7.74%	8.59%

**Table F1.3: ALS Emergency Response**

Month	Calls	90th Percentile (Minutes)
2014/08	3,691	7.10
2014/09	3,663	7.16
2014/10	3,888	7.04
2014/11	3,594	7.05
2014/12	4,003	7.25
2015/01	4,206	7.00
2015/02	3,591	6.93
2015/03	4,097	6.62
2015/04	3,842	6.88
2015/05	4,052	6.56
2015/06	3,872	6.35
2015/07	3,795	5.94
2015/08	3,951	5.90

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# FIRE COMMISSION

City and County of San Francisco  
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Andrea Evans, *President*  
Francee Covington, *Vice President*  
Stephen A. Nakajo, *Commissioner*  
Michael Hardeman, *Commissioner*  
Ken Cleaveland, *Commissioner*



698 Second Street  
San Francisco, CA 94107  
Telephone 415.558.3451  
Fax 415.558.3413  
Maureen Conefrey, *Secretary*

September 1, 2015

Honorable John K. Stewart  
Presiding Judge of the Superior Court  
400 McAllister Street, Room 008  
San Francisco, CA 94102-4512

Re: Civil Grand Jury Report  
San Francisco Fire Department: What Does the Future Hold?

The Honorable John K. Stewart:

Pursuant to the request of Ms. Janice Pettey, Foreperson of the 2014-2015 Civil Grand Jury, the San Francisco Fire Commission is submitting the attached response to the Civil Grand Jury's report, dated July 13, 2015 and titled "San Francisco Fire Department: What Does the Future Hold?". Please do not hesitate to call if you have any questions or concerns regarding our response.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Maureen Conefrey per.", written over the typed name of the President.

ANDREA C. EVANS  
President, San Francisco Fire  
Commission

cc: Clerk of the Board, Government Audit and Oversight Committee  
Janice Pettey, Foreperson 2014-2015 Civil Grand Jury  
Fire Commissioners  
Chief Joanne Hayes-White



CIVIL GRAND JURY REPORT: WHAT DOES THE FUTURE HOLD?  
 SAN FRANCISCO FIRE COMMISSION RESPONSE

	RECOMMENDATIONS	AGREE/DISAGREE	COMMENTS
	<b>A. EMERGENCY RESPONSE ISSUES</b>		
1.1.1	The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.	Already implemented.	Even before the civil grand jury report was issued, the Fire Commission had tasked the Chief to report on ambulance response times and progress toward meeting the EOA. These reports are typically provided by the Deputy Chief of Operations. The Commission has been actively monitoring these issues for years.
	RECOMMENDATIONS	AGREE/DISAGREE	COMMENTS
1.5	SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.	In the process of implementation.	At the urging of the Fire Commission, the Fire Department has embarked on a strategic planning process. The planning began in the spring of 2015 with meetings with the President of Local 798, outside consultants who specialize in strategic planning, and a former Chief of the Oakland Fire Department. Following these meetings, the Chief and President of Local 798 formed a Steering Committee that includes members from each rank in the Department, President of the Fire Commission, and individuals from outside of the Department, thus creating a Committee with a breadth of experience and expertise. The Steering Committee held a kick off meeting on July 21, 2015. The Department retained an outside consultant to facilitate the kick-off meeting. The Committee anticipates completion of the strategic plan in the spring of 2016.

	RECOMMENDATIONS	AGREE/DISAGREE	COMMENTS
	<b>B. TREASURE ISLAND TRAINING FACILITY</b>		
2.1	That the Chief review the current agreement with TIDA to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.		The San Francisco Fire Commission was not required to respond to this recommendation.
2.2	That TIDA review its current agreement with SFFD to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.		The San Francisco Fire Commission was not required to respond to this recommendation.
2.3	That, while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as training center, the purchase of a new site will be more than difficult in the current real estate market.	In the process of implementation.	<p>The Commission agrees that it is important for the Department to retain a first-class training facility. The Commission has been assured that the Department has reviewed the agreement with TIDA. Further, the Commission is aware that the Department would like to retain the location of its training facility on Treasure Island, but it does not have the authority to require TIDA to amend the agreement.</p> <p>The Department has advised the Commission that it is unlikely that TIDA will take any steps to remove or dismantle the existing training facility within the next seven years, at the earliest. Nevertheless, the Department has already advised the City's Capital Planning Committee that an alternate site might be necessary in the event that TIDA proposes another use for the current training site. The Commission will monitor TIDA's plans as they develop.</p>

CITY & COUNTY OF SAN FRANCISCO

TREASURE ISLAND DEVELOPMENT AUTHORITY  
ONE AVENUE OF THE PALMS  
SUITE 241, TREASURE ISLAND  
SAN FRANCISCO, CA 94130  
(415) 274-0660 FAX (415) 274-0299  
WWW.SFTREASUREISLAND.ORG



ROBERT P. BECK  
TREASURE ISLAND DIRECTOR

September 9, 2015

San Francisco Superior Court  
Attn: Presiding Judge Stewart  
400 McAllister Street, Room 008  
San Francisco, CA 94102-4512

Dear Presiding Judge Stewart,

Please find enclosed the Treasure Island Development Authority's response to the 2014-2015 Civil Grand Jury Report entitled "San Francisco Fire Department. What Does the Future Hold?".

Sincerely,

A handwritten signature in black ink, appearing to read "R. P. Beck".

Robert P. Beck  
Treasure Island Director

Enclosure

cc: file  
Treasure Island Development Authority Board of Directors  
San Francisco Board of Supervisors Government Audit and Oversight Committee

2014-15 Civil Grand Jury Report  
 "San Francisco Fire Department. What Does the Future Hold?"  
 ¶ Director Response

CGJ Year	Report Title	Findings	Responding Dept.	2015 Responses (Agree/Disagree) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.2. Wherever located, SFFD training center requires a significant amount of property as well as special safety considerations, since it must have propane storage tanks plus other facilities and props that can simulate a variety of fires.	Treasure Island Director	agree with finding	While a response is requested of the Treasure Island Director, TIDA is not technically proficient in design and construction of fire training facilities and defers any additional response to the San Francisco Fire Department's response to this finding.
CGJ Year	Report Title	Recommendations	Responding Dept.	2015 Responses (Implementation) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.2. That TIDA review its current agreement with SFFD to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.	Treasure Island Director	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The continued use of the existing fire training center on Treasure Island is not constrained by the agreement between the SFFD and TIDA, but is limited by the development plans for Treasure Island and Yerba Buena Island. The development plan and FEIR for the Treasure Island and Yerba Buena Island do not include the continued existence of the fire training center or a replacement facility, and those uses are not consistent with the adopted land use plan. On May 29, 2015, the Navy transferred 290 acres on Yerba Buena Island and Treasure Island to TIDA and development activities are expected to begin before the end of the year. The initial areas of development will be concentrated on Yerba Buena Island and the southwest corner of Treasure Island. The fire training center is located in what will be the fourth and final phase of development. Based on the current schedule for development, the fire training center should be able to continue operations for seven years before it would need to be vacated for development to proceed.

---

**From:** Major, Erica (BOS)  
**Sent:** Thursday, September 17, 2015 3:37 PM  
**To:** BOS-Supervisors  
**Cc:** BOS-Legislative  
Aides<https://outlook.office365.com/ecp/UsersGroups/EditDistributionGroup.aspx?reqId=1441732280579&pwmcid=5&ReturnObjectType=1&id=e461de0a-e6fa-453b-849b-ab7bfda77739#>; jcunningham@sfcgj.org; ascott@sfcgj.org; Janice Pettey; Philip Reed; Howard, Kate (MYR); Simi, Chris (MYR); Rosenfield, Ben (CON); Rydstrom, Todd (CON); Nuru, Mohammed (DPW); Lee, Frank (DPW); Givner, Jon (CAT); Caldeira, Rick (BOS); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Steeves, Asja (CON)  
**Subject:** Civil Grand Jury 60-Day Response Receipt - San Francisco's City Construction Program: It Needs Work  
**Attachments:** 60 Day Memo Receipt - SF City Construction Program. finaldoc.pdf

Supervisors:

Please find the attached 60-day receipt from the Clerk of the Board documenting the required department responses for the Civil Grand Jury Report, "San Francisco's City Construction Program: It Needs Work." We will be working with Supervisor Yee's Office on a hearing date to be scheduled in the Government Audit and Oversight Committee. The departments included in the consolidated response are as follows:

- ✓ Mayor
- ✓ Office of the Controller
- ✓ Public Works

Best,

**Erica Major**  
**Assistant Committee Clerk**  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244  
San Francisco, CA 94102  
Phone: (415) 554-4441 | Fax: (415) 554-5163  
[Erica.Major@sfgov.org](mailto:Erica.Major@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)



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

DATE: September 17, 2015  
TO: Members of the Board of Supervisors  
FROM: ~~ACC~~ Angela Calvillo, Clerk of the Board  
SUBJECT: 2014-2015 Civil Grand Jury Report "San Francisco's City Construction Program: It Needs Work"

We are in receipt of the following required responses to the San Francisco Civil Grand Jury report released July 16, 2015, entitled: San Francisco's City Construction Program: It Needs Work. Pursuant to California Penal Code, Sections 933 and 933.05, the City Departments shall respond to the report within 60 days of receipt, or no later than September 14, 2015.

For each finding the Department response shall:

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

As to each recommendation the Department shall report that:

- 1) the recommendation has been implemented, with a summary explanation of how;
- 2) the recommendation has not been implemented, but will be within a set timeframe as provided;
- 3) the recommendation requires further analysis and define what additional study is needed, the Grand Jury expects a progress report within six months from the publication of the Report; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why.

The Civil Grand Jury Report identified the following City Departments to submit responses (attached):

- Mayor's Office (consolidated response)  
Received September 14, 2015, for Findings 3 through 9 and Recommendations 2 through 9
- Office of the Controller (consolidated response)  
Received September 14, 2015, for Findings 4 through 9 and Recommendations 4 through 9
- Public Works (consolidated response)  
Received September 14, 2015, for Findings 6 and 7 and Recommendations 6 and 7

These departmental responses are being provided for your information, as received, and may not conform to the parameters stated in California Penal Code, Section 933.05 et seq. The Government Audit and Oversight Committee will consider the subject report, along with the responses, at an upcoming hearing and will prepare the Board's official response by Resolution for the full Board's consideration.

c:

Honorable John K. Stewart, Presiding Judge  
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury  
Alison Scott, 2015-2016 San Francisco Civil Grand Jury  
Janice Pettey, 2014-2015 San Francisco Civil Grand Jury  
Philip Reed, 2014-2015 San Francisco Civil Grand Jury  
Kate Howard, Mayor's Office  
Chris Simi, Mayor's Office  
Ben Rosenfield, Office of the Controller  
Todd Rydstrom, Office of the Controller  
Mohammed Nuru, Public Works  
Frank Lee, Public Works  
Jon Givner, Deputy City Attorney  
Rick Caldeira, Legislative Deputy  
Severin Campbell, Budget and Legislative Analyst  
Debra Newman, Budget and Legislative Analyst  
Jadie Wasilco, Budget and Legislative Analyst

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

September 14, 2015

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 2014-2015 Civil Grand Jury report, *San Francisco's City Construction Program: It Needs Work*. We would like to thank the members of the Civil Grand Jury for their interest in the City's construction contracting and management practices.

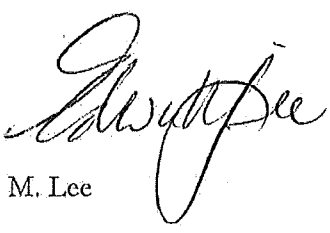
This is an area that the City has already begun to improve. In May 2014, the Office of the Controller's City Services Auditor (CSA), issued an audit entitled "Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool," which contained a number of improvements to citywide construction contracting practices. In response to that report, CSA convened a work group to revise Chapter 6 of the Administrative Code, which governs construction contract management. The first set of changes was adopted by the Board of Supervisors in June of this year. The work group continues to meet, and anticipates proposing additional amendments in the coming months. Improvements under consideration include development of a shared database to track contractor performance.

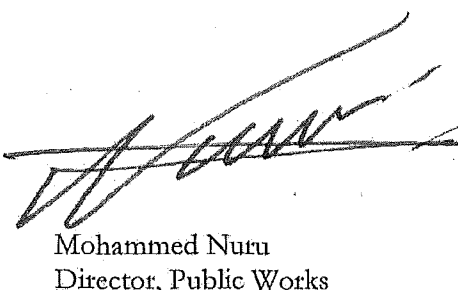
Public Works is adopting its own changes, with the goal of developing improved construction contract management practices, which can then be introduced to the other City departments that undertake construction projects (Airport, Public Works, Port, Recreation and Park, SFMTA, and SFPUC).

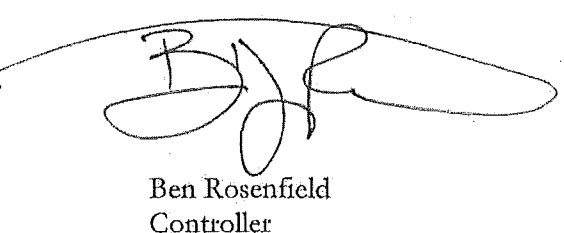
**A detailed response from the Mayor's Office, the Controller's Office, and the Department of Public Works to the Civil Grand Jury's findings and recommendations follows.**

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

Sincerely,

  
Edwin M. Lee  
Mayor

  
Mohammed Nuru  
Director, Public Works

  
Ben Rosenfield  
Controller

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SAN FRANCISCO, CALIFORNIA 94102-4681  
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**Finding 3:** The complexity of the contracting environment, especially as it relates to LBEs, reduces the pool of contractors willing to do business with the City, thereby limiting vendor selection.

**Disagree with finding, partially.** The City’s contracting process can be difficult for new entrants. However, the City continually strives to improve the quality of the bid pool—by attracting new contractors, improving existing contractors, and shoring up processes to minimize non-responsible/non-responsive bids. Effective August 1, 2015, Mayor Lee signed legislation including more than three dozen changes to Chapter 6 of the City’s Administrative Code. The changes are intended to simplify and streamline the process for both contractors and City employees. The changes incorporate some industry best practices because updated processes are more likely to attract contractors familiar with the most recent industry innovations, allowing our competitive process to better serve the public.

**Recommendation 3:** The CGJ recommends that the proposed Chapter 6 amendment make past performance a construction award criterion for all future City construction contracts including LBE subcontracts.

**The recommendation has not been, but will be, implemented in the future.** The six Chapter 6 departments (Airport, Public Works, Port, Recreation and Park, SFMTA, and SFPUC), are committed to improving the pool of contractors who bid on City construction projects. In conjunction with the City Attorney and the Office of the Controller, the Chapter 6 departments are actively working to revise Chapter 6 to require performance evaluations and to devise procedures to consider past performance in contract awards. The departments are meeting regularly with a goal of presenting amendments to the law and associated processes to the Board of Supervisors in 2016.

**Finding 4:** Change orders are not managed uniformly across departments, which exposes the City to increased project costs.

**Disagree with finding, partially.** The jury is correct that change orders are not managed uniformly across the City. As written, Chapter 6 of the Administrative Code provides for decentralized project management for the six departments it covers (the Airport, Public Works, the Port, Recreation and Park, SF Municipal Transportation Agency, and the SF Public Utilities Commission). Though departments need to abide by their respective change order policies, having a uniform change order management policy is not feasible given the differing project types and project delivery methods citywide. While change orders are not managed uniformly across City departments, each department has its own procedures and controls in place, allowing for greater flexibility and specialization, commensurate with the various sizes and types of construction projects carried out by each department.

**Recommendation 4:** The Office of the Controller should implement a standardized change order management policy and require all City departments to adhere to any new change order policy.

**The recommendation will not be implemented because it is not warranted.** The Office of the Controller, and specifically the City Services Auditor (CSA), audits and assesses departments’ adherence to relevant construction policies and procedures citywide, and provides technical assistance to departments as needed. As presently written, the Administrative Code calls for a decentralized approach to construction management for Chapter 6 departments, leaving this authority with each department. This allows for a

segregation of duties between the Office of the Controller and the departments charged with construction management.

Given the wide variety of project types, sizes, budgets, and complexity undertaken by the Chapter 6 departments, a “one size fits all” approach is not in accordance with best practices. However, as recommended by CSA’s May 2014 audit of citywide construction practices, the Chapter 6 departments, in conjunction with CSA, are moving forward with amendments to the Administrative Code, including potential modifications related to change order management policies. Public Works has a change order management tracking system. Change orders are tracked, categorized and regularly discussed in order to inform project management decisions. This system could be tailored to other Chapter 6 department’s needs.

**Finding 5:** Construction contract closeout procedures are not followed, which can result in the City not receiving the services it contracted to receive.

**Disagree with finding, partially.** Contract closeout can vary by project complexity and staff, and results vary depending on these and other fact-specific issues; a uniform construction contract closeout policy would not necessarily ensure that the City receives its contracted services. In all cases, however, the City strives to follow the most efficient and effective best practices to close out projects as promptly and cost-efficiently as possible. The City’s use of the Controller’s City Services Auditor (CSA), in addition to other auditing mechanisms, ensures adherence to these best practices. Over the last three fiscal years, CSA has completed construction contract closeout assessments involving all six Chapter 6 departments. Based on the results of these audits and assessments of various city departments’ construction contract closeout procedures, and as noted in the Jury’s report, CSA found some internal control weaknesses related to the audited departments’ closeout procedures, including lack of sufficient documentation, adequate review or verification, and adherence to existing policies and procedures. CSA follows up on all open (unresolved) audit recommendations every six months to ensure that departments have implemented corrective actions.

**Recommendation 5:** The Office of the Controller should implement a standardized construction contract closeout policy and require all City departments to adhere to any new policy.

**The recommendation will not be implemented because it is not warranted.** The Office of the Controller, and specifically the City Services Auditor (CSA), conducts audits and assessments of departments’ adherence to relevant construction policies and procedures citywide, and provides technical assistance to departments as needed. As presently written, however, the Administrative Code calls for a decentralized approach to construction management for Chapter 6 departments, leaving this authority with each department. This allows for a segregation of duties between the Office of the Controller and the departments charged with construction management.

Given the wide variety of project types, sizes, budgets, and complexity undertaken by the Chapter 6 departments, a “one size fits all” approach is not always in accordance with best practices. However, as recommended by CSA’s May 2014 audit of citywide construction practices, the Chapter 6 departments, in conjunction with CSA, are moving forward with amendments to the Administrative Code, including potential modifications related to construction contract closeout policies. At this time, Public Works is piloting new construction contract closeout procedures; if successful, this system is designed to be shared with the other Chapter 6 departments.

**Finding 6:** The variety of construction projects in the City creates a mismatch between the design and engineering skills required for current projects and the skills of the staff, resulting in duplicate labor costs when outside firms are retained and excess capacity when there is a decline in construction activity.

**Disagree with finding, partially.** The City relies on Public Works to maintain a broad professional skillset across multiple engineering, architectural, and professional disciplines in order to perform a wide range of architectural, engineering, and construction services for many City agencies, including the Library, SFPD, and SFFD. Accordingly, Public Works staff maintain an extensive range of in-house design and engineering skills. The use of consultants gives the department flexibility to meet the needs of client departments and meet peak demands without the need to increase its staff and overall project costs.

**Recommendation 6:** The BOS should request the BLA or CSA to benchmark the City’s design and engineering workforce organizational structure against comparable cities and issue a report.

**The recommendation requires further analysis.** A benchmarking analysis could provide important and helpful insight into best practices for how to improve the organizational structure of the City’s design and engineering workforce, and merits further consideration. As the Office of the Controller’s City Services Auditor prepares its work plan, a benchmarking report will be considered, but must be weighed against other requests for that office’s resources. The departments participating in this response defer to the Board of Supervisors with respect to involvement of the Board’s Legislative Analyst, and the Office of the Controller will consult with the Board regarding which, if any, office performs the analysis.

**Finding 7:** The lack of integrated construction management systems and the failure to follow centralized construction management policies and procedures prevents the City from generating citywide construction reports.

**Disagree with finding, partially.** The Jury is correct that there is not an integrated citywide construction management system. There has not, however, been a consistent finding of Chapter 6 departments failing to follow centralized construction management policies, as the report notes. In addition, the City has developed a coordinated capital planning and budgeting process to review and prioritize capital budget requests, coordinate funding sources and uses, and provide citywide policy analysis and reporting on interagency capital planning efforts. Oversight bodies, including general obligation and revenue bond oversight committees, as well as departmental commissions, routinely review and monitor activities related to the City’s capital and construction projects under their purview.

**Recommendation 7:** The Mayor should allocate financial resources in the current City budget to fund the Department of Technology hiring a consulting firm with extensive construction management expertise to develop citywide system requirements for the implementation of a construction management system.

**MYR: The recommendation requires further analysis.** The City’s annual budget process begins in December of each year, and concludes in June the following year. As part of the Fiscal Years 2016-17 and 2017-18 budget process, Public Works, the Department of Technology, and the Mayor’s Office will consider the inclusion of financial resources to fund a consultant to meet the vision of the Jury. Any request, however, must be weighed against other citywide funding requests, so funding cannot be guaranteed at this time.

**Finding 8:** The City does not have an independent management group reviewing citywide construction performance reports and monitoring adherence to change orders and construction contract closeout policies and procedures.

**Disagree with finding, partially.** The Jury is correct that there is not an independent management group that monitors construction; instead, the City has numerous independent management groups. The Capital Planning Committee, a public decision-making body that monitors, crafts, and recommends policies related to infrastructure investments, is the lead in this area. Construction contracts and projects are further reviewed by various bodies, most notably, department commissions, the Budget and Legislative Analyst, and the Office of the Controller. Further, the Board of Supervisors may exercise its authority to hold hearings related to specific projects or contracts, or general construction closeout procedures and trends.

In addition, in its capacity as the City’s auditing body for contracts, CSA has found in previous audits and assessments of various City departments’ change order management and closeout policies and procedures that some internal control weaknesses exist. Every six months, CSA follows up on all (open) unresolved audit recommendations at a hearing at the Board of Supervisors’ Government Auditing and Oversight (GAO) Committee; all departments in question are required to publicly present updates and progress reports at these hearings.

**Recommendation 8:** The BOS should either request the CSA or BLA, or retain an outside firm, to benchmark the independent construction management structure of other cities and develop recommendations applicable to San Francisco.

**The recommendation requires further analysis.** This recommendation overlaps with recent and existing work of a workgroup of Chapter 6 departments. Legislation modernizing Chapter 6 went into effect August 1, 2015 after more than a year of collaboration. The next round of changes, including a shared database to track contractor performance, is being discussed now with a goal of implementation by summer 2016.

However, a benchmarking analysis could provide important and helpful insight into best practices for how to improve the City’s independent construction management structure, and will be considered. As the Office of the Controller’s City Services Auditor prepares its work plan going forward, a benchmarking report will be considered, but must be weighed against other requests for that office’s resources. The departments participating in this response defer to the Board of Supervisors with respect to involvement of the Board’s Legislative Analyst, and the Office of the Controller will consult with the Board regarding which, if any, office performs the analysis.

**Finding 9:** San Francisco City departments do not issue final reports on construction projects that are readily available to its citizens.

**Disagree with finding, partially.** The Jury is correct that City departments do not issue final reports on all construction projects when complete. City departments do, however, report on projects—especially those funded via the General Obligation bond program, which includes mandatory reporting procedures before, during, and after construction. In addition, Chapter 6 departments must prepare closeout and acceptance documents that must be executed per Administrative Code Section 6.22(k). All reports prepared under these regulations are posted online and publicly available.

**Recommendation 9:** The BOS should require all City departments to issue final project construction reports within nine months of project completion for all construction projects and for the reports to be posted on each department's website.

**This recommendation will not be implemented because it is not warranted.** This recommendation is directed specifically to the Board of Supervisors. However, the responding departments welcome further discussion regarding final construction reports should the Board of Supervisors choose to pursue this recommendation. It should be noted, however, that pertinent budget and schedule information is provided in various forms to staff and oversight bodies. As per Administrative Code Section 6.22(k), Chapter 6 departments must prepare and execute closeout and acceptance documents. Upon presentation to oversight bodies (including the Citizens' General Obligation Bond Oversight Committee, the Recreation & Park Commission, Port Commission, Airport Commission, Public Utilities Commission, and the Municipal Transportation Agency Board of Directors), this information is posted online and made available to the public.



# SAN FRANCISCO PLANNING DEPARTMENT

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**MEMO**

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**DATE:** 4 September 2015  
**TO:** Angela Calvillo, Clerk  
Board of Supervisors  
**FROM:** John Rahaim, Director of Planning  
**STAFF**  
**CONTACT:** Teresa Ojeda, Manager  
Information and Analysis Group, Citywide  
**RE:** HOUSING BALANCE REPORT

Please find attached the second Housing Balance Report for distribution to the Board of Supervisors. A PDF of this report will be sent to you separately by email.

The Housing Balance Report is submitted in compliance with the new requirements from Ordinance 53-15. This ordinance amended the Planning Code to include Section 103 directing the Planning Department to monitor and report on the balance between new market rate housing and new affordable housing development. The ordinance requires the Department to prepare bi-annual reports in September and in March.

If you have additional questions, please contact Teresa Ojeda (415 558 6251 or [teresa.ojeda@sfgov.org](mailto:teresa.ojeda@sfgov.org) ).

attachment

(10)



# SAN FRANCISCO PLANNING DEPARTMENT

**MEMO**

**DATE:** 4 September 2015  
**TO:** Members, San Francisco Board of Supervisors  
**FROM:** John Rahaim  
Director of Planning  
**RE:** HOUSING BALANCE REPORT

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

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## SUMMARY

This report is submitted in compliance with the recently passed 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. 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." This report is the second in the series and covers the ten-year period from July 2005 through June 2015.

One of the stated purposes of the Housing Balance is "to ensure that data on meeting affordable housing targets City-wide and within neighborhoods informs the approval process for new housing development." 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 to be built between 2015 and 2022, 57% of which should be affordable. Twenty-eight percent (28%) of net new housing produced in this ten-year reporting period were affordable.

The ordinance requires that the Housing Balance be provided using two calculations: a) "Cumulative Housing Balance" consisting of net housing built within a 10 year Housing Balance period, acquisition and substantial rehabilitation of affordable units, projects that have received both approvals from the Planning Commission or Planning Department and site permits from the Department of Building Inspection, and units withdrawn from protected status; and b) "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.

The Citywide Cumulative Housing Balance for the 2005 Q3 -2015 Q2 Housing Balance Period is 15%, although this varies by districts. Distribution of the Cumulative Housing Balance over the 11 Board of Supervisor Districts ranges from -189% (District 4) to 40% (District 5). This variation, especially with negative housing balances, is due to the larger number of units withdrawn from protection such as rent control relative to the number of total net new units and net affordable units built in specific districts.

The Projected Housing Balance Citywide is 11%. Three major development projects were identified in the ordinance for exclusion in the projected housing balance calculations until site permits are obtained. These three projects add up to 23,700 net units, with over 5,170 affordable units; would increase the projected housing balance to 20% if included in the calculations.

It should be noted that this second *Housing Balance Report* adjusted the calculations to conform to the ordinance's exact requirements. The Cumulative Housing Balance in the first *Housing Balance Report*, for example, included planned RAD public housing unit replacements that have yet to be completed. Removing these units from the calculation reduces the first Housing Balance from 21% to 14%.

## **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 1 of each year and will also be published on a visible and accessible page on the Planning Department's website. 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. The ordinance also instructed the Planning Department to produce the first report by 1 June 2015.

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. On 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% of which should be affordable.



This report was prepared from information 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*.

### CUMULATIVE HOUSING BALANCE CALCULATION

Section 103 states that 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 with the Housing Balance Period." "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).

$$\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}
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 \text{CUMULATIVE} \\
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The "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 2005 (Q3) through June 2015 (Q2).

Table 1 below shows the Cumulative Housing Balance for 2005 Q3 – 2015 Q2 is 15% Citywide. Housing Balances for Board of Supervisor Districts range from -812% (District 4) to 40% (District 5). Districts 5, 6 and 10 have positive housing balances (40%, 25% and 20%). Negative balances in several districts – which range from -1% in District 9 to -189% in District 4 – resulted from the larger numbers of units removed from protected status relative to the net new affordable housing and net new housing units built. Net loss of affordable housing units in District 11 equaled the number of net new units built and total entitled and permitted units, resulting in a -100% housing balance.

**Table 1**  
**Cumulative Housing Balance Calculation**

<b>BoS Districts</b>	<b>Net New Affordable Housing Built</b>	<b>Completed Acquisitions &amp; Rehabs</b>	<b>Units Removed from Protected Status</b>	<b>Entitled Affordable Units Permitted</b>	<b>Total Net New Units Built</b>	<b>Total Entitled Units</b>	<b>Housing Balance</b>
BoS D1	278	-	(463)	4	393	92	-37.3%
BoS D2	50	24	(413)	40	365	603	-30.9%
BoS D3	350	72	(524)	15	1,382	109	-5.8%
BoS D4	30	-	(389)	1	106	83	-189.4%
BoS D5	631	430	(478)	217	1,264	733	40.1%
BoS D6	3,414	1,014	(216)	424	14,064	4,765	24.6%
BoS D7	118	-	(205)	-	358	240	-14.5%
BoS D8	407	-	(699)	170	1,041	625	-7.3%
BoS D9	269	319	(630)	26	1,179	296	-1.1%
BoS D10	717	-	(214)	418	2,325	2,309	19.9%
BoS D11	30	-	(297)	13	128	126	-100.0%
<b>TOTALS</b>	<b>6,294</b>	<b>1,859</b>	<b>(4,528)</b>	<b>1,328</b>	<b>22,605</b>	<b>9,981</b>	<b>15.2%</b>

### 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. This is to ensure simple and uncluttered tables.

#### Affordable Housing and Net New Housing Production

Table 2 below shows housing production between 2005 Q3 and 2015 Q2. This ten-year period resulted in a net addition of 22,650 units to the City's housing stock, including 6,250 affordable units. Over 14,060 (62%) of net new housing and over 3,400 (56%) of affordable housing built in the ten year reporting period were in District 6. District 10 follows with almost 2,370 (11%) net new units, including 670 (11%) affordable units.

The table below also shows that almost 30% of net new units built between 2005 Q3 and 2015 Q2 were affordable units. While District 1 saw modest gains in net new units built, most of these were affordable (71%); half of net new units in District 5 are affordable. District 10 shows a net loss of 37 units affordable to very low income households with the demolition of Hunters View

public housing units in preparation for HOPE VI replacement. The new HOPE VI units are counted as affordable units as they are built (90 units in this reporting period).

**Table 2**  
**New Housing Production by Affordability, 2005 Q3 - 2015 Q2**

BoS District	Very Low	Low	Moderate	Total Affordable Units	Total Net Units	Affordable Units as % of Total Net Units
BoS District 1	184	2	92	278	393	70.7%
BoS District 2	-	-	50	50	365	13.7%
BoS District 3	267	15	68	350	1,382	25.3%
BoS District 4	-	-	30	30	106	28.3%
BoS District 5	422	77	132	631	1,264	49.9%
BoS District 6	2,220	674	520	3,414	14,064	24.3%
BoS District 7	70	26	22	118	358	33.0%
BoS District 8	260	32	115	407	1,041	39.1%
BoS District 9	138	40	91	269	1,179	22.8%
BoS District 10	(37)	344	410	717	2,325	30.8%
BoS District 11	-	10	20	30	128	23.4%
<b>TOTAL</b>	<b>3,524</b>	<b>1,220</b>	<b>1,550</b>	<b>6,294</b>	<b>22,605</b>	<b>27.8%</b>

Housing affordability categories listed in the table are consistent with annual reporting submitted to the State Department of Housing and Community Development in compliance with the State Housing Element law. 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. The table below also does not include Middle Income Units as required by Section 103 because information on or tracking of non-deed restricted units affordable to households at this income level is difficult to obtain.

**Acquisition and Rehabilitation of Existing Affordable Housing Units**

Table 3 below lists the number of units that have been substantially rehabilitated and/or acquired to ensure permanent affordability between 2005 and 2014. These are mostly single-room occupancy hotel units that are affordable to very low-income households.

**Table 3**  
**Acquisitions and Rehabilitation of Affordable Housing, 2005-2014**

BoS District	No. of Buildings	No. of Units
BoS District 2	1	24
BoS District 3	1	72
BoS District 5	4	430
BoS District 6	13	1,014
BoS District 9	2	319
<b>TOTALS</b>	<b>21</b>	<b>1,859</b>

**Units Withdrawn From Protected Status**

San Francisco's Residential Rent Stabilization and Arbitration Ordinance preserves affordability of about 175,000 rental units by limiting annual rent increases. Landlords can, however, remove such units from the rental market through no-fault evictions including owner move-in, Ellis Act, condo conversion, or demolition. The Housing Balance calculation takes into account units withdrawn from rent stabilization as loss of affordable housing.

The table below shows the distribution of no-fault evictions between 2005 and 2014. Owner move-ins and Ellis Out evictions made up the majority of no fault evictions (41% and 34% respectively). Districts 8 (15%), 9 (13%) and 6 (12%) lead in the number of no-fault evictions.

**Table 4**  
**No-Fault Evictions, 2005 Q3 – 2015 Q2**

BoS District	Demolition	Ellis Out	Owner Move-In	Condo Conversion	Other	Total No Fault
BoS District 1	25	121	285	1	31	463
BoS District 2	14	150	186	8	55	413
BoS District 3	11	293	119	6	95	524
BoS District 4	92	62	224	1	10	389
BoS District 5	22	147	226	16	67	478
BoS District 6	85	77	41	2	11	216
BoS District 7	25	40	132	2	6	205
BoS District 8	32	289	305	12	61	699
BoS District 9	76	224	271	4	55	630
BoS District 10	31	35	139	2	7	214
BoS District 11	86	42	160	-	9	297
<b>TOTALS</b>	<b>499</b>	<b>1,480</b>	<b>2,088</b>	<b>54</b>	<b>407</b>	<b>4,528</b>

## Entitled and Permitted Units

The table below lists 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 second quarter of 2015. About half of these units are being built in District 6.

**Table 5**  
**Permitted Units, 2015 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	92	4.3%
BoS District 2	-	-	40	40	603	6.6%
BoS District 3	-	-	15	15	109	13.8%
BoS District 4	-	-	1	1	83	1.2%
BoS District 5	98	91	28	217	733	29.6%
BoS District 6	67	154	203	424	4,765	8.9%
BoS District 7	-	-	-	-	240	0.0%
BoS District 8	110	60	-	170	625	27.2%
BoS District 9	-	-	26	26	296	8.8%
BoS District 10	120	259	39	418	2,309	18.1%
BoS District 11	-	4	9	13	126	10.3%
<b>TOTALS</b>	<b>395</b>	<b>568</b>	<b>365</b>	<b>1,328</b>	<b>9,981</b>	<b>13.3%</b>

## PROJECTED HOUSING BALANCE

Table 6 below 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 for this reporting period is 13%. 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 as specified in the ordinance. These three projects will yield almost 25,400 net new units; 21% (or 5,425 units) would be affordable to low and moderate income households.

**Table 6**  
**Projected Housing Balance Calculation, 2015 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	-	-	-	-	11	0.0%
BoS District 2	-	-	-	-	42	0.0%
BoS District 3	-	-	12	12	340	3.5%
BoS District 4	-	-	-	-	2	0.0%
BoS District 5	-	-	-	-	51	0.0%
BoS District 6	170	83	71	324	2,552	12.7%
BoS District 7	-	-	-	-	51	0.0%
BoS District 8	-	-	3	3	103	2.9%
BoS District 9	-	-	-	-	56	0.0%
BoS District 10	-	126	196	322	1,971	16.3%
BoS District 11	-	-	-	-	11	0.0%
<b>TOTALS</b>	<b>170</b>	<b>209</b>	<b>282</b>	<b>661</b>	<b>5,190</b>	<b>12.7%</b>

## RAD Program

The San Francisco Housing Authority's Rental Assistance Demonstration (RAD) program will preserve at risk public and assisted housing projects. According to the Mayor's Office, Phase 1 with 15 projects and a total of 1,425 units is slated to start construction in December 2015. These projects, shown in the table below, are also not included in the Projected Housing Balance calculation. Once completed, however, these units will figure in the Cumulative Housing Balance calculation.

**Table 7**  
**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

**NEXT STEPS**

This report complies with the requirement that the Planning Department publish and update the *Housing Balance Report* bi-annually on September 1 and March 1 of each year. The Department is currently working on making reports available online and accessible in a page dedicated to the Housing Balance Report on the Planning Department’s website as mandated by the ordinance.

An annual hearing on the Housing Balance before the Board of Supervisors will be scheduled by April 1 of each year. 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 meeting. Should the cumulative housing balance fall below 33%, MOHCD will determine the amount of funding needed to bring the City into the required minimum 33%.

APPENDIX

CUMULATIVE HOUSING BALANCE REPORT TABLES BY PLANNING DISTRICTS

Table 1  
Cumulative Housing Balance Calculation, 2005 Q3 – 2015 Q2

Planning Districts	New Affordable Housing Built	Acquisitions & Rehabs Completed	Units Removed from Protected Status	Total Entitled Affordable Units Permitted	Total Net New Units Built	Total Entitled Permitted Units	Housing Balance
1 Richmond	286	-	(580)	87	532	192	-28.6%
2 Marina	31	24	(232)	-	116	143	-68.3%
3 Northeast	329	72	(534)	15	1,056	92	-10.3%
4 Downtown	1,619	745	(124)	219	5,134	1,232	38.6%
5 Western Addition	516	362	(247)	168	1,023	1,005	39.4%
6 Buena Vista	145	-	(298)	176	564	596	2.0%
7 Central	85	-	(438)	-	361	46	-86.7%
8 Mission	637	319	(619)	37	1,707	353	18.2%
9 South of Market	2,044	337	(129)	365	10,458	5,212	16.7%
10 South Bayshore	383	-	(54)	236	841	508	41.9%
11 Bernal Heights	17	-	(201)	-	113	31	-127.8%
12 South Central	38		(305)	20	180	202	-64.7%
13 Ingleside	110		-176	4	325	248	-10.8%
14 Inner Sunset	24		-202	-	93	39	-134.8%
15 Outer Sunset	30		-389	1	102	82	-194.6%
Totals	6,294	1,859	(4,528)	1,328	22,605	9,981	15.2%



**Table 2**  
**New Housing Production by Affordability, 2005 Q3 – 2015 Q2**

Planning Districts	Very Low	Low	Moderate	Total Affordable Units	Total Net Units	Affordable Units as % of Total Net Units
1 Richmond	184	2	100	286	532	53.8%
2 Marina	-	-	31	31	116	26.7%
3 Northeast	267	11	51	329	1,056	31.2%
4 Downtown	1,154	331	134	1,619	5,134	31.5%
5 Western Addition	367	77	72	516	1,023	50.4%
6 Buena Vista	55	14	76	145	564	25.7%
7 Central		18	67	85	361	23.5%
8 Mission	474	40	123	637	1,707	37.3%
9 South of Market	990	404	650	2,044	10,458	19.5%
10 South Bayshore	(37)	287	133	383	841	45.5%
11 Bernal Heights	-	-	17	17	113	15.0%
12 South Central	-	10	28	38	180	21.1%
13 Ingleside	70	26	14	110	325	33.8%
14 Inner Sunset	-	-	24	24	93	25.8%
15 Outer Sunset	-	-	30	30	102	29.4%
<b>Totals</b>	<b>3,524</b>	<b>1,220</b>	<b>1,550</b>	<b>6,294</b>	<b>22,605</b>	<b>27.8%</b>

**Table 3**  
**Acquisitions and Rehabilitation of Affordable Housing, 2005-2014**

Planning District	No. of Buildings	No. of Units
2 Marina	1	24
3 Northeast	1	72
4 Downtown	6	745
5 Western Addition	3	362
8 Mission	2	319
9 South of Market	7	295
Treasure Island	1	42
<b>TOTALS</b>	<b>21</b>	<b>1,859</b>

**Table 4**  
**No-Fault Evictions, 2005 Q3 – 2015 Q2**

Planning District	Demolition	Ellis Out	Owner Move-In	Condo Conversion	Other	Total No-Fault
1 Richmond	32	193	321	2	32	580
2 Marina	4	61	121	4	42	232
3 Northeast	12	296	130	9	87	534
4 Downtown	69	26	9	-	20	124
5 Western Addition	11	78	118	8	32	247
6 Buena Vista	11	110	122	4	51	298
7 Central	23	160	212	9	34	438
8 Mission	44	289	237	2	47	619
9 South of Market	17	37	65	2	8	129
10 South Bayshore	11	8	32	1	2	54
11 Bernal Heights	30	51	96	4	20	201
12 South Central	89	34	173	-	9	305
13 Ingleside	41	18	111	-	6	176
14 Inner Sunset	13	57	117	8	7	202
15 Outer Sunset	92	62	224	1	10	389
Totals	499	1,480	2,088	54	407	4,528

**Table 5**  
**Permitted Units, 2015 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	192	45.3%
2 Marina	-	-	-	-	143	0.0%
3 Northeast	-	-	15	15	92	16.3%
4 Downtown	-	37	182	219	1,232	17.8%
5 Western Addition	98	8	62	168	1,005	16.7%
6 Buena Vista	110	60	6	176	596	29.5%
7 Central	-	-	-	-	46	0.0%
8 Mission	-	22	15	37	353	10.5%
9 South of Market	67	261	37	365	5,212	7.0%
10 South Bayshore	120	93	23	236	508	46.5%
11 Bernal Heights	-	-	-	-	31	0.0%
12 South Central	-	-	20	20	202	9.9%
13 Ingleside	-	4	-	4	248	1.6%
14 Inner Sunset	-	-	-	-	39	0.0%
15 Outer Sunset	-	-	1	1	82	1.2%
Totals	395	568	365	1,328	9,981	13.3%

**Table 6**  
**Projected Housing Balance Calculation, 2015 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	-	-	-	-	12	0.0%
2 Marina	-	-	-	-	38	0.0%
3 Northeast	-	-	12	12	314	3.8%
4 Downtown	170	83	-	253	1,183	21.4%
5 Western Addition	-	-	-	-	4	0.0%
6 Buena Vista	-	-	3	3	135	2.2%
7 Central	-	-	-	-	8	0.0%
8 Mission	-	-	-	-	57	0.0%
9 South of Market	-	-	81	81	1,671	4.8%
10 South Bayshore	-	126	186	312	1,691	18.5%
11 Bernal Heights	-	-	-	-	7	0.0%
12 South Central	-	-	-	-	16	0.0%
13 Ingleside	-	-	-	-	14	0.0%
14 Inner Sunset	-	-	-	-	38	0.0%
15 Outer Sunset	-	-	-	-	2	0.0%
<b>Totals</b>	<b>170</b>	<b>209</b>	<b>282</b>	<b>661</b>	<b>5,190</b>	<b>12.7%</b>

**Table 7**  
**RAD Affordable Units**

Planning District	No. of Units	as % of Total
1 Richmond	144	10.1%
3 Northeast	143	10.0%
4 Downtown	189	13.3%
5 Western Addition	376	26.4%
6 Buena Vista	132	9.3%
10 South Bayshore	213	14.9%
11 Bernal Heights	118	8.3%
14 Inner Sunset	110	7.7%
<b>TOTALS</b>	<b>1,425</b>	<b>100.0%</b>



# SAN FRANCISCO PLANNING DEPARTMENT

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2015 SEP 15 PM 4:57

AK

LN Clerk  
CP  
File 150790

September 11, 2015

Ms. Angela Calvillo, Clerk  
Honorable Supervisor Wiener  
Board of Supervisors  
City and County of San Francisco  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

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

Reception:  
415.558.6378

Fax:  
415.558.6409

Planning  
Information:  
415.558.6377

Re: **Transmittal of Planning Department Case Number 2015-009096PCA:  
Establishing a New Citywide Transportation Sustainability Fee  
Board File No. 150790  
Planning Commission Recommendation: Approval with Modifications**

Dear Ms. Calvillo and Supervisor Wiener:


On September 10, 2015, the San Francisco Planning Commission conducted a duly noticed public hearing at a regularly scheduled meeting to consider the proposal introduced by Supervisors Scott Wiener, Breed, and Christensen to: create a new Planning Code Section 411A; amend Planning Code Sections 411 (Transit Impact Development Fee), 401 (Definitions), and 406 (Waiver, Reduction, or Adjustment of Development Project Requirements); and to make other conforming amendments to the Area Plan Fees in Planning Code Article 4. At the hearing, the Planning Commission recommended approval with modifications.

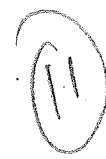
The proposed amendments have been determined to be not a project under the California Environmental Quality Act Guidelines Section 15378(b)(4) and is thus exempt from environmental review. Pursuant to San Francisco's Administrative Code Section 8.12.5 "Electronic Distribution of Multi-page Documents", the Department is sending electronic documents and one hard copy. Additional hard copies may be requested by contacting Lisa Chen at (415)575-9124.

Supervisor, please advise the City Attorney at your earliest convenience if you wish to incorporate the changes recommended by the Commissions.

Please find attached documents relating to the action of the Planning Commission, as well as a resolution issued by the SFMTA Board of Directors and a list of Board and public comments heard at their September 1<sup>st</sup> meeting. If you have any questions or require further information please do not hesitate to contact me.

Sincerely,

  
Aaron D. Starr  
Manager of Legislative Affairs



cc:

Andres Power, Aide, Supervisor Wiener's Office

Jon Givner, Deputy City Attorney

Andrea Ruiz-Esquide, Deputy City Attorney

Nicole Elliot, Mayor's Director of Legislative & Government Affairs

Attachments (two hard copies of the following):

Planning Commission Resolution

SFMTA Board of Directors Resolution No 15-123

SFMTA Board of Directors September 1<sup>st</sup> Meeting: Summary of Board Member & Public Comments

Planning Department Executive Summary



# SAN FRANCISCO PLANNING DEPARTMENT

## Planning Commission Resolution No. 19454 HEARING DATE SEPTEMBER 10, 2015

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

Reception:  
**415.558.6378**

Fax:  
**415.558.6409**

Planning  
Information:  
**415.558.6377**

*Project Name:* Establishing a New Transportation Sustainability Fee  
*Case Number:* 2015-009096PCA [Board File No. 150790]  
*Initiated by:* Mayor Lee and Supervisor Wiener, Supervisor Breed, and Supervisor Christensen / Substituted September 8, 2015  
*Staff Contact:* Lisa Chen, Planner, Citywide Division  
 lisa.chen@sfgov.org, 415-575-9124  
*Reviewed by:* Adam Varat, Senior Planner, Citywide Division  
 adam.varat@sfgov.org, 415-558-6405  
*Recommendation:* Recommend Approval

**RECOMMENDING THAT THE BOARD OF SUPERVISORS ADOPT A PROPOSED ORDINANCE AMENDING THE PLANNING CODE BY ESTABLISHING A NEW CITYWIDE TRANSPORTATION SUSTAINABILITY FEE AND SUSPENDING APPLICATION OF THE EXISTING TRANSIT IMPACT DEVELOPMENT FEE, WITH SOME EXCEPTIONS, AS LONG AS THE TRANSPORTATION SUSTAINABILITY FEE REMAINS OPERATIVE; AMENDING SECTION 401 TO ADD DEFINITIONS REFLECTING THESE CHANGES; AMENDING SECTION 406 TO CLARIFY AFFORDABLE HOUSING AND HOMELESS SHELTER EXEMPTIONS FROM THE TRANSPORTATION SUSTAINABILITY FEE; MAKING CONFORMING AMENDMENTS TO THE AREA PLAN FEES IN ARTICLE 4 OF THE PLANNING CODE; AFFIRMING THE PLANNING DEPARTMENT'S DETERMINATION UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT, AND MAKING FINDINGS, INCLUDING GENERAL FINDINGS, FINDINGS OF PUBLIC NECESSITY, CONVENIENCE AND WELFARE, AND FINDINGS OF CONSISTENCY WITH THE GENERAL PLAN AND THE EIGHT PRIORITY POLICIES OF PLANNING CODE SECTION 101.1.**

WHEREAS, on September 8, 2015 Mayor Lee and Supervisors Wiener, Breed, and Christensen introduced a proposed Ordinance under Board of Supervisors (hereinafter "Board") File Number 150790, which would amend the Planning Code to establish a new Transportation Sustainability Fee (hereinafter TSF) and suspend application of the current Transit Impact Development Fee (TIDF), with some exceptions, for as long as the TSF is in effect; and

WHEREAS, San Francisco is a popular place to work, live and visit, placing strain on the City's existing transportation network; and

WHEREAS, Since 1981, the City has imposed a Transit Impact Development Fee ("TIDF") on new development in the City, first limited to office space in the downtown core, and expanded to most non-residential uses citywide in 2004; and

WHEREAS, Starting in 2009, the City and the San Francisco County Transportation Authority have worked to develop a comprehensive citywide transportation fee and supporting nexus study (the "TSF Nexus Study"), published in 2015; and

WHEREAS, The TSF Nexus Study concluded that all new land uses in San Francisco will generate an increased demand for transportation infrastructure and services, and recommended that the TSF apply to both residential and non-residential development project in the City; and

WHEREAS, This fee would help offset impacts of both residential and non-residential development projects on the City's transportation network, including impacts on transportation infrastructure that support pedestrian and bicycle travel; and

WHEREAS, The TSF rates take into consideration the recommendations of a TSF Economic Feasibility Study that analyzed the impact of the TSF on the feasibility of development projects throughout the City; and

WHEREAS, The TSF Expenditure Plan will help enable the San Francisco Municipal Transportation Agency ("SFMTA") and other regional transportation agencies serving San Francisco to meet the demand generated by new development and thus maintain their existing level of service; and

WHEREAS, The TSF will require sponsors of development projects in the City to pay a fee that is reasonably related to the financial burden such projects impose on the City's transportation network; and

WHEREAS, Every five years, or sooner if requested by the Mayor or the Board of Supervisors, the SFMTA will update the TSF Economic Feasibility Study, analyzing the impact of the TSF on the feasibility of development, throughout the City; and

WHEREAS, The Planning Department determined that the proposed legislation is not a project under the California Environmental Quality Act, as a "government funding mechanism or other government fiscal activities which do not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment." (CEQA Guidelines Section 15378(b)(4)); and

WHEREAS, The Planning Commission (hereinafter "Commission") conducted a duly noticed public hearing at a regularly scheduled meeting to consider the proposed Ordinance on September 10, 2015; and

WHEREAS, the Planning Commission has heard and considered the testimony presented to it at the public hearing and has further considered written materials and oral testimony presented on behalf of Department staff and other interested parties; and

WHEREAS, all pertinent documents may be found in the files of the Department, as the custodian of records, at 1650 Mission Street, Suite 400, San Francisco; and

WHEREAS, the Planning Commission has reviewed the proposed Ordinance; now, therefore, be it

MOVED, that the Planning Commission hereby recommends that the Board of Supervisors **approval the proposed ordinance with the following modifications:**

1. Grandfather residential projects before July 1, 2014 with a 50% fee reduction and residential projects after July 1, 2014 with a 25% fee reduction;
2. Exempt non-profit secondary institutions that require a full Institutional Master Plan from paying the fee;
3. Apply the fee to non-profit hospitals that require a full Institutional Master Plan;
4. Request that the Board consider fee rates of up to 33% of nexus, subject to further analysis of development feasibility;
5. Request that the Board consider graduated fee rates based on area/neighborhood of the city, and/or consider removing the area plan fee reduction; and,
6. Require economic feasibility analysis updates every three years rather than five, and include the Planning Commission as an entity that may request analyses sooner.

## **FINDINGS**

Having reviewed the materials identified in the preamble above, and having heard all testimony and arguments, this Commission finds, concludes, and determines as follows:

7. Substantial investments in infrastructure are needed to address the predicted demands on the transportation system and street network generated by new growth.
8. The TSF is an efficient and equitable method of providing funds to address the transportation demands imposed on the City by new development projects, and is projected to generate approximately \$1.2 billion in revenue over the next 30 years, of which approximately \$420 million would be new revenue.
9. The TSF rates were set to maximize revenues for transportation and complete streets without making developments too costly to build, and were based on the findings of the TSF Nexus Study and TSF Economic Feasibility Study.
10. **General Plan Compliance.** The proposed amendments to the Planning Code are not addressed in the General Plan; the Commission finds that the proposed Ordinance is not inconsistent with the Objectives and Policies of the General Plan.
11. **Planning Code Section 101 Findings.** The proposed amendments to the Planning Code are consistent with the eight Priority Policies set forth in Section 101.1(b) of the Planning Code in that:



1. That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses enhanced;

*The proposed Ordinance would not have a negative impact on neighborhood serving retail uses and will not impact opportunities for resident employment in and ownership of neighborhood-serving retail.*

2. That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods;

*The proposed Ordinance would not have a negative effect on housing or neighborhood character.*

3. That the City's supply of affordable housing be preserved and enhanced;

*The proposed Ordinance would not have an adverse effect on the City's supply of affordable housing.*

4. That commuter traffic not impede MUNI transit service or overburden our streets or neighborhood parking;

*The proposed Ordinance would not result in commuter traffic impeding MUNI transit service or overburdening the streets or neighborhood parking, and would raise revenues to enhance transit service and improve streets to meet growing demand.*

5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced;

*The proposed Ordinance would not cause displacement of the industrial or service sectors due to office development, and future opportunities for resident employment or ownership in these sectors would not be impaired.*

6. That the City achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake;

*The proposed Ordinance would not have an impact on City's preparedness against injury and loss of life in an earthquake.*

7. That the landmarks and historic buildings be preserved;

*The proposed Ordinance would not have an impact on the City's Landmarks and historic buildings.*

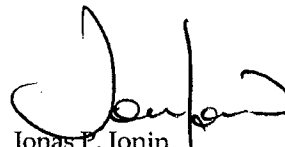
8. That our parks and open space and their access to sunlight and vistas be protected from development;

*The proposed Ordinance would not have an impact on the City's parks and open space and their access to sunlight and vistas.*

8. **Planning Code Section 302 Findings.** The Planning Commission finds from the facts presented that the public necessity, convenience and general welfare require the proposed amendments to the Planning Code as set forth in Section 302.

NOW THEREFORE BE IT RESOLVED that the Commission hereby recommends that the Board ADOPT the proposed Ordinance as described in this Resolution.

I hereby certify that the foregoing Resolution was adopted by the Commission at its meeting on September 10, 2015.



Jonas P. Ionin  
Commission Secretary

AYES: Fong, Wu, Antonini, Hillis, Johnson, Moore, Richards

NOES:

ABSENT:

ADOPTED:

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. 15-123

WHEREAS, San Francisco is a popular place to work, live and visit, placing strain on the City's existing transportation network; and,

WHEREAS, Since 1981, the City has imposed a Transit Impact Development Fee ("TIDF") on new development in the City, first limited to office space in the downtown core, and expanded to most non-residential uses citywide in 2004; and

WHEREAS, Starting in 2009, the City and the San Francisco County Transportation Authority have worked to develop a comprehensive citywide transportation fee and supporting nexus study (the "TSF Nexus Study"); and

WHEREAS, The TSF Nexus Study concluded that all new land uses in San Francisco will generate an increased demand for transportation infrastructure and services, and recommended that the TSF apply to both residential and non-residential development project in the City; and

WHEREAS, This fee would help offset impacts of both residential and non-residential development projects on the City's transportation network, including impacts on transportation infrastructure that support pedestrian and bicycle travel; and,

WHEREAS, As part of implementation of the TSP, the Board of Supervisors has pending before it legislation that would amend the City's Planning Code by establishing a new Section 411A, imposing a citywide transportation fee, the Transportation Sustainability Fee, which will help enable the San Francisco Municipal Transportation Agency ("SFMTA") and other regional transportation agencies serving San Francisco to meet the demand generated by new development and thus maintain their existing level of service, and

WHEREAS, Section 411A will require sponsors of development projects in the City to pay a fee that is reasonably related to the financial burden such projects impose on the City's transportation network; and

WHEREAS, The TSF is an efficient and equitable method of providing funds to address the transportation demands imposed on the City by new development projects; and

WHEREAS, Every five years, or sooner if requested by the Mayor or the Board of Supervisors, the SFMTA will update the TSF Economic Feasibility Study, analyzing the impact of the TSF on the feasibility of development, throughout the City and

WHEREAS, The TSF would replace the TIDF, suspending the TIDF as long as the TSF remains in effect; and

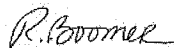
**PAGE 2.**

WHEREAS, Subject to economic conditions, the TSF is projected to generate approximately \$1.2 billion in revenue over the next 30 years, of which approximately \$430 million would be new revenue; and

WHEREAS, The Planning Department determined that the proposed legislation is not a project under the California Environmental Quality Act, as a "government funding mechanism or other government fiscal activities which do not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment." (CEQA Guidelines Section 15378(b)(4)); now, therefore, be it

RESOLVED, That the SFMTA Board of Directors recommends that the San Francisco Board of Supervisors approve the legislation establishing the Transportation Sustainability Fee.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of September 1, 2015.



---

Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency

**SFMTA Board Hearing: September 1, 2015**

Item 12: Recommending that the Board of Supervisors approve legislation establishing the Transportation Sustainability Fee.

**Summary of Board Member & Public Comments**

**Board Member comments:**

Cheryl Brinkman:

- Explain the accessory parking issue and why it is not considered part of Gross Floor Area when assessed impact fees.
- How often does TSF get updated?
- Supportive; Fee could be higher.

Cristina Rubke:

- Are we legally/technically unable to charge accessory parking?

Gwyneth Borden:

- LOS reform is exciting.
- Hospitals which have completed their seismic requirements should pay the fee once completed.
- Can developers do in-kind contributions with TSF?
- Consider charging more TSF for projects that build above certain parking thresholds.
- Consider reducing/waiving the fee for universities not expanding their total student population – universities building student housing is good for the transportation system.

Joel Ramos:

- Recognize that this program is part of a broader set of solutions.
- Consider establishing transit benefit assessment districts.
- Want to encourage affordable housing.

**Public Comment:**

Members of the public expressing support: Cathy DeLuca, Howard Strassner, Tyler Frisbee, Tim Colen.

Members of the public expressing opposition: Herbert Weiner

Members of the public expressing neither support nor opposition: Edward Mason

Edward Mason:

- There should be no exemptions from the fee, including single-family home.
- Why is this program so late?
- Will VMT take into account TNCs?
- Should have mitigations at the point of origin.
- Need regional bus service.

**SFMTA Board Hearing: September 1, 2015**

Item 12: Recommending that the Board of Supervisors approve legislation establishing the Transportation Sustainability Fee.

Kathy DeLuca (Walk SF):

- Strong support.
- Fees are not high enough.
- 150 AMI threshold for Middle-Income Housing exemption is too high.
- Grandfathering applies to too many projects and rates are too low.
- Should charge for accessory parking.

Howard Strassner:

- Fee should be higher.
- Should charge for accessory parking.

Tyler Frisbee (San Francisco Bicycle Coalition):

- Strong support.
- Fee should be higher.
- Should charge for accessory parking.

Tim Colen (SF Housing Action Coalition):

- Supportive.
- Fees cannot go higher.
- Fees should be spent to provide improvements local to development projects.



# SAN FRANCISCO PLANNING DEPARTMENT

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## Executive Summary Planning Code Text Change HEARING DATE: SEPTEMBER 10, 2015

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*Project Name:* Establishing a New Citywide Transportation Sustainability Fee  
*Case Number:* 2015-009096PCA [Board File No. 150790]  
*Initiated by:* Mayor Lee, Supervisor Wiener, Supervisor Breed, and  
Supervisor Christensen / Substituted July 28, 2015  
*Staff Contact:* Lisa Chen, Planner, Citywide Division  
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*Reviewed by:* Adam Varat, Senior Planner, Citywide Division  
adam.varat@sfgov.org, 415-558-6405  
*Recommendation:* **Recommend Approval**

### PLANNING CODE AMENDMENT

The proposed Ordinance would amend the Planning Code by: establishing a new citywide Transportation Sustainability Fee (TSF) and suspending application of the existing Transit Impact Development Fee (TIDF), with some exceptions, as long as the TSF remains operative; amending Section 401 to add definitions reflecting these changes; amending Section 406 to clarify affordable housing and homeless shelter exemptions from the Transportation Sustainability Fee; amending conforming amendments to the Area Plan fees in Planning Code, Article 4; affirming the Planning Department's determination under the California Environmental Quality Act; and, making findings, including general findings, findings of public necessity, convenience and welfare, and findings of consistency with the General Plan and the eight priority policies of Planning Code Section 101.1.

### Overview: The Transportation Sustainability Program (TSP)

San Francisco is a popular place to work, live and visit, placing strains on the City's existing transportation network. The City is projected to grow substantially over the next 25 years – by 2040, up to 100,000 new households and 190,000 new jobs are expected in San Francisco.<sup>1</sup> Without enhancements to our transportation network, this growth will result in more than 600,000 cars on our streets – or more than all the cars traveling each day on the Bay and Golden Gate bridges combined. If we don't invest in transportation improvements citywide, we can expect unprecedented gridlock on our streets, and crowding on our buses and trains.

The City is addressing the need to enhance and expand the system in a comprehensive way, including making multiple public investments in key projects such as:

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<sup>1</sup> Association of Bay Area Governments (ABAG), *Projections 2013*.

- Transit capital and operational investments (Central Subway, Muni Forward, Bus Rapid Transit Projects, etc.)
- Bicycle infrastructure (protected lanes, parking, etc.)
- Pedestrian safety (Vision Zero, Walk First, etc.)

The Transportation Sustainability Program (“TSP”) is an initiative aimed at improving and expanding the transportation system to help accommodate new growth, and creating a policy framework for private development to contribute to minimizing its impact on the transportation system, including helping to pay for the system’s enhancement and expansion. The TSP is a joint effort by the Mayor’s Office, the San Francisco Planning Department, the San Francisco County Transportation Authority and the San Francisco Municipal Transportation Agency (SFMTA), comprised of the following three components:

1. **Invest: Fund Transportation Improvements to Support Growth.** The proposed Transportation Sustainability Fee (“TSF”) would be assessed on new development, including residential development, to help fund improvements to transit capacity and reliability as well as bicycle and pedestrian improvements.
2. **Align: Modernize Environmental Review.** This component of the TSP will change how the City analyzes impacts of new development on the transportation system under the California Environmental Quality Act (CEQA). This reform has been prompted by California State Bill 743, which requires that the existing Level of Service (LOS) transportation review standard be replaced with a more meaningful metric such as Vehicles Miles Traveled (VMT). The Governor’s Office of Planning and Research (OPR) and the Secretary of Natural Resources are currently working to develop the new transportation review guidelines, and are expected to release new CEQA guidelines in 2016.
3. **Shift: Encourage Sustainable Travel.** This component of the TSP will help manage demand on the transportation network through a Transportation Demand Management (TDM) Program, making sure new developments are designed to make it easier for new residents, visitors, and workers to get around more easily without a car. The City will create a consolidated menu of TDM options to help developers design projects that encourage more environmentally-friendly travel modes such as transit, walking, and biking. Public outreach on the TDM program is expected to begin in Fall or Winter 2015.

These three components are discrete policy initiatives that are programmatically linked through the TSP. The focus of this Planning Code amendment is on the first component of the program, the Transportation Sustainability Fee (TSF), which was introduced at the Board of Supervisors by Mayor Lee and co-sponsoring Supervisors Wiener, Breed, and Christensen on July 21st, 2015 [BOS File No. 150790]. The changes to CEQA are being led at the state level, while the TDM component will be considered separately at future hearings.

The TSF is a proposed citywide development impact fee intended to help offset the impact of new development on the City’s transportation system. In 2013, Mayor Edwin Lee convened a Transportation Task Force to investigate what San Francisco needs to do to fix our transportation



network and prepare it for the future. The Task Force found that in order to meet current need and future demand, the City needs to invest \$10 billion in transportation infrastructure through 2030, including \$6.3 billion in new revenue. In November 2014, San Francisco voters passed Proposition A, approving a \$500 million one-time investment in transportation infrastructure. They also passed Proposition B, which is projected to contribute about \$300 million for transportation over the next 15 years. These funds are dedicated to improving the City's existing transportation infrastructure and do not materially address the need to expand the system's capacity, which will be required to accommodate new growth.

The TSF would provide additional revenue to help fill the City's transportation funding gap. The TSF would replace the current Transit Impact Development Fee (TIDF; Planning Code Section 411), which is a citywide impact fee on nonresidential development, and would expand applicability to include both larger market-rate residential and nonresidential uses. Developments would pay the proposed fee, contributing a portion of their fair share to help pay for transportation system expansion and efficiency measures to serve the demand created by new residents and workers.

On May 15, 2012, Mayor Lee, along with co-sponsoring Supervisors Wiener and Olague, introduced a previous ordinance to establish a Transportation Sustainability Fee [BOS File no. 120524], which was proposed to replace the TIDF and expand applicability to residential and nonprofit uses. At that time, the fee was contemplated as both a mitigation fee under CEQA and a development impact fee, and a draft nexus study and economic feasibility study were developed.

The TSF was reintroduced by Mayor Lee and co-sponsoring Supervisors Wiener, Breed, and Christensen on July 21, 2015. As part of the new proposal, the City and the San Francisco County Transportation Authority have reconfigured the program and are now proposing the TSF as a development impact fee only. This proposal includes an updated nexus study and economic feasibility study (Exhibits D and E, respectively), as well as an expenditure plan that would allocate funds towards categories of projects intended to offset impacts of new development on the City's transportation network, including transit capital maintenance, transit expansion and reliability, and pedestrian and bicycle projects.<sup>2</sup>

In the course of developing the TSF proposal, staff conducted extensive outreach to affected stakeholders to solicit feedback on the fee. Public outreach included but was not limited to the following groups: Citizen Advisory Committees (SFMTA, SFCTA, Eastern Neighborhoods, Market & Octavia); SFCTA Board; Housing Action Coalition; Chamber of Commerce; Residential Builders Association; BART; Hospital Council; SFMTA Board Policy and Governance Committee and Full Board, San Francisco Bicycle Coalition; WalkSF; residential and commercial real estate developers; participants in the Muni Equity Strategy Working Group – including Chinatown Community Development Center, Transit Riders, Senior & Disability Action, Council of Community Housing Organizations; SPUR; BOMA; San Francisco Labor Council; the Small Business Commission, and others. A full schedule of outreach meetings and public hearings is

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<sup>2</sup>The Complete Streets nexus was established by the Citywide Nexus Study available at: [http://www.sf-planning.org/ftp/files/plans-and-programs/plan-implementation/20140403\\_SFCityWideNexusAnalysis\\_March2014.pdf](http://www.sf-planning.org/ftp/files/plans-and-programs/plan-implementation/20140403_SFCityWideNexusAnalysis_March2014.pdf)

attached (Exhibit F). Staff considered the feedback received during this process when drafting the proposed legislation.

**The Way It Is Now:**

The Transit Impact Development Fee, or TIDF (Section 411), is an impact fee levied on most non-residential development citywide and serves as the City's primary mechanism to offset the impacts of new development on the transportation system. Revenue generated by the fee is directed to the SFMTA and used to fund Muni transit capital and preventive maintenance. First enacted in the Downtown area by local ordinance in 1981, the fee has been amended in 2004, 2010, and 2012 to expand both the geographic scope and the types of development subject to the fee, in recognition that a broad range of uses have impacts on the City's transit system. The TIDF rates are applied to seven non-residential economic activity categories as follows:

**Table 1. Transit Impact Development Fee (TIDF)**  
(2015 Rates)

<i>Use</i>	<i>Fee [\$/GSF]</i>
Management, Information, and Professional Services	\$13.87
Retail/Entertainment	\$14.59
Cultural/Institution/Education	\$14.59
Medical	\$14.59
Visitor services	\$13.87
Museum	\$12.12
PDR	\$7.46

The TIDF does not apply to residential uses, and currently there is no citywide transportation impact fee on residential uses. However, in many plan areas, both residential and nonresidential projects pay an area plan impact fee that allocates a portion of revenues to transportation within the specific Area Plans. Many of these area plans also allocate a portion of funds to complete streets projects (such as pedestrian safety and bicycle projects); however, there is currently no citywide impact fee dedicated to complete streets projects.

The TIDF also exempts properties owned and operated by non-profits (through a Charitable Exemption process per Section 411.8) and by the city, state, and federal governments. Projects that fall within a redevelopment plan or an area covered by an existing development agreement are also exempt, to the extent that application of the fee would violate the terms of that plan or agreement.

Required payment of the TIDF is triggered by an application for any of the following:

- New construction of 800 square feet or greater;
- Additions of greater than 800 square feet to an existing building; and,
- Changes of use greater than 800 square feet from an economic activity category with a lower fee rate to a category with a higher fee rate.

A prior use credit is available for existing uses on the project site, as long as such uses were an approved and active use within five years prior to the date of the development application.

Finally, the existing TIDF includes a Policy Credit program (Section 411.3(d)(2)) that may reduce or eliminate the fee burden for some projects if they reduce onsite parking supply or if they qualify as a small business (defined as a business that is less than 5,000 square feet; formula retail uses are ineligible). Credits are available first-come, first-served on an annual basis, until the annual limit is reached (equal to 3% of the total anticipated TIDF revenue for the current fiscal year).

**The Way It Would Be:**

**Proposed TSF Fee Rates**

If adopted, the TSF would replace the current TIDF for as long as the TSF remains in effect. It would apply to commercial developments, large market-rate residential developments, and large non-profit universities (those that are required to submit a full Institutional Master Plan per Section 304.5). Under the TSF, there would be no change in the status quo for the vast majority of nonprofits, who would continue to be eligible for a Charitable Exemption. The TSF would consolidate land use categories into residential, non-residential, and PDR, consistent with other Planning Code impact fees. Table 2 shows the proposed fee TSF rates and how they compare to the current TIDF rates.

**Table 2. TIDF vs. TSF Proposed Fee Schedule**

<i>Use</i>	<i>Existing: Transit Impact Development Fee (TIDF) [\$/GSF]</i>	<i>Proposed: Transportation Sustainability Fee (TSF) [\$/GSF]</i>
Residential	n/a	\$7.74
Nonresidential	\$13.87 - \$14.59	\$18.04
PDR	\$7.46	\$7.61

These proposed fee amounts were informed by two reports: the San Francisco Transportation Sustainability Fee Nexus Study (“TSF Nexus Study”) and the San Francisco Transportation Sustainability Fee Economic Feasibility Study (“TSF Economic Feasibility Study”). The TSF Nexus Study describes the total cost to the City of providing transit service to the new population, based on the increased transportation demand from new development. The TSF Economic Feasibility Study evaluated the potential impact of a range of fee levels on new development, to determine how high fees could be set without making projects too costly to

build. See the following sections for further discussion of how the proposed fee amounts were established.

The legislation would require the City to update the TSF Economic Feasibility Study every five years, or sooner if requested by the Mayor or the Board of Supervisors. This update will analyze the impact of the TSF on the feasibility of development throughout the city.

**TSF Nexus Study**

The proposed fee rates are based on two technical documents – the TSF Nexus Study and the TSF Economic Feasibility Study. The TSF Nexus Study, developed by Urban Economics, is intended to meet the requirements of the California Mitigation Fee Act. (California Government Code Section 66000 et seq). This statute establishes requirements and principles for local jurisdictions to impose certain fees as a condition of development approval. One of the requirements is that the local jurisdiction establish a reasonable relationship or “nexus” between the impacts of new development and the use of the proposed fee.

The TSF Nexus Study identified a range of transportation projects that will be needed to serve new growth and established that the total cost to the City of providing these services through 2040 is as follows:

**Table 3: Maximum Justified TSF<sup>1</sup> per Building Square Foot (2015 dollars)**

<i>Use</i>	<i>Transit<sup>2</sup></i>	<i>Complete streets<sup>3</sup></i>	<i>Total</i>
Residential	\$22.59	\$8.34	\$30.93
Nonresidential (excluding PDR)	\$80.68	\$6.74	\$87.42
Production, Distribution, Repair (PDR)	\$22.59	\$3.48	\$26.07

1. The TSF Nexus Study describes the maximum amount of development impact fees that can be charged for transit and complete streets projects, inclusive of citywide fees (e.g. TIDF, TSF) and any area plan impact fees that include a transit or complete streets component.  
2. Includes transit capital maintenance and transit capital facilities.  
3. Nexus established in the San Francisco Citywide Nexus Study (2014). Includes bicycle facilities plus pedestrian and other streetscape infrastructure.

The nexus study methodology involved estimating the demand for new infrastructure, based on a consistent set of development estimates for 2010 and land use projections for 2040. These estimates are converted to trip generation estimates and used to evaluate the impact of development on the transportation system, and subsequently, the cost of new infrastructure needed to address this demand. Further information on the land use and trip generation assumptions used to establish the maximum justified TSF rates can be found in Appendix A of the TSF Nexus Study.<sup>3</sup>

<sup>3</sup> Residential trip generation calculations are based on housing unit sizes from the Eastern Neighborhoods Nexus Study (2008). Nonresidential trip generation calculations are based on trip generation rates from the TIDF Nexus Study (2011)

The nexus study determines the legally justified maximum rate that can be charged to new development. In order to understand the implications of the fee on new development, the City also commissioned a TSF Economic Feasibility Study to help determine the ultimate fee rates.

### TSF Economic Feasibility Study

The concurrent TSF Economic Feasibility Study, conducted by Seifel Consulting, helped inform what fee levels would maximize transportation revenues, without stifling development or causing housing and commercial real estate costs to increase substantially. The study evaluated the potential impact of the proposed TSF on new residential and non-residential developments citywide, by modeling the financial feasibility of ten development prototypes (seven residential, three nonresidential) under several fee scenarios, representing fee rates ranging from 100% to 250% of levels initially proposed in the 2012 TSF proposed ordinance. This translates to a range of \$6.19 - \$15.48/GSF for residential uses and \$14.43 - \$36.08/GSF for nonresidential uses.

The economic feasibility study found that the current market could support \$7.74/GSF for residential uses and \$18.04/GSF for non-residential uses citywide, or roughly 125% of the levels proposed in 2012 (accounting for cost inflation). These fees would amount to an increase of roughly 1 to 2% of construction costs for residential developments, and less than 1% of construction costs for nonresidential projects, depending on project and construction type. The study found that this would not have a major impact on overall project feasibility or resulting housing costs in neighborhoods where most new development is occurring.

The study also found that raising the TSF above these proposed amounts could inhibit development feasibility in some areas of the city and for some project types. New development in certain neighborhoods in the City – such as the western neighborhoods and outer Mission – have lower than average price levels and rents and may not be financially feasible given the current high cost of construction relative to potential revenues. While the TSF itself will not cause these developments to be infeasible, it may further distance these areas from development feasibility. As the City wants to ensure that new housing and other development can occur in these areas, the study recommended setting fees no higher than what was ultimately proposed in the TSF ordinance. As part of the TSF proposal, the City will renew the economic feasibility analysis every five years – or sooner if requested by the Mayor or the Board of Supervisors – to ensure that the fee levels are appropriate.

The following Table 4 illustrates the proposed TSF rates compared to the maximum justified nexus amounts identified in the TSF Nexus Study, taking into consideration the contribution of area plan fees which may include expenditures that fall under the transit and complete streets nexus categories.

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and employment density factors that are consistent with the Planning Department's land use allocation tool, with the exception of office development. Office trip generation calculations utilize the TIDF trip generation rate and an employment density factor that blends the citywide factor with the recent figure identified in the Central SoMa draft EIR analysis, which found that the area has higher employment densities than the city average (see Table A-3 of the TSF Nexus Study for more information).

**Table 4. Proposed Fees compared to Transit and Complete Streets Nexus**

<i>Use</i>	<i>Proposed TSF (\$/GSF)</i>	<i>Transit: Total fees as a % of maximum justified nexus<sup>1</sup></i>	<i>Complete streets: Total fees as a % of maximum justified nexus<sup>1</sup></i>
Residential	\$7.74	33% - 34% <i>(in area plans: 33% - 34%)</i>	3% - 99% <i>(in area plans: 30% - 99%)</i>
Non-residential	\$18.04	21% - 32% <i>(in area plans: 22% - 32%)</i>	8% - 89% <i>(in area plans: 18% - 89%)</i>
PDR	\$7.61	32% - 33% <i>(in area plans: 32% - 33%)</i>	7% <i>(in area plans: 7%)</i>

1. "Total fees as a % of maximum justified nexus" includes portions of area plan impact fees that are dedicated to transit and complete streets projects, with the exception of the Transit Center District Plan area. That area plan fee (the Transit Center Transportation & Street Improvement Fee) has a separate nexus designated for specific projects meant to address the substantial impacts on transit associated with areas developed to such a high level of density.

**TSF Applicability and Exemptions**

The proposed TSF would apply to any development project that results in:

- More than 20 new dwelling units
- New group facilities, or additions of 800 gross square feet or more to an existing group housing facility
- New construction or additions of non-residential or PDR uses greater than 800 gross square feet
- Changes/replacement of use from a category with a lower fee rate to a category with a higher fee rate

The following table summarizes how these fee triggers compare to the current TIDF.

**Table 5: Fee Triggers, TIDF vs. Proposed TSF**

<i>Development Type</i>	<i>TIDF Fee Trigger</i>	<i>Proposed TSF Fee Trigger</i>
Non-residential and PDR	New construction of 800 sf or greater  Additions of 800 sf or greater	New construction of 800 sf or greater  Additions of 800 sf or greater
Residential	n/a <i>(not assessed on residential)</i>	Any development (new construction or additions) that results in more than 20 new units  New group housing facilities or additions of 800 sf or more to an existing facility
Changes of use	All changes of use of 800 sf or greater	All changes of use, except for small businesses (see below)

Under the proposed TSF, the following types of development would be **exempt** from paying the fee. Many of these exemptions are intended to ensure that the TSF is aligned with other citywide policy goals (e.g. increasing production of affordable housing).

- Affordable housing: income-restricted housing units up to 80% of AMI, consistent with other Planning Code impact fees; income-restricted middle-income units up to 150% of AMI if they are located in a building where all of the units are income-restricted. Inclusionary housing units as required under Section 415 would still be subject to the fee.
- HOPE SF projects, including market-rate and affordable units, and non-residential square footage.
- Small businesses (< 5,000 square feet) applying for a change of use from PDR to Non-Residential, except formula retail.
- Non-profit institutions (same as existing TIDF), except for large non-profit universities that are required to submit a full Institutional Master Plan (Section 304.5).
  - Non-profit hospitals would continue to be exempt. However, the ordinance proposes that the Board of Supervisors may vote to apply the TSF to hospitals when California's Seismic Safety Law requirements are exhausted (currently estimated for 2030).
- Projects that fall within a redevelopment plan or area covered by a development agreement, to the extent that application of the fee would violate the terms of that plan or agreement (same as existing TIDF).
- City-, state-, and federally-owned projects (same as existing TIDF).

The proposed TSF would eliminate the current TIDF requirement for prior uses to be active within the last five years in order to receive a fee credit, which would increase the number of projects that would be eligible to receive a credit for prior uses on site. This change would streamline administration of the fee and is consistent with the way other area plan fees are assessed in the Planning Code.

The proposal would also eliminate the policy credits program currently in the TIDF, which is a first-come, first-served program to reduce or eliminate fees for small businesses and projects that reduce onsite parking. The TSF proposes a small business exemption that would, in effect, expand the existing policy credit system and apply it to all qualifying small businesses, obviating the need for a credit. The TSF would not provide any reduction or credit for projects that reduce onsite parking. The existing policy credit system does not serve as an adequate incentive for developers to reduce their parking supply, as the available credits are very limited in scope and are typically expended early in the year. However, parking reduction is being contemplated as one of the tools that may be included in a future Transportation Demand Management program, which is another component of the TSP.

**Relationship to Area Plan Fees**

Developments in many plan areas – where much of the city’s growth is concentrated – currently pay area plan impact fees that require a specific portion of revenues to be allocated to transit and/or complete streets projects. Under the TSF proposal, residential projects in some area plans may be eligible for a reduction of their area plan fee, which can help offset some of the cost of the TSF. Non-residential developments would not receive such a fee reduction, and would continue to pay both the full citywide transportation fee (the proposed TSF) and the full area plan impact fee, as they do under the existing TIDF.

The area plan fee reduction for residential uses would be equal to the transit component of the area plan infrastructure fee, up to the full amount of the TSF. (For example, the Market & Octavia Community Improvements Fee on residential uses requires 22% of fee revenues to be allocated to transit projects, so the fee reduction would be \$10.92/GSF (2015 rates) multiplied by 22%, which equals \$2.40/GSF.) Residential projects (as well as non-residential projects) would continue to pay the complete streets portion of the area plan in full, and would not receive any fee reduction for this amount.

Taking into consideration the area plan fee reduction, the net new residential fee under the proposed TSF would be as follows:

**Table 6: Residential Fee Increases in Area Plans Under Proposed TSF (2015 fee rates)**

<i>Plan area</i>	<i>Area plan residential fee reduction (\$/GSF)</i>	<i>Net new residential fee (Proposed TSF Rate, Less area plan fee reduction) (\$/GSF)</i>
<b>Outside of Area Plans</b>	\$0.00	\$7.74
<b>Eastern Neighborhoods</b>		
<i>Tier 1</i>	\$0.97	\$6.77
<i>Tier 2</i>	\$1.46	\$6.28
<i>Tier 3</i>	\$1.94	\$5.80
<b>Balboa Park</b>	\$1.17	\$6.57
<b>Market &amp; Octavia</b>	\$2.40	\$5.34
<b>Van Ness &amp; Market SUD</b>	\$4.00	\$3.74
<b>Visitacion Valley<sup>1</sup></b>	\$0.00	\$7.74
<b>Rincon Hill<sup>1</sup></b>	\$0.00	\$7.74
<b>Transit Center District Plan (TCDP)<sup>2</sup></b>		
<i>Tier 1 (FAR below 1:9)</i>	\$0.00	\$7.74
<i>Tier 2 (FAR 1:9 to 1:18)</i>	\$0.00	\$7.74
<i>Tier 3 (FAR above 1:18)</i>	\$0.00	\$7.74
1. The area plan fees for Visitacion Valley and Rincon Hill do not include a component for transit, so there would be no area plan fee reduction. 2. Transit Center District Plan is not eligible for an area plan fee reduction. The Transit Center Transportation and Street Improvement Fee is designated to address the substantial impacts on transit associated with development to such a high degree of density.		



**Grandfathering of Projects in the Development Pipeline**

The proposed legislation includes a grandfathering provision for projects that are currently under review by the City, in recognition of the fact that such projects may not have anticipated the cost of the TSF when making past financial decisions about their development projects. The grandfathering proposal is as follows:

- **Projects that have received a planning entitlement:** these projects would not be subject to the TSF, but would be subject to the TIDF and pay the existing TIDF rates.
- **Projects that have submitted a development application, but have not received an entitlement:**
  - Residential projects would pay 50 percent of the new TSF rate.
  - Non-residential and PDR projects would be subject to the TIDF, and would pay the full amount of the existing TIDF rate.

Projects would continue to be subject to any other existing applicable impact fees, such as Area Plan impact fees.

**TSF Expenditure Plan**

The TSF is projected to generate a total of approximately \$1.2 billion in over 30 years. If the fee is not adopted, the TIDF would generate about \$24 million a year on average for transit capital and maintenance projects. The TSF is expected to generate an additional \$14 million a year in revenue – resulting in over \$400 million in net new revenue over 30 years. It will expand eligible expenditures to include transit service expansion and reliability improvements, bicycle/pedestrian projects, and program administration, in addition to the transit capital maintenance projects that are currently funded by the TIDF. Table 7 indicates how much revenue the TSF is projected to raise annually and over 30 years, and what the predicted cost is of the proposed fee exemptions and grandfathering.

**Table 7: Projected TSF Revenues (2015\$)**

<i>Category</i>	<i>Annual revenue</i>	<i>30-year revenue total</i>
TSF	\$45,700,000	\$1,370,000,000
Less: TIDF (existing)	(\$24,000,000)	(\$719,400,000)
Less: Exemptions & Grandfathering <sup>1</sup>	(\$7,700,000)	(\$230,000,000)
<b>Net new revenue under proposed TSF</b>	<b>\$14,000,000</b>	<b>\$420,600,000</b>
<b>Total TSF</b>	<b>\$38,000,000</b>	<b>\$1,170,000,000</b>
<small>1. Includes projected revenue loss due to exemptions for affordable housing, small residential (≤ 20 units), small businesses, and non-profits, plus grandfathering for projects in development pipeline.  2. Figures are rounded to nearest \$1000.</small>		

Tables 8 and 9 show how the TSF expenditure program would be allocated among project types. TSF revenue would help fund projects that fall within these categories, such as (but not limited to): the expansion of the Muni fleet, reliability and travel time improvements projects, upgrades to Muni maintenance facilities, improvements to regional transit (such as retrofitting BART train

cars to provide more space for passengers and bikes), and improvements to bike and pedestrian infrastructure.

**Table 8. TSF Expenditure Program (Proposed Table 411A.6A)  
(except Rincon Hill and Visitacion Valley)**

<i>Project type</i>	<i>% expenditure</i>
Transit Capital Maintenance (Replaces current TIDF expenditures)	61%
Transit Service Expansion and Reliability Improvements - SF	32%
Transit Service Expansion and Reliability Improvements - Regional	2%
Complete Streets (Bicycle and Pedestrian Improvements)	3%
Program Administration	2%

**Table 9. TSF Expenditure Program (Proposed Table 411A.6B)  
(in Rincon Hill and Visitacion Valley<sup>1</sup>)**

<i>Project type</i>	<i>% expenditure</i>
Transit Capital Maintenance (Replaces current TIDF expenditures)	61%
Transit Service Expansion and Reliability Improvements - SF	35%
Transit Service Expansion and Reliability Improvements - Regional	2%
Complete Streets (Bicycle and Pedestrian Improvements)	0%
Program Administration	2%
1. The TSF expenditure plan in Rincon Hill and Visitacion Valley area plans does not allocate funds to complete streets, as these area plan fees do not include any transit expenditures and already allocate a high proportion of funds to complete streets improvements.	

Fee revenues would be collected by the Planning Department and then routed to the SFMTA to be allocated through an interagency process that will be outlined in a Memorandum of Understanding, currently being developed. The SFMTA and the Mayor’s Office, as part of the regular budgeting process, will develop a five-year spending plan and a two-year expenditure budget for each category. As part of this process, SFMTA and the Mayor’s office will confer with the County Transportation Authority. Every two years the Controller’s Office will produce a report identifying the fees collected and actual expenditures by project in each category, which will be reviewed at the City’s Capital Planning Committee.

In order to respond to community feedback that projects should prioritize areas where significant growth is anticipated to occur, language was added in the substitute ordinance (introduced July 28, 2015) specifying that the expenditure plan shall give priority to transportation projects identified in area plans.

### **Other amendments to the Planning Code**

The fee proposal also includes technical clean up language to clarify definitions, ensure accurate application of the fee, and provide cross-references where necessary. These changes include modifications to impact fee definitions (Section 401) and fee waivers and exemptions applicable to affordable housing (Section 406(b)), as well as conforming language in the area plan impact fees (Sections 418, 420, 421, 422, 423, 424, and 424.7).

## **ISSUES AND CONSIDERATIONS**

### **TSF Public Outreach and Comment**

City staff conducted outreach on the TSF to key stakeholders who would be impacted by the fee, including: Citizen Advisory Committees (SFMTA, SFCTA, Eastern Neighborhoods, Market & Octavia); SFCTA Board; Housing Action Coalition, Chamber of Commerce, Residential Builders Association, BART, Hospital Council, SFMTA Board Policy and Governance Committee and Full Board, San Francisco Bicycle Coalition, Walk SF, residential and commercial real estate developers, participants in the Muni Equity Strategy Working Group – including Chinatown Community Development Center, Transit Riders, Senior & Disability Action, Council of Community Housing Organizations; SPUR; BOMA; San Francisco Labor Council; the Small Business Commission, and others. The proposed legislation incorporates the feedback staff received as part of the stakeholder engagement process. A full schedule of outreach meetings and public hearings is attached (Exhibit F).

The SFMTA Board of Directors unanimously resolved to support adoption of the TSF without modifications at their September 1<sup>st</sup> meeting, as did the Small Business Commission at their August 24<sup>th</sup> meeting. Most stakeholders, including residential developers, expressed support for the legislation and acknowledged that new development needs to contribute to fund transportation improvements. Stakeholders raised several issues during the public outreach, as follows:

#### *Small Businesses*

The Small Business Commission had questions about the applicability of the fee, particularly as it relates to the 5,000 square foot threshold. Similarly, the Chamber of Commerce had questions about the applicability of the fee to changes of use as well as to formula retail. Staff met with representatives from the Chamber of Commerce and presented at two Small Business Commission meetings at the end of August to address these concerns. At the August 24<sup>th</sup> hearing, the Small Business Commission voted unanimously to issue a resolution in support of the Transportation Sustainability Fee, without modifications.

#### *Area Plan CACs*

Members of the Market/Octavia and Eastern Neighborhoods Community Advisory Committees (CACs) expressed general support of the overall fee concept. They also indicated a desire to ensure that funding would be allocated to projects within the respective area plans. To address

this concern, the proposed legislation states that when allocating revenues, priority should be given to specific projects identified in the different area plans. The Chair and Vice Chair of the Market and Octavia CAC submitted a letter of support for the proposed legislation (attached).

#### *Development Community*

Staff from residential and commercial development firms acknowledged that new development may further strain our transportation system, and they were generally supportive of the proposed TSF amounts. However, some developers noted that the grandfathering rates for residential uses were set too high (initially proposed at 75% of the TSF rate, versus 50% in the current proposal) which could make some projects currently in the development pipeline infeasible. Further, some residential builders noted that the fee might disproportionately burden smaller residential projects, which led to the development of the fee exemption for projects 20 units and smaller.

#### *Transportation & Other Advocates*

Finally, some advocates have expressed concerns with respect to the fee not being high enough, the grandfathering provisions being too expansive, and the middle-income exemption being too lenient (targeting households that earn up to 150% of AMI). They also requested that the fee be assessed on space dedicated to accessory parking, which is not currently considered as part of gross square footage for the purpose of calculating Planning Code impact fees. As described above, the fee amounts were set based on the findings of the TSF Economic Feasibility Study, with the goal of maximizing transportation revenues while maintaining economic feasibility in a range of neighborhoods around the city. See the "Basis for Recommendation" section below for further discussion of these findings.

#### **Potential Modifications to the Ordinance**

As part of the continued public outreach process that occurred in August (coinciding with the recess at the Board of Supervisors), technical code issues were identified that require modifications to the ordinance as substituted on July 28, 2015. These issues are minor and non-substantive in nature, and they are expected to be addressed in an additional substitute version of the ordinance. Any such changes will be identified in a subsequent memo to the Planning Commission.

#### **REQUIRED COMMISSION ACTION**

The proposed Ordinance is before the Commission so that it may recommend adoption, rejection, or adoption with modifications to the Board of Supervisors.

## RECOMMENDATION

The Department recommends that the Commission recommend *approval* of the proposed Ordinance and adopt the attached Draft Resolution to that effect.

## BASIS FOR RECOMMENDATION

The proposed TSF is projected to generate approximately \$1.2 billion in revenue for transportation and complete streets projects to accommodate the City's expected growth, which represents over \$400 million net new revenue above current TIDF and Area Plan impact fees. This revenue would help address funding needs identified by the TSF Nexus Study and the Mayor's Transportation Task Force, and would support the City's Transit First Policy by funding more transit vehicles, faster and more reliable transit, and safer streets for all users. During the development of the TSF, outreach was conducted with key stakeholders to inform them about the fee and solicit feedback, much of which has been incorporated in the proposed ordinance.

Combined with the other two components of the Transportation Sustainability Program, the TSF would ensure that new developments are doing their part to contribute to improve the transportation system, as well as minimize their impacts by encouraging more sustainable modes of travel. If adopted, the TSF would be the first citywide transportation fee on residential uses, ensuring that market-rate residential developers throughout the city are paying to improve the transportation system to serve new growth. The fee would also represent the first citywide fee to fund complete streets improvements, which will be allocated to projects that improve safety and comfort for pedestrians and bicyclists. The proposal would also increase the amount that nonresidential developments are expected to pay, generating additional revenue for transportation. The economic feasibility study found that these fees would not have a significant impact on development feasibility or housing costs across the city.

Fee amounts were set with the goal of maximizing transportation revenues, without inhibiting development feasibility. The study found that fee amounts above those proposed in the TSF ordinance could negatively impact development feasibility for some project types and in some areas of the city. Further, the study noted that if the real estate market were to experience a downturn such that future revenue growth is insufficient to cover construction and other development costs, new development will be more sensitive to higher impact fees. For these reasons, the study recommended that the TSF be established at no more than 125% of the initial fee levels, which is consistent with the fee amounts proposed in the TSF ordinance.

Similarly, the TSF grandfathering proposal for residential projects was developed to ensure that the fee does not cause projects currently in the pipeline to become infeasible. Members of the development community acknowledged the need for additional transportation funding, but indicated that payment of 75% of the fee (the amount initially proposed during the outreach process) would be difficult for projects already in the development pipeline that haven't budgeted for this cost in their pro formas. However, they indicated that most residential projects could likely support a 50% fee amount.

Although stakeholders have voiced feedback that the income criteria for the proposed middle-income exemption is too high, staff from the Mayor's Office of Housing and Community Development (MOHCD) have confirmed that the 150% AMI threshold is appropriate and consistent with the agency's eligibility criteria for the Middle Income Rental Housing Program.<sup>4</sup>

Finally, in response to stakeholder comments, staff have investigated whether impact fees could be assessed on space devoted to accessory parking. They found that charging such uses cannot be justified by the TSF Nexus Study, as the study did not include an analysis of whether the amount of accessory parking has a corresponding impact on increased demand for transportation services. However, as mentioned above, parking reduction may be one of the tools considered as part of the Transportation Demand Management program currently under development by the City.

## **ENVIRONMENTAL REVIEW**

The proposal to create a new Planning Code Section 411A; amend Planning Code Sections 411 (Transit Impact Development Fee), 401 (Definitions), and 406 (Waiver, Reduction, or Adjustment of Development Project Requirements); and to make other conforming amendments to the Area Plan Fees in Planning Code Article 4 is exempt from environmental review under Section 15378(b)(4) of the CEQA Guidelines.

<b>RECOMMENDATION:</b>	<b>Recommendation of Approval</b>
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### **Attachments:**

- Exhibit A: Draft Planning Commission Resolution
- Exhibit B: Board of Supervisors File No. 150790
- Exhibit C: CEQA Findings
- Exhibit D: San Francisco Transportation Sustainability Fee (TSF) Nexus Study
- Exhibit E: San Francisco Transportation Sustainability Fee Economic Feasibility Study
- Exhibit F: TSF Stakeholder Outreach List
- Exhibit G: Public Comments

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<sup>4</sup> More information on the Middle Income Rental Housing Program is available at: <http://sf-moh.org/index.aspx?page=1411>.

[Planning Code - Establishing a New Citywide Transportation Sustainability Fee]

1  
2 **Ordinance amending the Planning Code by establishing a new citywide Transportation**  
3 **Sustainability Fee and suspending application of the existing Transit Impact**  
4 **Development Fee, with some exceptions, as long as the Transportation Sustainability**  
5 **Fee remains operative; amending Section 401 to add definitions reflecting these**  
6 **changes; amending Section 406 to clarify affordable housing and homeless shelter**  
7 **exemptions from the Transportation Sustainability Fee; making conforming**  
8 **amendments to the Area Plan fees in Planning Code, Article 4; affirming the Planning**  
9 **Department’s determination under the California Environmental Quality Act; and**  
10 **making findings, including general findings, findings of public necessity, convenience,**  
11 **and welfare, and findings of consistency with the General Plan, and the eight priority**  
12 **policies of Planning Code, Section 101.1.**

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

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

21 Section 1. Findings. The Board of Supervisors of the City and County of San  
22 Francisco hereby finds and determines that:

23 (a) The Planning Department has determined that the actions contemplated in this  
24 ordinance comply with the California Environmental Quality Act (California Public Resources  
25 Code Section 21000 et seq.). Said determination is on file with the Clerk of the Board of

1 Supervisors in File No. \_\_\_\_ and is incorporated herein by reference. The Board affirms this  
2 determination.

3 (b) On \_\_\_\_\_, the Planning Commission, in Resolution No. \_\_\_\_\_,  
4 adopted findings that the actions contemplated in this ordinance are consistent, on balance,  
5 with the City's General Plan and eight priority policies of Planning Code Section 101.1. The  
6 Board adopts these findings as its own. A copy of said Resolution is on file with the Clerk of  
7 the Board of Supervisors in File No. \_\_\_\_\_, and is incorporated herein by reference.

8 (c) On \_\_\_\_\_, the Planning Commission, in Resolution No. \_\_\_\_\_,  
9 approved this legislation, recommended it for adoption by the Board of Supervisors, and  
10 adopted findings that it will serve the public necessity, convenience and welfare. Pursuant to  
11 Planning Code Section 302, the Board adopts these findings as its own. A copy of said  
12 Resolution is on file with the Clerk of the Board of Supervisors in File No. \_\_\_\_\_, and is  
13 incorporated by reference herein.

14  
15 Section 2. The Planning Code is hereby amended by adding Sections 411A, 411A.1,  
16 411A.2, 411A.3, 411A.4, 411A.5, 411A.6, 411A.7, and 411A.8, to read as follows:

17  
18 **SEC. 411A. TRANSPORTATION SUSTAINABILITY FEE.**

19 Sections 411A.1 through 411A.8 (hereafter referred to collectively as "Section 411A") set forth  
20 the requirements and procedures for the Transportation Sustainability Fee ("TSF").

21  
22 **SEC. 411A.1. FINDINGS.**

23 (a) In 1981, San Francisco ("the City") enacted Ordinance No. 224-81, imposing a Transit  
24 Impact Development Fee ("TIDF") on new office development in the downtown area. The TIDF was  
25 based on studies showing that the development of new office uses places a burden on the City's transit



1 system, especially in the downtown area of San Francisco during commute hours, known as "peak  
2 periods."

3 (b) The City later amended the TIDF, and made it applicable to non-residential  
4 Development Projects citywide, recognizing that development has transportation impacts across the  
5 City's transportation network.

6 (c) Starting in 2009, the City and the San Francisco County Transportation Authority  
7 worked to develop the concept of a comprehensive citywide transportation fee and supporting nexus  
8 study (the "TSF Nexus Study"). The fee would offset impacts of Development Projects, both residential  
9 and non-residential, on the City's transportation network, including impacts on transportation  
10 infrastructure that support pedestrian and bicycle travel. The Nexus Study is on file with the Clerk of  
11 the Board of Supervisors in File No. \_\_\_\_\_, and is incorporated herein by reference.

12 (d) The TSF Nexus Study concluded that all new land uses in San Francisco will generate  
13 an increased demand for transportation infrastructure and services, and recommended that the TSF  
14 apply to both residential and non-residential Development Projects in the City.

15 (e) In accordance with the TSF Nexus Study, Section 411A imposes a citywide  
16 transportation fee, the TSF, which will allow the San Francisco Municipal Transportation Agency  
17 ("SFMTA") and other regional transportation agencies serving San Francisco to meet the demand  
18 generated by new development and thus maintain their existing level of service. Section 411A will  
19 require sponsors of Development Projects in the City to pay a fee that is reasonably related to the  
20 financial burden such projects impose on the City. This financial burden is measured by the cost that  
21 will be incurred by SFMTA and other transportation agencies serving San Francisco to meet the  
22 demand for transit capital maintenance, transit capital facilities and fleet, and pedestrian and bicycle  
23 infrastructure (also referred to as "complete streets" infrastructure) created by new development  
24 throughout the City.

1           (f) The TSF Nexus Study justifies charging fee rates higher than those Section 411A  
2 imposes. The rates imposed herein take into consideration the recommendations of a TSF Economic  
3 Feasibility Study that the City prepared in conjunction with TSF. The TSF Economic Feasibility Study  
4 took into account the impact of the TSF on the feasibility of development, throughout the City. The TSF  
5 Economic Feasibility Study is on file with the Clerk of the Board of Supervisors in File No. \_\_\_\_\_, and  
6 is incorporated herein by reference.

7           (g) The fee rates charged herein are no higher than necessary to cover the reasonable costs  
8 of providing transportation infrastructure and service to the population associated with the new  
9 Development Projects, such as residents, visitors, employees and customers. The TSF will provide  
10 revenue that is significantly below the costs that SFMTA and other transit providers will incur to  
11 mitigate the transportation infrastructure and service needs resulting from the Development Projects.

12           (h) The TSF is an efficient and equitable method of providing funds to mitigate the  
13 transportation demands imposed on the City by new Development Projects.

14           (i) Based on the above findings and the TSF Nexus Study, the City determines that the TSF  
15 satisfies the requirements of California Government Code Section 66001 et seq. ("the Mitigation Fee  
16 Act"), as follows:

17           (1) The purpose of the TSF is to help meet the demands imposed on the City's  
18 transportation system by new Development Projects.

19           (2) Funds from collection of the TSF will be used to meet the demand for transit  
20 capital maintenance, transit capital facilities and fleet, and pedestrian and bicycle infrastructure  
21 generated by new development in the City.

22           (3) There is a reasonable relationship between the proposed uses of the TSF and the  
23 impacts of Development Projects subject to the TSF on the transportation system in the City.

24           (4) There is a reasonable relationship between the types of Development Projects on  
25 which the TSF will be imposed and the need to fund transportation system improvements.

1                   (5) There is a reasonable relationship between the amount of the TSF to be imposed  
2 on Development Projects and the impact on transit resulting from such projects.

3  
4                   **SEC. 411A.2. DEFINITIONS.**

5                   See Section 401 of this Article 4 for definitions of terms applicable to this Section 411A. In  
6 addition, the following abbreviations are used throughout Section 411A: TIDF (Transit Impact  
7 Development Fee); TSF (Transportation Sustainability Fee).

8  
9                   **SEC. 411A.3. APPLICATION OF TSF.**

10                  (a) Except as provided in Subsection (b), the TSF shall apply to any Development Project in  
11 the City that results in:

12                   (1) More than twenty new dwelling units;

13                   (2) New group housing facilities, or additions of 800 gross square feet or more to an  
14 existing group housing facility;

15                   (3) New construction of a Non-Residential or PDR use in excess of 800 gross square  
16 feet, or additions of 800 square feet or more to an existing Non-Residential or PDR use; or

17                   (4) Change or Replacement of Use, such that the rate charged for the new use is  
18 higher than the rate charged for the existing use, regardless of whether the existing use previously paid  
19 the TSF or TIDF.

20                  (b) Exemptions: Notwithstanding Subsection (a), the TSF shall not apply to the following:

21                   (1) City projects. Development Projects on property owned by the City, except for  
22 that portion of a Development Project that may be developed by a private sponsor and not intended to  
23 be occupied by the City or other agency or entity exempted under Section 411A, in which case the TSF  
24 shall apply only to such non-exempted portion. Development Projects on property owned by a private

1 person or entity and leased to the City shall be subject to the fee, unless such Development Project is  
2 otherwise exempted under Section 411A.

3 (2) Redevelopment Projects. Development Projects in a Redevelopment Plan Area  
4 or in an area covered by a Development Agreement in existence at the time a building or site permit is  
5 issued for the Development Project, to the extent payment of the TSF would be inconsistent with such  
6 Redevelopment Plan or Development Agreement.

7 (3) Projects of the United States. Development Projects located on property owned  
8 by the United States or any of its agencies to be used exclusively for governmental purposes.

9 (4) Projects of the State of California. Development Projects located on property  
10 owned by the State of California or any of its agencies to be used exclusively for governmental  
11 purposes.

12 (5) Affordable Housing Projects. Affordable housing, pursuant to the provisions of  
13 Planning Code Section 406(b), other than that required by Planning Code Sections 415 or 419 et seq.,  
14 or any units that trigger a Density Bonus under California Government Code Sections 65915-65918,

15 (6) Small Businesses. Expansion of any existing Non-Residential or PDR use,  
16 whether through a Change of Use or an expansion to an existing structure, provided that: (A) the gross  
17 square footage of both the existing and the resulting use is not greater than 5,000 gross square feet,  
18 and (B) the resulting use is not a Formula Retail use, as defined in Section 303.1 of this Code. This  
19 exemption shall not apply to new construction or Replacement of Use.

20 (7) Charitable Exemptions.

21 (A) The TSF shall not apply to any portion of a project located on a property  
22 or portion of a property that will be exempt from real property taxation or possessory interest taxation  
23 under California Constitution, Article XIII, Section 4, as implemented by California Revenue and  
24 Taxation Code Section 214. However, any Post-Secondary Educational Institution that requires an  
25

1 Institutional Master Plan under Section 304.5 of the Planning Code shall not be eligible for this  
2 charitable exemption.

3 (B) It is anticipated that by January 1, 2030, the hospital seismic retrofitting  
4 process mandated by Article 8 (commencing with Section 15097.100) of Chapter 1, Division 12.5 of the  
5 California Health and Safety Code will have been completed, although the State Legislature may  
6 extend the deadline. It is the intention of the Board of Supervisors to consider, when that process is  
7 completed, whether hospitals that require an Institutional Master Plan under Section 304.5 of the  
8 Planning Code should be subject to the TSF.

9 (C) Any project receiving a Charitable Exemption shall maintain its tax  
10 exempt status, as applicable, for at least 10 years after the issuance of its Certificate of Final  
11 Completion. If the property or portion thereof loses its tax exempt status within the 10-year period, then  
12 the property owner shall be required to pay the TSF that was previously exempted. Such payment shall  
13 be required within 90 days of the property losing its tax exempt status.

14 (D) If a property owner fails to pay the TSF within the 90-day period, a  
15 notice for request of payment shall be served by the Development Fee Collection Unit at DBI under  
16 Section 107A.13 of the San Francisco Building Code. Thereafter, upon nonpayment, a lien proceeding  
17 shall be instituted under Section 408 of this Article and Section 107A.13.15 of the San Francisco  
18 Building Code.

19 (E) The Zoning Administrator shall approve and order the recordation of a  
20 Notice in the Official Records of the Recorder of the City and County of San Francisco for the subject  
21 property prior to the issuance of a building or site permit. This Notice shall state the amount of the TSF  
22 exempted per this subsection (b)(7). It shall also state the requirements and provisions of subsections  
23 (b)(7)(A) and (b)(7)(C) above.

24 (c) Relationship between the TSF and Area Plan Fees Devoted to Transit. Except as  
25 provided in subsection (d), all Development Projects subject to the TSF shall pay the full TSF. Where

1 Development Projects are subject to both the TSF and an Area Plan Impact Fee, a portion of which is  
2 dedicated to transit improvements, the Development Projects shall pay the fees as follows:

3 (1) Non-Residential portions of developments shall pay both the TSF and the Area Plan  
4 Impact Fee.

5 (2) Residential portions of developments shall pay the TSF. The transit component of  
6 an Area Plan Impact Fee applicable to the Residential portion of such development may be reduced by  
7 the amount of TSF due, up to the full amount, as set forth in Sections 421.3, 422.3, 423.3 and 424 of  
8 this Code.

9 (3) The Planning Department shall maintain a master fee schedule that clearly  
10 identifies, for each Area Plan Impact Fee: the transit portion of the Area Plan Impact Fee, the amount  
11 of such Area Plan Impact Fee that may be reduced in accordance with subsection (c)(2), above, and the  
12 resulting net Area Plan Impact Fee after taking the TSF reduction into account.

13 (d) Application of the TSF to Projects in the Approval Process at the Effective Date of  
14 Section 411A. The TSF shall apply to Development Projects that are in the approval process at the  
15 effective date of Section 411A, except as modified below:

16 (1) Projects that have a Development Application approved before the effective date  
17 of this Section shall not pay the TSF, but shall be subject to the TIDF at the rate applicable per  
18 Planning Code Sections 411.3(e) and 409, as well as any other applicable fees.

19 (2) Projects that have filed a Development Application or environmental review  
20 application before the effective date of this Section, but have not received approval of any such  
21 application, shall pay the TSF as follows:

22 (A) Residential Uses subject to the TSF shall pay 50% of the applicable  
23 residential TSF rate, as well as any other applicable fees.

24 (B) The Non-residential portion of any project shall pay the applicable TIDF  
25 rate per Planning Code Sections 411.3(e) and 409, as well as any other applicable fees.

1           (e) Effect of TSF on TIDF and Development Subject to TIDF.

2                   (1) The provisions of this Section 411A are intended to supersede the provisions of  
3 Section 411 et seq. as to new development in the City as of the effective date of Section 411A, except as  
4 stated below. The provisions of Section 411 et seq. are hereby suspended, with the following  
5 exceptions:

6                           (A) Section 411 et seq. shall remain operative and effective with respect to  
7 any Redevelopment Plan, Development Agreement, Interagency Cooperation Agreement, or any other  
8 agreement entered into by the City that is valid and effective on the effective date of Section 411A, and  
9 that by its terms would preclude the application of Section 411A, and instead allow for the application  
10 of Section 411 et seq.

11                           (B) Section 411 et seq. shall remain operative and effective with respect to  
12 Development Projects that are in the approval process as of the effective date of Section 411A, and for  
13 which the TIDF is imposed as set forth in Section 411A.3(d).

14                           (C) Section 411 et seq. shall remain operative and effective with respect to  
15 imposition and collection of the TIDF for any new development for which a Development Application  
16 was approved prior to the effective date of Section 411A, and for which TIDF has not been paid.

17                   (2) Notwithstanding subsection (e)(1) above, if the City Attorney certifies in writing  
18 to the Clerk of the Board of Supervisors that a court has determined that the provisions of Section 411A  
19 are invalid or unenforceable in whole or substantial part, the provisions of Section 411 shall no longer  
20 be suspended and shall become operative as of the effective date of the court ruling. In that event, the  
21 City Attorney shall cause to be printed appropriate notations in the Planning Code indicating that the  
22 provisions of Section 411A are suspended, and the provisions of Section 411 are no longer suspended.

23                   (3) The City Attorney's certification referenced in subsection (e)(2) above shall be  
24 superseded if the City Attorney thereafter certifies in writing to the Clerk of the Board of Supervisors  
25 that the provisions of Section 411A are valid and enforceable in whole or in substantial part because

1 the court decision referenced in subsection (e)(2) has been reversed, overturned, invalidated, or  
2 otherwise rendered inoperative with respect to Section 411A. In that event, the provisions of Section  
3 411A shall no longer be suspended and shall become operative as of the date the court decision no  
4 longer governs, and the provisions of Section 411 shall be suspended except as specified in Section  
5 411A. Further, the City Attorney shall cause to be printed appropriate notations in the Planning Code  
6 indicating the same.

7  
8 **SEC. 411A.4. CALCULATION OF TSF.**

9 (a) Calculation. The TSF shall be calculated on the basis of the number of gross square feet  
10 of the Development Project, multiplied by the TSF rate in effect at the issuance of the First  
11 Construction Document for each of the applicable land use categories within the Development Project,  
12 as provided in the Fee Schedule set forth in Section 411A.5, except as provided in subsection (b) below.  
13 An accessory use shall be charged at the same rate as the underlying use to which it is accessory. In  
14 reviewing whether a Development Project is subject to the TSF, the project shall be considered in its  
15 entirety. A project sponsor shall not seek multiple applications for building permits to evade paying the  
16 TSF for a single Development Project.

17 (b) Change or Replacement of Use. When calculating the TSF for a development project in  
18 which there is a Change of Use such that the rate charged for the new land use category is higher than  
19 the rate charged for the category of the existing legal land use, the TSF per square foot rate shall be  
20 the difference between the rate charged for the new and the existing use.

21  
22 **SEC. 411A.5. TSF SCHEDULE.**

23 Development Projects subject to the TSF shall pay the following fees, as adjusted annually in  
24 accordance with Planning Code Section 409(b).



**Table 411A.5. TSF Schedule**

<u>Land Use Categories</u>	<u>TSF Per Gross Square Foot of Development Project</u>
<u>Residential</u>	<u>\$ 7.74</u>
<u>Non-Residential</u>	<u>\$ 18.04</u>
<u>Production, Distribution and Repair</u>	<u>\$ 7.61</u>

**SEC. 411A.6. TSF EXPENDITURE PROGRAM**

As set forth in the TSF Nexus Study, on file with the Clerk of the Board of Supervisors File No. \_\_\_\_\_, TSF funds may only be used to reduce the burden imposed by Development Projects on the City's transportation system. Expenditures shall be allocated as follows, giving priority to specific projects identified in the different Area Plans:

**Table 411A.6A. TSF Expenditure Program**

<u>Transit Capital Maintenance</u>	
<u>Subtotal</u>	<u>61%</u>
<u>Transit Service Expansion &amp; Reliability Improvements – San Francisco</u>	
<u>Subtotal</u>	<u>32%</u>
<u>Transit Service Expansion &amp; Reliability Improvements – Regional Transit Providers</u>	
<u>Subtotal</u>	<u>2%</u>
<u>Complete Streets (Bicycle and Pedestrian) Improvements</u>	
<u>Subtotal</u>	<u>3%</u>
<u>Program Administration</u>	<u>2%</u>

<u>Total</u>	<u>100.0%</u>
--------------	---------------

Within the Rincon Hill Community Improvements Program Area, per Planning Code Section 418 and the Visitacion Valley Fee Area, per Planning Code Section 420, expenditures shall be allocated as follows:

**Table 411A.6B. TSF Expenditure Program in Rincon Hill and Visitacion Valley**

<u>Transit Capital Maintenance</u>	
<u>Subtotal</u>	<u>61%</u>
<u>Transit Service Expansion &amp; Reliability Improvements – San Francisco</u>	
<u>Subtotal</u>	<u>35%</u>
<u>Transit Service Expansion &amp; Reliability Improvements – Regional Transit Providers</u>	
<u>Subtotal</u>	<u>2%</u>
<u>Complete Streets (Bicycle and Pedestrian) Improvements</u>	
<u>Subtotal</u>	<u>0%</u>
<u>Program Administration</u>	<u>2%</u>
<u>Total</u>	<u>100.0%</u>

**SEC. 411A.7. TSF FUND**

Money received from collection of the TSF, including earnings from investments of the TSF, shall be held in trust by the Treasurer of the City and County of San Francisco under California Government Code Section 66006 of the Mitigation Fee Act. It shall be distributed according to the fiscal and budgetary provisions of the San Francisco Charter and the Mitigation Fee Act, subject to the following conditions and limitations. As reasonably necessary to mitigate the impacts of new development on the City's public transportation system, TSF funds may be used to fund transit capital

1 maintenance projects, transit capital facilities and fleet, and complete streets (pedestrian and bicycle)  
2 infrastructure. These expenditures may include, but are not limited to: capital costs associated with  
3 establishing new transit routes, expanding transit routes, and increasing service on existing transit  
4 routes, including, but not limited to, procurement of related items such as rolling stock, and design and  
5 construction of bus shelters, stations, tracks, and overhead wires; capital or maintenance costs  
6 required to add revenue service hours or enhanced capacity to existing routes; capital costs of  
7 pedestrian and bicycle facilities, including, but not limited to, sidewalk paving and widening,  
8 pedestrian and bicycle signalization of crosswalks or intersection, bicycle lanes within street right-of-  
9 way, physical protection of bicycle facilities from motorized traffic, bike sharing, bicycle parking, and  
10 traffic calming. Proceeds from the TSF may also be used to administer, enforce, or defend Section  
11 411A.

12  
13 **SEC. 411A.8. FIVE YEAR REVIEW OF ECONOMIC FEASIBILITY STUDY.**

14 Every five years, or sooner if requested by the Mayor or the Board of Supervisors, the SFMTA  
15 shall update the TSF Economic Feasibility Study. This update shall analyze the impact of the TSF on  
16 the feasibility of development, throughout the City. This update shall be in addition to the five-year  
17 evaluation of all development fees mandated by Section 410 of this Code.

18  
19 Section 3. The Planning Code is hereby amended by amending Section 411, to read  
20 as follows:

21 **SEC. 411. TRANSIT IMPACT DEVELOPMENT FEE.**

22 (a) Sections 411.1 through 411.9, hereafter referred to as Section 411.1 *et seq.*, set  
23 forth the requirements and procedures for the TIDF. The effective date of these requirements  
24 shall be the date the requirements were originally effective or were subsequently modified,  
25 whichever applies.

1           ***(b) Partial Suspension of Section 411 et seq. In accordance with Planning Code Section***  
2 ***411A.3(e), the provisions of Section 411A are intended, with certain exceptions, to supersede the***  
3 ***provisions of Section 411 et seq., as to new development in the City as of the effective date of Section***  
4 ***411A. Accordingly, Section 411A.3(e) suspends, with certain exceptions, the operation of Section 411***  
5 ***et seq., and states the circumstances under which such suspension shall be lifted.***

6  
7           Section 4. The Planning Code is hereby amended by revising Section 401, to read as  
8 follows:

9           **SEC. 401. DEFINITIONS.**

10           \* \* \* \*

11           ***“Area Plan Impact Fee” shall mean a development impact fee collected by the City to mitigate***  
12 ***impacts of new development in the Area Plans of the San Francisco General Plan, under Article 4 of***  
13 ***the Planning Code.***

14           \* \* \* \*

15           ***“Development Application” shall mean any application for a building permit, site permit,***  
16 ***Conditional Use, Variance, Large Project Authorization, or any application pursuant to Planning Code***  
17 ***Sections 309, 309.1, or 322.***

18           \* \* \* \*

19           ***“Hope SF Project Area” shall mean an area owned by or previously owned by the San***  
20 ***Francisco Housing Authority that is currently undergoing, or planned to undergo redevelopment,***  
21 ***whereby existing affordable dwelling units will be replaced, new affordable housing units will be***  
22 ***constructed, and market-rate units may be constructed as a means to cross-subsidize newly needed***  
23 ***infrastructure and affordable units. Hope SF Project Area shall include the Hunters View project,***  
24 ***which is located within the Hunters View Special Use District, the Potrero Terrace and Annex Project,***  
25 ***which includes Assessor’s Block 4367, Lots 004 and 004A; Block 4220A, Lot 001, Block 4222, Lot 001;***

1 and Block 4223, Lot 001; and the Sunnydale / Velasco Project, which includes Assessor's Block 6310,  
2 Lot 001; Block 6311, Lot 001; Block 6312, Lot 001; Block 6313, Lot 001; Block 6314, Lot 001; and  
3 Block 6315, Lot 001.  
4

5 Section 5. The Planning Code is hereby amended by revising Section 406, to read as  
6 follows:

7 **SEC. 406. WAIVER, REDUCTION, OR ADJUSTMENT OF DEVELOPMENT**  
8 **PROJECT REQUIREMENTS.**

9 (a) Waiver or Reduction Based on Absence of Reasonable Relationship.

10 (1) The sponsor of any development project subject to a development fee or  
11 development impact requirement imposed by this Article may appeal to the Board of  
12 Supervisors for a reduction, adjustment, or waiver of the requirement based upon the absence  
13 of any reasonable relationship or nexus between the impact of development and either the  
14 amount of the fee charged or the on-site requirement.

15 (2) Any appeal authorized by this Section shall be made in writing and filed with  
16 the Clerk of the Board no later than 15 days after the date the Department or Commission  
17 takes final action on the project approval that assesses the requirement. The appeal shall set  
18 forth in detail the factual and legal basis for the claim of waiver, reduction, or adjustment.

19 (3) The Board of Supervisors shall consider the appeal at a public hearing within  
20 60 days after the filing of the appeal. The appellant shall bear the burden of presenting  
21 substantial evidence to support the appeal, including comparable technical information to  
22 support appellant's position. The decision of the Board shall be by a simple majority vote and  
23 shall be final.

24 (4) If a reduction, adjustment, or waiver is granted, any change in use within the  
25 project shall invalidate the waiver, adjustment, or reduction of the fee or inclusionary

1 requirement. If the Board grants a reduction, adjustment or waiver, the Clerk of the Board  
2 shall promptly transmit the nature and extent of the reduction, adjustment or waiver to the  
3 Development Fee Collection Unit at DBI and the Unit shall modify the Project Development  
4 Fee Report to reflect the change.

5 (b) Waiver or Reduction, Based on Housing Affordability.

6 (1) An affordable housing unit shall receive a waiver from the Rincon Hill  
7 Community Infrastructure Impact Fee, the Market and Octavia Community Improvements  
8 Impact Fee, the Eastern Neighborhoods Infrastructure Impact Fee, the Balboa Park Impact  
9 Fee, ~~and~~ the Visitacion Valley Community Facilities and Infrastructure Impact Fee, and the  
10 Transportation Sustainability Fee, if the affordable housing unit is located within a HOPE SF  
11 Project Area, or if the affordable housing unit:

12 (A) is i) affordable to a household at or below 80% of the Area Median Income  
13 (as published by HUD), including units that qualify as replacement Section 8 units under the  
14 HOPE SF program, or ii) affordable to a household at or below 150% of the Area Median Income (as  
15 published by HUD), if located within a building where all residential units are income restricted,  
16 except as provided in subsection (b)(3), below;

17 (B) is subsidized by MOH, the San Francisco Housing Authority, and/or the San  
18 Francisco Redevelopment Agency; and

19 (C) is subsidized in a manner which maintains its affordability for a term no less  
20 than 55 years, whether it is a rental or ownership opportunity. Project sponsors must  
21 demonstrate to the Planning Department staff that a governmental agency will be enforcing  
22 the term of affordability and reviewing performance and service plans as necessary.

23 (2) Projects that meet the requirements of this subsection are eligible for a 100  
24 percent fee reduction until an alternative fee schedule is published by the Department.

25

1                    (3) Projects that are located within a HOPE SF Project Area are eligible for a 100 percent  
2 fee reduction, applicable both to the affordable housing units and the market-rate units within such  
3 projects.

4                    (34) This waiver clause shall not be applied to units built as part of a developer's  
5 efforts to meet the requirements of the Inclusionary Affordable Housing Program, ~~and~~ Sections  
6 415 ~~or 419~~ of this Code ~~or any units that trigger a Density Bonus under California Government~~  
7 Code Sections 65915-65918.

8                    (c) Waiver for Homeless Shelters. A Homeless Shelter, as defined in Section 102 of  
9 this Code, is not required to pay the Rincon Hill Community Infrastructure Impact Fee, the  
10 Transit Center District Impact Fees, the Market and Octavia Community Improvements Impact  
11 Fee, the Eastern Neighborhoods Infrastructure Impact Fee, the Balboa Park Impact Fee, ~~and~~  
12 the Visitacion Valley Community Facilities and Infrastructure Impact Fee, ~~and the Transportation~~  
13 Sustainability Fee.

14                    (d) Waiver Based on Duplication of Fees. The City shall make every effort not to  
15 assess duplicative fees on new development. In general, project sponsors are only eligible for  
16 fee waivers under this Subsection if a contribution to another fee program would result in a  
17 duplication of charges for a particular type of community infrastructure. The Department shall  
18 publish a schedule annually of all known opportunities for waivers and reductions under this  
19 clause, including the specific rate. Requirements under Section 135 and 138 of this Code do  
20 not qualify for a waiver or reduction. Should future fees pose a duplicative charge, such as a  
21 Citywide open space or childcare fee, the same methodology shall apply and the Department  
22 shall update the schedule of waivers or reductions accordingly.

23  
24                    Section 6. The Planning Code is hereby amended by revising Sections 418.3, 420.3  
25 and 424.7.2, to read as follows:

1           **SEC. 418. RINCON HILL COMMUNITY IMPROVEMENTS FUND AND SOMA**  
2 **COMMUNITY STABILIZATION FUND.**

3           \* \* \* \*

4           **SEC. 418.3. APPLICATION.**

5           \* \* \* \*

6           (c) Fee Calculation for the Rincon Hill Community Infrastructure Impact Fee. For  
7 development projects for which the Rincon Hill Community Infrastructure Impact Fee is  
8 applicable:

9           (1) Any net addition of gross square feet shall pay per the Fee Schedule in Table  
10 418.3A, and

11           (2) Any replacement of gross square feet or change of use shall pay per the Fee  
12 Schedule in Table 418.3B.

13           (3) No Reduction of Residential Fee. The transit component of this fee applicable to the  
14 Residential portion of a Development Project shall not be reduced by the amount of TSF due for the  
15 same Residential portion, pursuant to Planning Code Section 411A.3(b).

16           \* \* \* \*

17           **SEC. 420. VISITATION VALLEY COMMUNITY FACILITIES AND**  
18 **INFRASTRUCTURE FEE AND FUND.**

19           \* \* \* \*

20           **SEC. 420.3 APPLICATION OF VISITACION VALLEY COMMUNITY**  
21 **IMPROVEMENTS FACILITIES AND INFRASTRUCTURE FEE**

22           \* \* \* \*

23           (e) No Reduction of Residential Fee. The transit component of this fee applicable to the  
24 Residential portion of a Development Project shall not be reduced by the amount of TSF due for the  
25 same Residential portion, pursuant to Planning Code Section 411A.3(b).



1           \* \* \* \*

2           **SEC. 424.7. TRANSIT CENTER DISTRICT TRANSPORTATION AND STREET**  
3 **IMPROVEMENT IMPACT FEE AND FUND.**

4           \* \* \* \*

5           **SEC. 424.7.2. APPLICATION OF TRANSIT CENTER DISTRICT**  
6 **TRANSPORTATION AND STREET IMPROVEMENT IMPACT FEE.**

7           \* \* \* \*

8           (c) **Fee Calculation for the Transit Center District Transportation and Street**  
9 **Improvement Impact Fee.** For development projects for which the Transit Center District  
10 Transportation and Street Improvement Impact Fee is applicable the corresponding fee for net  
11 addition of gross square feet is listed in Table 424.7A. Where development project includes  
12 more than one land use, the overall proportion of each use relative to other uses on the lot  
13 shall be used to calculate the applicable fees regardless of the physical distribution or location  
14 of each use on the lot. If necessary, the Director shall issue a Guidance Statement clarifying  
15 the methodology of calculating fees.

16           (1) **Transit Delay Mitigation Fee.** The fee listed in Column A shall be assessed  
17 on all applicable gross square footage for the entire development project.

18           (2) **Base Fee.** The fee listed in Column B shall be assessed on all applicable  
19 gross square footage for the entire development project.

20           (3) **Projects Exceeding FAR of 9:1.** For development projects that result in the  
21 Floor Area Ratio on the lot exceeding 9:1, the fee listed in Column C shall be assessed on all  
22 applicable gross square footage on the lot above an FAR of 9:1.

23           (4) **Projects Exceeding FAR of 18:1.** For development projects that result in the  
24 Floor Area Ratio on the lot exceeding 18:1, the fee listed in Column D shall be assessed on all  
25 applicable gross square footage on the lot above an FAR of 18:1.

1 (5) For projects that are eligible to apply TDR units to exceed an FAR of 9:1  
2 pursuant to Section 123(e)(1), the fee otherwise applicable to such square footage according  
3 to subsections (3) and (4) above shall be waived.

4 (6) No Reduction of Residential Fee. The transit component of this fee applicable to the  
5 Residential portion of a Development Project shall not be reduced by the amount of TSF due for the  
6 same Residential portion, pursuant to Planning Code Section 411A.3(b).

7 \* \* \* \*

8  
9 Section 7. The Planning Code is hereby amended by revising Sections 421.3, 422.3,  
10 423.3, 423.5 and 424.3, and deleting Section 421.7, to read as follows:

11 **SEC. 421. MARKET AND OCTAVIA COMMUNITY IMPROVEMENTS FUND.**

12 \* \* \* \*

13 **SEC. 421.3. APPLICATION OF COMMUNITY IMPROVEMENTS IMPACT FEE.**

14 \* \* \* \*

15 (c) Fee Calculation for the Market and Octavia Community Improvement Impact Fee.  
16 For development projects for which the Market and Octavia Community Improvements Impact  
17 Fee is applicable:

18 (1) Any net addition of gross square feet shall pay per the Fee Schedule in Table  
19 421.3A, and

20 (2) Any replacement of gross square feet or change of use shall pay per the Fee  
21 Schedule in Table 421.3B.

22 (3) Reduction of Residential Fee. The transit component of this fee applicable to the  
23 Residential portion of a Development Project shall be reduced, up to the full amount, by the amount of  
24 TSF due for the same Residential portion, pursuant to Planning Code Section 411A.3(b).

25 \* \* \* \*

1            **~~SEC. 421.7. TRANSPORTATION STUDIES AND FUTURE FEES.~~**

2            ~~(a) Purpose. Studies conducted by the City including the Transit Impact Development Fee~~  
3 ~~nexus study, the ongoing Eastern Neighborhoods studies, and others indicate that new residential~~  
4 ~~development and the creation of new non-residential or residential parking facilities negatively impact~~  
5 ~~the City's transportation infrastructure and services. The purpose of this Section is to authorize a nexus~~  
6 ~~study establishing the impact of new residential development and new parking facilities, in nature and~~  
7 ~~amount, on the City's transportation infrastructure and parking facilities and, if justified, to impose~~  
8 ~~impact fees on residential development and projects containing parking facilities.~~

9            ~~(b) Timing. No later than October 15, 2008, the City shall initiate a study as described below.~~  
10 ~~The agencies described in subsection (c) shall develop a comprehensive scope and timeline of this study~~  
11 ~~which will enable the Board of Supervisors to pursue policy recommendations through the legislative~~  
12 ~~process as soon as twelve months after the study's initiation.~~

13            ~~(c) Process. The study shall be coordinated by the Municipal Transportation Agency (MTA)~~  
14 ~~and the City Attorney's Office. The study shall build on existing Nexus Study work including recently~~  
15 ~~published nexus studies for parks and recreation, childcare facilities, the existing Transit Development~~  
16 ~~Impact Fee Nexus Study, and all relevant area plan nexus analysis. The MTA shall coordinate with all~~  
17 ~~relevant government agencies including the San Francisco County Transportation Authority, the~~  
18 ~~Planning Department, the Mayor's Office of Housing, the Controller's Office, the City Attorney's Office~~  
19 ~~and the City Administrator by creating a task force that meets regularly to discuss the study and~~  
20 ~~resultant policy and program recommendations. The MTA shall hire consultants as deemed~~  
21 ~~appropriate to complete the technical analysis.~~

22            ~~(d) Scope. The study shall determine the impact, in nature and amount, of new residential~~  
23 ~~development and new parking facilities, including new individual parking spaces, on transportation~~  
24 ~~infrastructure and services within the City and County of San Francisco. The study shall not consider~~  
25 ~~or develop specific transportation infrastructure improvement recommendations. The study shall make~~

1 ~~policy and/or program a recommendations to the Board of Supervisors on the most appropriate~~  
2 ~~mechanisms for funding new transportation infrastructure and services including but not limited to new~~  
3 ~~residential transit impact fees and new parking impact fees.~~

4 ~~(e) Springing Condition Projects Subject to Future Fees. Based on the findings of the above-~~  
5 ~~referenced is study the City anticipates that the Board may adopt new impact fees to offset the impact of~~  
6 ~~new parking facilities and residential development on San Francisco's transportation network. As the~~  
7 ~~Market and Octavia Plan Area is one of the first transit-oriented neighborhood plans in the City and~~  
8 ~~County of San Francisco the City should strive for a successful coordination of transit-oriented~~  
9 ~~development with adequate transportation infrastructure and services. All residential and non-~~  
10 ~~residential development projects in the Market and Octavia Plan Area that receive Planning~~  
11 ~~Department or Commission approval on or after the effective date of this Section shall be subject to any~~  
12 ~~future Citywide or Plan specific parking impact fees or residential transit impact fees that are~~  
13 ~~established before the project receives a first certificate of occupancy. The Planning Department and~~  
14 ~~Planning Commission shall make payment of any future residential transit impact fee or parking~~  
15 ~~impact fee a condition of approval of all projects in the Market and Octavia Plan Area that receive~~  
16 ~~Planning Department or Commission approval on or after the effective date of this Section, with the~~  
17 ~~following maximum amounts;~~

18 ~~(1) Parking Impact fee no more than \$5.00 per square foot of floor area dedicated to parking.~~

19 ~~(2) Transit Impact fee no more than \$9.00 per square foot of residential and non-residential~~  
20 ~~floor area.~~

21 \* \* \* \*

22 **SEC. 422. BALBOA PARK COMMUNITY IMPROVEMENTS FUND.**

23 \* \* \* \*

24 **SEC. 422.3. APPLICATION OF COMMUNITY IMPROVEMENT IMPACT FEE.**

25 \* \* \* \*

1 (c) Fee Calculation for the Balboa Park Impact Fee. For development projects for  
2 which the Balboa Park Impact Fee is applicable:

3 (1) Any net addition of gross square feet shall pay per the Fee Schedule in Table  
4 422.3A, and

5 (2) Any replacement of gross square feet or change of use shall pay per the Fee  
6 Schedule in Table 422.3B.

7 (3) Reduction of Residential Fee. The transit component of this fee applicable to the  
8 Residential portion of a Development Project shall be reduced, up to the full amount, by the amount of  
9 TSF due for the same Residential portion, pursuant to Planning Code Section 411A.3(b).

10 \* \* \* \*

11 **SEC. 423. EASTERN NEIGHBORHOODS IMPACT FEES AND PUBLIC BENEFITS**  
12 **FUND.**

13 \* \* \* \*

14 **SEC. 423.3. APPLICATION OF EASTERN NEIGHBORHOODS INFRASTRUCTURE**  
15 **IMPACT FEE.**

16 \* \* \* \*

17 (c) Fee Calculation for the Eastern Neighborhoods Infrastructure Impact Fee. For  
18 development projects for which the Eastern Neighborhoods Infrastructure Impact Fee is  
19 applicable:

20 (1) Any net addition of gross square feet shall pay per the Fee Schedule in Table  
21 423.3A. and

22 (2) Any replacement of gross square feet or change of use shall pay per the Fee  
23 Schedule in Table 423.3B.

1                   (3) Reduction of Residential Fee. The transit component of this fee applicable to the  
 2                   Residential portion of a Development Project shall be reduced, up to the full amount, by the amount of  
 3                   TSF due for the same Residential portion, pursuant to Planning Code Section 411A.3(b).

4                   \* \* \* \*

5                   **SEC. 423.5. THE EASTERN NEIGHBORHOODS COMMUNITY IMPROVEMENTS**  
 6                   **FUND.**

7                   \* \* \* \*

Table 423.5 BREAKDOWN OF USE OF EASTERN NEIGHBORHOODS COMMUNITY IMPROVEMENTS FEE/FUND BY IMPROVEMENT TYPE*		
<i>Improvement Type</i>	<i>Dollars Received From Residential Development</i>	<i>Dollars Received From Non- Residential/Commercial Development</i>
Complete Streets: Pedestrian and Streetscape Improvements, Bicycle Facilities	31%	34%
Transit	10%	53%
Recreation and Open Space	47.5%	6%
Childcare	6.5%	2%
Program Administration	5%	5%

19  
20                   \* Does not apply to Designated Affordable Housing Zones, which are addressed in Table  
21                   423.5A

Table 423.5A BREAKDOWN OF USE OF EASTERN NEIGHBORHOODS PUBLIC BENEFIT-FEE/FUND BY IMPROVEMENT TYPE FOR DESIGNATED AFFORDABLE HOUSING ZONES
--

<i>Improvement Type</i>	<i>Dollars Received From Residential Development</i>	<i>Dollars Received From Non-Residential/Commercial Development</i>
Affordable Housing preservation and development	75%	n/a
<u>Complete Streets: Pedestrian and Streetscape Improvements, Bicycle Facilities</u>	<u>4%</u>	<u>36%</u>
<u>Open Space and Recreation</u>	<u>10%</u>	<u>6%</u>
Transit	6%	<u>5385%</u>
<u>Recreation and Open Space</u>	<u>10%</u>	<u>6%</u>
<u>Pedestrian and Streetscape Improvements</u>	<u>4%</u>	<u>4%</u>
Program administration	5%	5%

\*\*\*\*

**SEC. 424. VAN NESS AND MARKET AFFORDABLE HOUSING AND NEIGHBORHOOD INFRASTRUCTURE FEE AND PROGRAM.**

\*\*\*\*

**SEC. 424.3. APPLICATION OF VAN NESS AND MARKET AFFORDABLE HOUSING AND NEIGHBORHOOD INFRASTRUCTURE FEE AND PROGRAM.**

- \*\*\*\*
- (b) Amount of Fee.
- (i) All uses in any development project within the Van Ness and Market Downtown Residential Special Use District shall pay \$30.00 per net additional gross square foot of floor

1 area in any portion of building area exceeding the base development site FAR of 6:1 up to a  
2 base development site FAR of 9:1.

3 (ii) All uses in any Development Project within the Van Ness and Market  
4 Downtown Residential Special Use District shall pay \$15.00 per net additional gross square  
5 foot of floor area in any portion of building area exceeding the base development site FAR of  
6 9:1.

7 (iii) Reduction of Residential Fee. The transit component of this fee applicable to the  
8 Residential portion of a development project shall be reduced, up to the full amount, by the amount of  
9 TSF due for the same Residential portion, pursuant to Planning Code Section 411A.3(b).

10 \* \* \* \*

11  
12 Section 8. The Planning Code is hereby amended by revising Sections 421.1, 422.1,  
13 423.1, and 424.1, to read as follows:

14 **SEC. 421.1. PURPOSE AND FINDINGS SUPPORTING THE MARKET AND**  
15 **OCTAVIA COMMUNITY IMPROVEMENTS FUND.**

16 \* \* \* \*

17 (b) Findings. The Board of Supervisors has reviewed the San Francisco Citywide  
18 Nexus Analysis prepared by AECOM dated March 2014 ("Nexus Analysis"), *and* the San  
19 Francisco Infrastructure Level of Service Analysis prepared by AECOM dated March 2014,  
20 and the Transportation Sustainability Fee Nexus Study (TSF Nexus Study), dated May, 2015, both on  
21 file with the Clerk of the Board in File~~s~~ Nos. 150149 and \_\_\_\_\_, and, under Section 401A,  
22 adopts the findings and conclusions of those studies and the general and specific findings in  
23 that Section, specifically including the Recreation and Open Space Findings, Pedestrian and  
24 Streetscape Findings, Childcare Findings, *and* Bicycle Infrastructure Findings, and Transit  
25



1 Findings, and incorporates those by reference herein to support the imposition of the fees  
2 under this Section.

3 ~~The Board takes legislative notice of the findings supporting these fees in former Planning Code~~  
4 ~~Section 421.1 (formerly Section 326 et seq.) and the materials associated with Ordinance No. 72-08 in~~  
5 ~~Board File No. 071157. To the extent that the Board previously adopted fees in this Area Plan that are~~  
6 ~~not covered in the analysis of the 4 infrastructure areas analyzed in the Nexus Analysis, including but~~  
7 ~~not limited to fees related to transit, the Board continues to rely on its prior analysis and the findings it~~  
8 ~~made in support of those fees.~~

9 \* \* \* \*

10  
11 **SEC. 422.1. PURPOSE AND FINDINGS IN SUPPORT OF BALBOA PARK**  
12 **COMMUNITY IMPROVEMENTS FUND.**

13 \* \* \* \*

14 (b) Findings. The Board of Supervisors has reviewed the San Francisco Citywide  
15 Nexus Analysis prepared by AECOM dated March 2014 ("Nexus Analysis"), ~~and~~ the San  
16 Francisco Infrastructure Level of Service Analysis prepared by AECOM dated March 2014,  
17 and the Transportation Sustainability Fee Nexus Study (TSF Nexus Study), dated May, 2015, both on  
18 file with the Clerk of the Board in Files Nos. 150149 and \_\_\_\_\_, and, under Section 401A,  
19 adopts the findings and conclusions of those studies and the general and specific findings in  
20 that Section, specifically including the Recreation and Open Space Findings, Pedestrian and  
21 Streetscape Findings, Childcare Findings, ~~and~~ Bicycle Infrastructure Findings and Transit  
22 Findings, and incorporates those by reference herein to support the imposition of the fees  
23 under this Section.

24 ~~The Board takes legislative notice of the findings supporting these fees in former Planning Code~~  
25 ~~Section 422.1 (formerly Section 331 et seq.) and the materials associated with Ordinance No. 61-09 in~~

1 ~~Board File No. 090181 and the Balboa Park Community Improvements Program, on file with the Clerk~~  
2 ~~of the Board in File No. 090179. To the extent that the Board previously adopted fees in this Area Plan~~  
3 ~~that are not covered in the analysis of the four infrastructure areas analyzed in the Nexus Analysis,~~  
4 ~~including but not limited to fees related to transit, the Board continues to rely on its prior analysis and~~  
5 ~~the findings it made in support of those fees.~~

6 \* \* \* \*

7  
8 **SEC. 423.1. PURPOSE AND FINDINGS SUPPORTING EASTERN**  
9 **NEIGHBORHOODS IMPACT FEES AND COMMUNITY IMPROVEMENTS FUND.**

10 \* \* \* \*

11 (b) Findings. The Board of Supervisors has reviewed the San Francisco Citywide  
12 Nexus Analysis prepared by AECOM dated March 2014 ("Nexus Analysis"), ~~and~~ the San  
13 Francisco Infrastructure Level of Service Analysis prepared by AECOM dated March 2014,  
14 and the Transportation Sustainability Fee Nexus Study (TSF Nexus Study), dated May, 2015, both on  
15 file with the Clerk of the Board in Files Nos. 150149 and \_\_\_\_\_, and, under Section 401A,  
16 adopts the findings and conclusions of those studies and the general and specific findings in  
17 that Section, specifically including the Recreation and Open Space Findings, Pedestrian and  
18 Streetscape Findings, Childcare Findings, ~~and~~ Bicycle Infrastructure Findings, and Transit  
19 Findings, and incorporates those by reference herein to support the imposition of the fees  
20 under this Section.

21 ~~The Board takes legislative notice of the findings supporting these fees in former Planning Code~~  
22 ~~Section 423.1 (formerly Section 327 et seq.) and the materials associated with Ordinance No. 298-08 in~~  
23 ~~Board File No. 081153. To the extent that the Board previously adopted fees in this Area Plan that are~~  
24 ~~not covered in the analysis of the four infrastructure areas analyzed in the Nexus Analysis, including~~  
25

1 ~~but not limited to fees related to transit, the Board continues to rely on its prior analysis and the~~  
2 ~~findings it made in support of those fees.~~

3 \* \* \* \*

4  
5 **SEC. 424.1. FINDINGS SUPPORTING THE VAN NESS AND MARKET**  
6 **AFFORDABLE HOUSING AND NEIGHBORHOOD INFRASTRUCTURE FEE AND**  
7 **PROGRAM.**

8 \* \* \* \*

9 (b) **Neighborhood Infrastructure.** The Van Ness & Market Residential SUD enables  
10 the creation of a very dense residential neighborhood in an area built for back-office and  
11 industrial uses. Projects that seek the FAR bonus above the maximum cap would introduce a  
12 very high localized density in an area generally devoid of necessary public infrastructure and  
13 amenities, as described in the Market and Octavia Area Plan. While envisioned in the Plan,  
14 such projects would create localized levels of demand for open space, streetscape  
15 improvements, and public transit above and beyond the levels both existing in the area today  
16 and funded by the Market and Octavia Community Improvements Fee. Such projects also  
17 entail construction of relatively taller or bulkier structures in a concentrated area, increasing  
18 the need for offsetting open space for relief from the physical presence of larger buildings.  
19 Additionally, the FAR bonus provisions herein are intended to provide an economic incentive  
20 for project sponsors to provide public infrastructure and amenities that improve the quality of  
21 life in the area. The bonus allowance is calibrated based on the cost of responding to the  
22 intensified demand for public infrastructure generated by increased densities available  
23 through the FAR density bonus program.

24 The Board of Supervisors has reviewed the San Francisco Citywide Nexus Analysis  
25 prepared by AECOM dated March 2014 ("Nexus Analysis"), *and* the San Francisco

1 Infrastructure Level of Service Analysis prepared by AECOM dated March 2014, and the  
2 Transportation Sustainability Fee Nexus Study (TSF Nexus Study), dated May, 2015, ~~both~~ on file with  
3 the Clerk of the Board in Files Nos. 150149 and \_\_\_\_\_, and, under Section 401A, adopts  
4 the findings and conclusions of those studies and the general and specific findings in that  
5 Section, specifically including the Recreation and Open Space Findings, Pedestrian and  
6 Streetscape Findings, Childcare Findings, *and* Bicycle Infrastructure Findings, and Transit  
7 Findings, and incorporates those by reference herein to support the imposition of the fees  
8 under this Section.

9 ~~The Board references the findings supporting these fees in former Planning Code Section 424 et~~  
10 ~~seq. (formerly Section 249.33) and the materials associated with Ordinance No. 72-08 in Board File~~  
11 ~~No. 071157. To the extent that the Board previously adopted fees in this Area Plan that are not~~  
12 ~~covered in the analysis of the 4 infrastructure areas analyzed in the Nexus Analysis, including but not~~  
13 ~~limited to fees related to transit, the Board continues to rely on its prior analysis and the findings it~~  
14 ~~made in support of those fees.~~

15 \* \* \* \*

16  
17 Section 9. The Planning Code is hereby amended by revising Section 401A(b), to read  
18 as follows:

19 **SEC. 401A. FINDINGS.**

20 \* \* \* \*

21 (b) Specific Findings: The Board of Supervisors has reviewed the San Francisco  
22 Citywide Nexus Analysis prepared by AECOM dated March 2014 ("Nexus Analysis"), *and* the  
23 San Francisco Infrastructure Level of Service Analysis prepared by AECOM dated March  
24 2014, and the Transportation Sustainability Fee Nexus Study (TSF Nexus Study), dated May, 2015,  
25 ~~both~~ on file with the Clerk of the Board in Files No. 150149 and \_\_\_\_\_, and adopts the

1 findings and conclusions of those studies, specifically the sections of those studies  
2 establishing levels of service for and a nexus between new development and ~~four~~ five  
3 infrastructure categories: Recreation and Open Space. Childcare, Streetscape and  
4 Pedestrian Infrastructure, ~~and~~ Bicycle Infrastructure, and Transit Infrastructure. The Board of  
5 Supervisors finds that, as required by California Government Code Section 66001, for each  
6 infrastructure category analyzed, the Nexus Analysis and Infrastructure Level of Service  
7 Analysis: identify the purpose of the fee; identify the use or uses to which the fees are to be  
8 put; determine how there is a reasonable relationship between the fee's use and the type of  
9 development project on which the fee is imposed; determine how there is a reasonable  
10 relationship between the need for the public facility and the type of development project on  
11 which the fee is imposed; and determine how there is a reasonable relationship between the  
12 amount of the fee and the cost of the public facility or portion of the facility attributable to the  
13 development. Specifically, as discussed in more detail in and supported by the Nexus  
14 Analysis and Infrastructure Level of Service Analysis the Board adopts the following findings:

15 \* \* \* \*

16 (5) Transit Findings: See Section 411A.

17 (56) Additional Findings. The Board finds that the Nexus Analysis Analyzes  
18 establishes the fees are less than the cost of mitigation and do not include the costs of  
19 remedying any existing deficiencies. The City may fund the cost of remedying existing  
20 deficiencies through other public and private funds. The Board also finds that the Nexus Study  
21 Analyzes establishes that the fees do not duplicate other City requirements or fees. Moreover,  
22 the Board finds that ~~this~~ these fees is are only one part of the City's broader funding strategy to  
23 address these issues. Residential and non-residential impact fees are only one of many  
24 revenue sources necessary to address the City's infrastructure needs.

25

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

5  
6 Section 11. Scope of Ordinance. In enacting this ordinance, the Board of Supervisors  
7 intends to amend only those words, phrases, paragraphs, subsections, sections, articles,  
8 numbers, punctuation marks, charts, diagrams, or any other constituent parts of the Municipal  
9 Code that are explicitly shown in this ordinance as additions, deletions, Board amendment  
10 additions, and Board amendment deletions in accordance with the "Note" that appears under  
11 the official title of the ordinance.

12  
13 APPROVED AS TO FORM:  
DENNIS J. HERRERA, City Attorney

14 By: \_\_\_\_\_  
15 ANDREA RUIZ-ESQUIDE  
16 Deputy City Attorney

17 n:\legana\as2015\1500870\01034085.docx

BOARD of SUPERVISORS



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July 29, 2015

File No. 150790

Sarah Jones  
Environmental Review Officer  
Planning Department  
1650 Mission Street, 4<sup>th</sup> Floor  
San Francisco, CA 94103

Dear Ms. Jones:

On July 28, 2015, Mayor Lee introduced the following legislation:

File No. 150790

Ordinance amending the Planning Code by establishing a new citywide Transportation Sustainability Fee and suspending application of the existing Transit Impact Development Fee, with some exceptions, as long as the Transportation Sustainability Fee remains operative; amending Section 401 to add definitions reflecting these changes; amending Section 406 to clarify affordable housing and homeless shelter exemptions from the Transportation Sustainability Fee; making conforming amendments to the Area Plan fees in Planning Code, Article 4; affirming the Planning Department's determination under the California Environmental Quality Act; and making findings, including general findings, findings of public necessity, convenience and welfare, and findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1.

This legislation is being transmitted to you for environmental review.

Angela Calvillo, Clerk of the Board

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

By: Andrea Ausberry, Assistant Clerk  
Land Use & Transportation Committee

Attachment

c: Joy Navarrete, Environmental Planning  
Jeanie Poling, Environmental Planning

Not defined as a project under CEQA guidelines Section 15378(b)(4). - "the creation of government funding mechanisms or other government fiscal activities which do not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment."  
Wade Wietse, Senior Planner  
*Wade Wietse*

**SAN FRANCISCO  
TRANSPORTATION  
SUSTAINABILITY FEE  
(TSF) NEXUS STUDY**

**FINAL REPORT**

*Prepared For:*

**San Francisco Municipal Transportation  
Agency**

*Prepared By:*

**Robert D. Spencer, Urban Economics**

*May 2015*



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## **EXECUTIVE SUMMARY**

In the City and County of San Francisco (the City) the only current citywide transportation impact fee is the Transit Impact Development Fee (TIDF). The fee is currently imposed on most nonresidential development in San Francisco and not on residential development. The TIDF funds costs associated with increased transit service provided by the San Francisco Municipal Transportation Agency (SFMTA) to accommodate development impacts, including capital facilities, fleet expansion, and capital maintenance.

The only other current City transportation impact fees are separate fees imposed in specific plan areas (e.g. Eastern Neighborhoods infrastructure impact fee). These fees apply to both residential and most non-residential development within plan areas. Nonresidential development projects currently pay these area plan fees in addition to the TIDF.

This report presents the technical analysis (“nexus study”) necessary for the City to update the TIDF and support adoption of the proposed Transportation Sustainability Fee (TSF) that would replace the TIDF. The TSF would replace and expand the TIDF’s applicability to include residential development projects. The use of TSF revenues would expand to include bicycle facilities and pedestrian and other streetscape infrastructure in addition to existing uses of the TIDF for public transit.

By adopting and implementing the TSF the City would achieve the following three objectives:

1. Replace the existing TIDF and expand its application to residential development and certain major institutions.
2. Expand the use of this citywide transportation impact fee to include bicycle facilities and pedestrian and other streetscape infrastructure to address transportation impacts from new development.
3. Establish a maximum justified transportation impact fee for all development whether or not subject to an area plan transportation fee in addition to the citywide TSF.

## **Growth Projections**

Current projections indicate that over the next 30 years the number of housing units in the City will increase by 27 percent and employment by 35

percent.<sup>1</sup> Increased population and employment citywide from new development will generate increased auto and transit trips as well as increased bicycle and pedestrian activity.

The City's transportation system is already highly congested under current conditions, as a result of both limited roadway capacity for vehicles and limited transit vehicle capacity for transit passengers. Congestion occurs particularly during morning and afternoon commute hours in the same eastern areas of the City that are also expected to experience the most development. Pedestrian activity will also increase in congested areas. Increased travel from new development will directly affect the performance of the City's transportation system.

Table E.1 provides a summary of the growth projections used in the nexus study. "Non-TSF Development" primarily refers to major projects not subject to the TSF because of separate development or other contractual agreements or whose impacts are regulated by other agencies. "TSF Development" is an estimate of development that would be subject to the TSF.

**Table E.1: Growth Projections (2010-2040)**

	Non-TSF Development <sup>1</sup>	TSF Development	Total
<b>Residential</b>	<b>Housing Units</b>		
Housing Units	47,000	54,400	101,400
Percent	46%	54%	100%
<b>Nonresidential</b>	<b>Employment (Jobs)</b>		
Nonresidential (excluding PDR)	27,700	159,600	187,300
Production, Distribution, Repair (PDR)	(700)	10,300	9,600
Total	27,000	169,900	196,900
Percent	14%	86%	100%
Note: Growth projections for 2010 and 2040 households (occupied housing units) and total employment (jobs) are within one percent of citywide totals estimated by the Association of Bay Area Governments (ABAG). See Tables A.1 and A.2 in Appendix A for details.			
<sup>1</sup> Includes major projects not subject to the TSF because of separate development or other contractual agreements or whose impacts are regulated by other agencies, plus an estimate of constructed, entitled, or approved projects from 2010 through 2014 that would be too far along in the development process to have a new fee applied to them.			
Sources: Table 2.4.			

<sup>1</sup> See Table 2.1 in Chapter 2.

As a dense and built-out urban environment, the City does not have the option of physically expanding its roadways to accommodate more automobiles. Instead, the City's *Transit First* policy directs investments to transit, bike, and pedestrian modes of travel to improve transportation services within the City and shift travel away from the use of single-occupant autos. The policy thus benefits all travel modes: when commuters choose to travel by transit, bicycle, or walking they benefit from improvements to these facilities; when they choose to drive, they benefit from the reduction in automobile congestion that would exist without these improvements.

The TSF would address the impacts of development on the transportation system while supporting implementation of the *Transit First* policy. The TSF would accomplish these objectives by funding increased transit capacity to relieve transit congestion and by expanding bicycle and pedestrian facilities. The TSF would have three components: (1) transit capital maintenance, (2) transit capital facilities (including fleet expansion), and (3) complete streets (bicycle, pedestrian, and other streetscape infrastructure). These three components are described in the following sections.

## SFMTA Transit Capital Maintenance Component

The transit capital maintenance component of the TSF is based on the same methodology used to calculate the maximum justified rates for the current TIDF. If adopted the TSF would replace the TIDF with revenues continuing to support SFMTA service expansion. The relationship between development and the transit capital maintenance component is summarized below:

- ◆ **Need for transit capital maintenance:** The impact of development on the need for additional transit capital maintenance is based on maintaining the existing transit level of service (transit LOS) as growth occurs. The existing transit LOS is the current ratio of the supply of transit services (measured by transit revenue service hours) to the level of transportation demand (measured by number of auto plus transit trips). As development generates new trips the SFMTA must increase the supply of transit services, and in particular capital maintenance expenditures, to maintain the existing transit LOS.
- ◆ **Use of TSF transit capital maintenance revenue:** The benefit to development from the use of fee revenues is based on improving transit vehicle maintenance to increase the availability of vehicles that provide transit service. SFMTA's transit vehicles include motor coaches (buses), trolley coaches (electric buses), light rail vehicles, historic streetcars, and cable cars. Improved vehicle maintenance directly increases revenue service hours by reducing the amount of time that a vehicle is out of service.



- ◆ **Proportional cost:** The TSF varies in direct proportion to the amount of trip generation of each development project.

## Transit Capital Facilities Component

The transit capital facilities component of the TSF is based on a list of currently planned capital projects and programs needed to accommodate increased transit demand from new development. Examples include transit fleet expansion, improvements to increase SFMTA transit speed and reliability, and improvements to regional transit operators such as BART and Caltrain. The relationship between development and the transit capital facilities component of the TSF is summarized below:

- ◆ **Need for expanded transit capital facilities:** The impact of development on the need for expanded transit facilities is caused by increased transit and auto trips. The fair share cost of planned transit facilities is allocated to TSF development based on trip generation from TSF development as a percent of total trip generation served by the planned facility (including existing development and development not subject to the TSF).

For example, if a bus rapid transit project will improve service for both existing and new development then the cost allocated to the fee is the share of total trips in 2040 associated with TSF development. Alternately, if a fleet expansion project only serves growth then the cost allocated is the TSF development share of trips from growth only (TSF plus non-TSF development).

- ◆ **Use of TSF transit capital facilities component revenue:** The benefit to development from the use of fee revenues is based on funding new or expanded transit capital facilities to support increased transit services including improved vehicle availability.
- ◆ **Proportional cost:** The TSF varies in direct proportion to the amount of trip generation of each development project.

## Complete Streets Component

The complete streets component of the TSF would fund the enhancement and expansion of bicycle facilities as well as pedestrian and other streetscape infrastructure to accommodate growth. This component of the TSF is equivalent to maintaining the existing amount of sidewalk space per pedestrian in San Francisco. The relationship between development and the complete streets component of the TSF is summarized below:

- ◆ **Need for pedestrian infrastructure:** The impact of development on the need for enhanced and expanded pedestrian and other streetscape infrastructure is based on achieving the pedestrian level of service (pedestrian LOS) recommended in the *San Francisco Citywide Nexus Analysis* completed in March 2014.<sup>2</sup> The pedestrian LOS is based on sidewalk space per capita. As growth occurs more investment is needed in pedestrian and other streetscape infrastructure to offset the congestion caused by more pedestrian trips.
- ◆ **Use of TSF complete streets revenue:** The benefit to development from the use of fee revenues is based on enhancing and expanding pedestrian and other streetscape infrastructure. Revenues may also be used for bicycle capital facilities.
- ◆ **Proportional cost:** The TSF varies in direct proportion to the amount of service population of each development project.

## TSF Summary

Table E.2 provides a summary of the maximum justified TSF for each fee component describe above. The two transit components are summed because they apply to the same type of facility and to enable comparison with area plan transportation fees. Area plan fees have one fee component for transit and a separate one for complete streets (bicycle facilities and pedestrian and other streetscape infrastructure) based on legislation currently before the Board of Supervisors. The transit fee levels in Table E.2 are the maximum justified amounts that the City may charge new development for impacts on transit facilities and services, and likewise for complete streets. The City may choose to impose any amount up to the maximum justified amount for either or both of the two components.

---

<sup>2</sup> San Francisco Planning Department, *San Francisco Citywide Nexus Analysis*, March 2014.

**Table E.2: Maximum Justified TSF per Building Square Foot (2015 dollars)**

	Transit <sup>1</sup>	Complete Streets <sup>2</sup>	Total
Residential	\$22.59	\$8.34	\$30.93
Nonresidential (excluding PDR)	\$80.68	\$6.74	\$87.42
Production, Distribution, Repair (PDR)	\$22.59	\$3.48	\$26.07
<sup>1</sup> Includes transit capital maintenance and transit capital facilities.			
<sup>2</sup> Includes bicycle facilities plus pedestrian and other streetscape infrastructure.			
Source: Table 6.1.			

## TSF Implementation

The TSF is part of a larger effort, the proposed Transit Sustainability Program (TSP). In addition to the TSF, the TSP includes (1) a transportation demand management (TDM) program for new development projects, and (2) revision to the City's significance standard and threshold regarding evaluation of transportation impacts under the California Environmental Quality Act (CEQA) consistent with the new requirements of State Senate Bill 743.

The TSF nexus study and the expenditure of TSF revenues are designed to avoid any overlap with other TSP requirements or in any way double charge development projects for the same impact. Based on the current proposal, the TDM component of the TSP is focused on reducing vehicle miles travelled from new development whereas the TSF is focused on accommodating increased transit, bicycle, and pedestrian trips from new development. The TDM component would include a wide range of measures to encourage travel by transit, bicycle, and pedestrian modes and thus increase the need for the expanded facilities and services funded by the TSF.

Transportation fees within plan areas, e.g. Eastern Neighborhoods, may overlap with the TSF depending on the types of impacts addressed by the particular plan area fee and the types of facilities and services funded. Unless additional analysis is conducted to distinguish the TSF from a particular plan area fee, the TSF nexus study provides the maximum justified amount that may be imposed on development subject to both the TSF and a plan area fee for the same type of facility (transit or complete streets).

## 1. INTRODUCTION

This chapter provides a background and overview, presents the purpose of the report, and defines several key concepts and methods.<sup>3</sup>

### Background

In the City and County of San Francisco (the City) the only current citywide transportation impact fee is the Transit Impact Development Fee (TIDF).<sup>4</sup> The City first adopted the TIDF in 1981 and imposed it only on downtown office development only to fund increased transit services required to serve that development. In 2004 the City substantially revised and expanded the TIDF to apply to most nonresidential development citywide. The TIDF funds costs associated with increased transit service (including capital facilities, fleet expansion, and capital maintenance costs) incurred by the San Francisco Municipal Transportation Agency (SFMTA) to accommodate development impacts.

The only other transportation impact fees currently being imposed by the City are separate fees imposed in specific plan areas (e.g. Eastern Neighborhoods infrastructure impact fee) that apply generally to most development within plan areas, including residential and nonresidential development. For nonresidential development projects these fees are imposed in addition to the TIDF.

As further explained in Chapter 2, roughly one-quarter of the City's projected development over this 30-year planning horizon will be exempt from the existing TIDF or the proposed TSF. In most cases, this development is subject to an adopted development agreement that requires implementation of a substantial array of transportation mitigation measures and other requirements identified during the environmental review and planning entitlement process for each project. For example, the City has entered into development agreements establishing transportation mitigation and improvement requirements with the Candlestick Point – Hunters Point Shipyard Phase II and the Treasure Island – Yerba Buena Island development projects.

---

<sup>3</sup> This report has been prepared at the direction of the San Francisco City Attorney's Office and the San Francisco Municipal Transportation Agency (SFMTA) in close coordination with the San Francisco County Transportation Authority (SFCTA) and the San Francisco Planning Department.

<sup>4</sup> *San Francisco Planning Code*, Section 411.

At this time, based on current law, the remaining three-quarters of the City's projected development will be subject to either (1) the citywide TIDF on nonresidential development outside plan areas, (2) one of several transportation development impact fees within adopted plan areas<sup>5</sup> plus the TIDF, or (3) no transportation impact fee in the case of residential development outside plan areas (because the TIDF is only imposed on nonresidential development).

## Purpose of Report

This report presents the technical analysis ("nexus study") needed to support the City's adoption of a citywide development impact fee for the following transportation services and facilities:

- ◆ Transit capital maintenance
- ◆ Transit capital facilities
- ◆ Complete streets (bicycle facilities plus pedestrian and other streetscape infrastructure).

The nexus study draws substantially from prior efforts. The nexus for the transit capital maintenance component is based on the current TIDF nexus analysis last adopted in 2012.<sup>6</sup> The nexus for the complete streets component is based on the *San Francisco Citywide Nexus Analysis* prepared by the San Francisco Planning Department in March 2014. The transit capital facilities component is a new nexus analysis that relies substantially on recent capital planning studies completed by SFMTA.

By adopting and implementing the Transportation Sustainability Fee (TSF) the City would be able to achieve the following three objectives:

1. Replace the existing TIDF with an impact fee that extends to residential development and certain major institutions.
2. Expand the use of this citywide transportation impact fee to cover bicycle facilities plus pedestrian and other streetscape infrastructure, in addition to impacts on transit service.
3. Establish a maximum justified transportation fee for all development whether or not subject to an area plan transportation fee in addition to the citywide TSF.

---

<sup>5</sup> Adopted Area Plans are part of the San Francisco General Plan. Several of these Area Plans resulted in the creation of new development impact fees.

<sup>6</sup> Cambridge Systematics (with Urban Economics), *San Francisco Transit Impact Development Fee Update*, February 2011 (adopted in 2012).

The TSF would be part of a larger effort, the Transportation Sustainability Program (TSP). In addition to the TSF, the TSP would include, if adopted, (1) a transportation demand management (TDM) program for new development projects, and (2) revision to the City's policies regarding evaluation of transportation impacts under the California Environmental Quality Act (CEQA).

This report describes the nexus analysis and documents the findings required by the Mitigation Fee Act (the Act)<sup>7</sup> for the City's adoption of the TSF. The purpose of the TSF would be to fund transportation system improvements that accommodate citywide development impacts caused by increased demand for auto, transit, bike, and pedestrian travel generated by new development.

The key findings required by the Act and documented by this report include:

- ◆ **Impact of development:** Reasonable relationship between new development and the need for expanded citywide transportation services.
- ◆ **Use of fee revenue:** Reasonable relationship between new development and the benefits received from additional citywide transportation services provided by expanded transit capital maintenance, fleet and facilities, plus complete streets infrastructure to be funded with fee revenues.
- ◆ **Proportional cost:** Reasonable relationship between the impact of a development project and the total cost (maximum justified fee) attributed to the project.

Together these three key findings define the “nexus” between a development project, the fee paid, and the benefits received. The nexus study also documents the use of fee revenues as required by the Act by describing the types and estimated costs of expenditures to be funded by the fee.

## Citywide Approach To Nexus

This section explains the citywide approach to the nexus for the TSF including the responsibilities of SFMTA and the San Francisco County Transportation Authority (SFCTA) for managing the citywide transportation system, and the role of the proposed TSF in addressing the impact of development on the system.

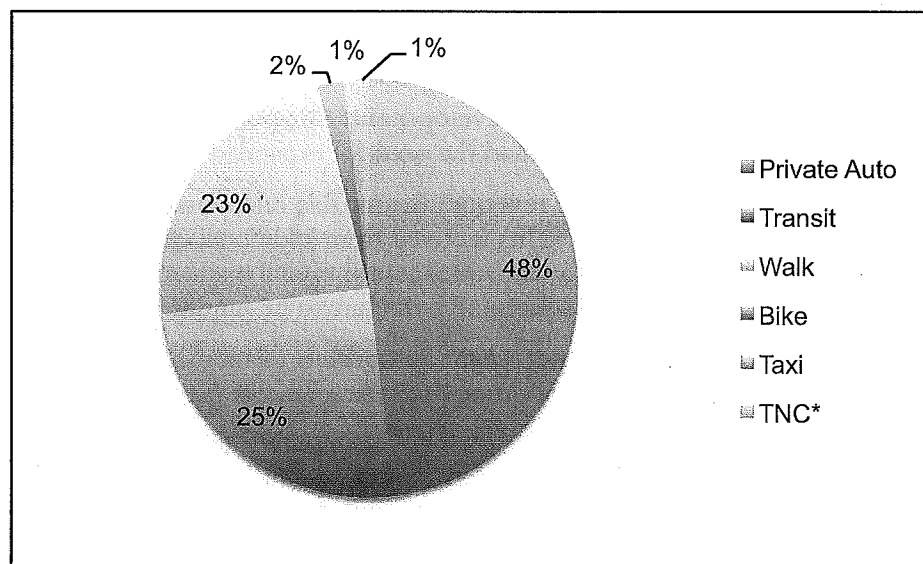
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<sup>7</sup> The Mitigation Fee Act is contained in Section 66000 and subsequent sections of the California Government Code.

### Citywide Transportation System

San Francisco has a mature, built-out transportation network providing rights-of-way (streets, sidewalks, bike paths, and separate light rail corridors) for all modes of travel. On a typical weekday, this network accommodates about 3.2 million trips to, from, or within the City.<sup>8</sup> The current share by mode is shown in **Figure 1.1**. Mode is the type of transportation used to complete a trip such as private auto, transit, walking, or bicycling.

**Figure 1-1: San Francisco Travel Mode Share (2014)**



<sup>1</sup> Transportation network companies such as Lyft, Uber, etc.

Source: Corey, Canapary & Galanis, memorandum to SFMTA regarding comparison between 2012, 2013, and 2014 SFMTA modeshare studies, Dec. 12, 2014.

The SFMTA is responsible for all modes of surface transportation within the City including public transit, bicycling, pedestrian planning, accessibility, parking and traffic management, and taxi regulation. The transportation system is the citywide network of public facilities<sup>9</sup> that support transportation services for all modes of travel (auto, transit, bicycle, and pedestrian). The

<sup>8</sup> The data cited refers to “trips”, not “trip ends”, as explained in the *Trip Generation* section of Chapter 2.

<sup>9</sup> Private parking lots, shuttles, ride hailing companies, and garages and a few private streets are the only non-public components of the City’s transportation facilities.

SFMTA seeks to provide mobility for its customers through whatever mode they choose.

The Municipal Railway (Muni) is San Francisco's extensive local transit system and is the largest SFMTA operating division. San Francisco is the nation's second most densely populated major city, and Muni is one of the most heavily ridden transit systems on a per capita basis. The system has over 700,000 boardings on an average weekday. Muni focuses on serving downtown employment centers during the morning and afternoon peak periods and also provides cross-town and neighborhood service. With 73 bus routes and rail lines nearly all city residents are within two blocks of a Muni stop. With nearly 1,000 vehicles the Muni fleet is unique and includes historic streetcars, biodiesel and electric hybrid buses, electric trolley coaches, light rail vehicles, paratransit cabs and vans, and cable cars.

The SFCTA serves as the county congestion management agency for San Francisco, providing funding and coordinating planning efforts with State and regional transportation agencies. The congestion management agency role includes strengthening local land use policies with respect to transportation impacts and mitigations.

The City is a major regional destination for employment, shopping, tourism, and recreation. As a result, connections with other parts of the Bay Area are also critical components of the City's transportation system. Due to constraints from water bodies and topography, regional gateways for road vehicles are limited to the Golden Gate Bridge to the north, the Bay Bridge to the east, and two highways (Interstate 280 and Hwy. 101) extending south. Caltrans owns and operates the freeways and funds maintenance of the local highway network within San Francisco, including Hwy. 101 (Van Ness Avenue and Lombard Street), Hwy. 280, Hwy. 1, and Route 35 (Skyline Boulevard).

There is also a transit rail tunnel under the Bay operated by Bay Area Rapid Transit (BART) and terminals to accommodate ferry travel. The primary regional transit operators that serve the City include:

- Alameda-Contra Costa Transit District ("AC Transit" serving Alameda and Contra Costa counties)
- Bay Area Rapid Transit District ("BART" serving Alameda, Contra Costa, and San Mateo counties)
- Golden Gate Bridge, Highway and Transportation District ("Golden Gate Bus" and "Golden Gate Ferry" serving Marin and Sonoma counties)
- Peninsula Corridor Joint Powers Board ("Caltrain" serving San Mateo and Santa Clara counties)



- San Mateo County Transit District (“SamTrans”).
- San Francisco Bay Area Water Emergency Transportation Authority (“WETA” or “San Francisco Bay Ferry” serving Alameda, Marin, and San Mateo counties)

### **Addressing Development Impacts on the Citywide Transportation System**

Current projections indicate that over the next 30 years, the number of housing units in the City will increase by 27 percent and employment will increase by 35 percent.<sup>10</sup> Increased population and employment citywide from new development will generate increased auto and transit trips as well increased bicycle and pedestrian travel.

The City’s transportation system is already highly congested, including significant transit crowding, under current conditions. Congestion occurs particularly during morning and afternoon commute hours in the same eastern areas of the City that are also expected to experience the most development. Pedestrian activity will also increase in congested areas. This increased travel activity will directly affect the performance of the City’s transportation system and constrain the City’s ability to achieve its transportation system goals.<sup>11</sup>

As a dense and built-out urban environment, the City does not have the option of physically expanding its roadways to accommodate more automobiles. Instead, the City’s *Transit First* policy directs investments to transit, bike, and pedestrian modes of travel to improve transportation services within the City and shift travel away from the use of single-occupant autos.<sup>12</sup> These investments include increased transit capacity to relieve crowding on key lines as well as complete streets and bicycle facilities to support increased walk and bike trips. Increased bicycling has the effect of reducing both auto congestion and transit overcrowding. The policy thus benefits all travel modes. Those choosing to travel by transit, bicycle, or walking benefit from improvements to the facilities associated with these modes. Those choosing to drive benefit from the congestion reduction caused by the increased use of these modes associated with these improvements.

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<sup>10</sup> See Table 2.1 in Chapter 2.

<sup>11</sup> San Francisco County Transportation Authority, *San Francisco Transportation Plan 2040*, December 2013, pp. 13-17.

<sup>12</sup> City and County of San Francisco, *1996 Charter* (as amended through November 2013), Section 8A.115.

The City employs various land use regulatory tools to reduce development impacts on its transportation system. These tools include (1) design standards adopted by ordinance requiring on site and adjacent transportation improvements, (2) the environmental review process resulting in mitigations for transportation impacts, (3) agreements with developers to implement transportation improvements or form transportation management associations as a condition of project approval, and (4) development impact fee programs that identify and fund plan area or citywide transportation improvements. As mentioned under the *Purpose of Report* section, the TSF would update the City's citywide transportation development impact fee program by including residential development, expanding the use of funds to include bicycle and pedestrian modes, and providing a maximum justified amount for all development projects whether or not subject to a separate area plan fee.

### **Citywide Impacts and Use of Fee Revenues**

The TSF is intended to address the citywide impact on the City's transportation system of development subject to the fee. Every development project has citywide impacts because most trips extend across significant portions of the City's transportation network.<sup>13</sup> Furthermore, all new development projects benefit from the expenditure of TSF revenues citywide for the same reason that the SFMTA and SFCTA must plan for transportation improvements from a citywide perspective: the interconnectedness of the transportation network. Finally, most transit trips link to pedestrian trips so the need for complete streets improvements is linked to transit activity.

For example, just as most trips extend across the network, a major transportation improvement such as an upgraded transit line or separated bicycle lane benefits a wide variety of travelers due to transfers within the Muni system and the myriad origins and destinations. Furthermore, these improvements must address potential impacts to the system that extend across the network, for example the effect of a transit line upgrade on service to lines connecting to different parts of the City.

## **Report Organization**

The nexus study is organized as follows:

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<sup>13</sup> San Francisco County Transportation Authority, *San Francisco Transportation Plan 2040*, December 2013, pp. 11-19.

- ◆ Chapter 2 explains how transportation impacts from new development are measured.
- ◆ Chapter 3 provides the nexus analysis for the transit capital maintenance component of the TSF.
- ◆ Chapter 4 provides the nexus analysis for the transit capital facilities component of the TSF.
- ◆ Chapter 5 provides the nexus analysis for the complete streets component of the TSF.
- ◆ Chapter 6 summarizes the maximum justified TSF and explains its relationship to area plan fees and the Transportation Sustainability Program (TSP).
- ◆ Appendices provide additional tables to support the quantitative information provided in individual chapters.

## 2. GROWTH IN DEMAND FOR TRANSPORTATION SERVICES

This chapter describes existing conditions, development projections, and other assumptions used to estimate demand on the City's transportation system.

### 2010 Development Estimates and 2040 Projections

The TSF nexus study is based on citywide development estimates for 2010 and a consistent set of development projections for 2040. These 30-year projections are based on the most recent estimates available when the nexus study was produced. Projections were prepared by the Association of Bay Area Governments (ABAG) for the nine-county San Francisco Bay region in association with the Metropolitan Transportation Commission (MTC). These ABAG/MTC development projections, known as the "Jobs Housing Connections" scenario, were approved in 2013 and are used for the most recent regional land use and transportation plan (*Plan Bay Area*).

The ABAG/MTC development projections anticipate that the City will continue to attract growth and investment as a primary employment center for the region. The number of housing units is projected to grow by 27 percent while employment is projected to grow by 35 percent. Employment growth will be supported by both increased commuting from outside the City and the addition of over 100,000 housing units in the City. Both employment and housing growth will depend on increased commuting into and out of the City supported by increased transit services.

The San Francisco Planning Department prepared estimates of existing and projected development for use in the TSF nexus study based on the ABAG/MTC projections for San Francisco. The Planning Department routinely prepares land use forecasts to aid in policy deliberation and decision-making on the City's land use future, as well as to form the basis for testing transportation impacts of new policies, projects, and plans.

The Planning Department maintains a land use allocation tool to provide land use inputs to SF-CHAMP. SF-CHAMP is the travel model operated by the San Francisco County Transportation Authority (SFCTA) to generate detailed forecasts of travel demand for transportation planning and policy purposes, including developing countywide and neighborhood transportation plans and providing input to micro-simulation modeling for corridor and project-level evaluations. The primary purpose of the land use tool is to allocate ABAG's citywide forecasts to housing and employment categories for each of the travel demand model's structure of 981 traffic analysis zones

(TAZs).<sup>14</sup> The Planning Department's land use allocation tool constrains the sum of its projections by TAZ within plus or minus one percent of the ABAG/MTC citywide totals for population, households, and employment.

The Planning Department land use allocation tool converts the ABAG/MTC employment by industry sector to the land use categories used by the Planning Department and SF-CHAMP. The Planning Department's economic activity categories are:

- ◆ Residential
- ◆ Management, Information, and Professional Services
- ◆ Retail/Entertainment
- ◆ Production, Distribution, Repair
- ◆ Cultural/Institution/Education
- ◆ Medical and Health Services
- ◆ Visitor Services.

**Table 2.1** summarizes the 2010 to 2040 growth estimates for San Francisco used as a basis for the nexus study. See **Tables A.1 and A.2** in Appendix A for a comparison of these projections to *Plan Bay Area* estimates.

## TSF and Non-TSF Development

Only a portion of the growth summarized in Table 2.1 would be subject to the TSF. Components of non-TSF development included in the growth projections are described below:

- ◆ Major private development projects that have already received primary entitlements from the City and/or entered into development or other contractual agreements with the City.<sup>15</sup> These entitlements and agreements contractually define developers' commitments to transportation infrastructure improvements to mitigate transportation impacts. These projects would not be subject to the TSF but nonetheless fund substantial improvements to the City's transportation system to mitigate project impacts.

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<sup>14</sup> TAZs are small geographic areas (e.g., city blocks) used by SF-CHAMP to aggregate trips within the geographic area for analysis by the model.

<sup>15</sup> State and local laws provide the City with authority to enter into development agreements (or disposition and development agreements, in the case of a Redevelopment Plan) with private parties, to establish the terms for exactions including impact fees in connection with the development of the particular project. Unless authorized by the terms of the development agreement, the City may not ordinarily impose additional fees on future development with areas covered by these agreements.

**Table 2.1: San Francisco Growth 2010-2040**

	2010	2040	2010 – 2040 Growth	
			Amount	Percent
<b>Housing</b>				
Housing Units	376,200	477,400	101,200	27%
Households	345,900	447,000	101,100	29%
Vacancy Rate	8.1%	6.4%		
<b>Employment (Jobs)</b>				
Management, Information and Professional Services	295,100	414,800	119,700	41%
Retail/Entertainment	97,700	123,200	25,500	26%
Production, Distribution, Repair	59,900	69,500	9,600	16%
Cultural/Institution/Education	59,800	80,400	20,600	34%
Medical and Health Services	36,500	52,200	15,700	43%
Visitor Services	21,000	26,800	5,800	28%
Total Employment	570,000	766,900	196,900	35%
Jobs per Household	1.65	1.72		
Sources: Tables A.1 and A.2.				

- ◆ Local, state and federal public development projects that are regulated by the respective public agency and not subject to the TSF.
- ◆ Pipeline development that includes both nonresidential and residential projects constructed from 2010 through 2014 because the TSF would not be adopted until 2015 and could not apply to prior development. Pipeline development also includes residential projects that have already received their first construction document and therefore would not be subject to a new fee program adopted in 2015. At the time of adoption of the TSF these projects would be too far along in the development process with permit conditions that would not provide for imposition of the TSF. Entitled or approved non-residential projects as of 2015 are excluded from pipeline development (and included in TSF development) because these projects would be subject to the TSF as an update to and replacement of the TIDF.

Major private and public development projects included in non-TSF development and not subject to the TSF are listed in **Table 2.2** (the first two of the three categories described above).

All other development would be subject to the TSF, including certain major projects plus development within areas of the City that have an adopted area plan. Major projects and area plans included as part of TSF development are shown in **Table 2.3**. The relationship between existing area plan transportation fees and the TSF is discussed in Chapter 6.

**Table 2.2: Major Private and Public Development Projects Included in Non-TSF Development**

<b>Project</b>	<b>Why TSF Is Not Applicable</b>
California Pacific Medical Center (CPMC)	Development agreement provides for transportation improvements and financial contributions to address impacts and prevents application of TSF to project.
Candlestick Point – Hunters Point Shipyard Phases I and II	Redevelopment plan provides for transportation improvements to address impacts and prevents application of TSF to project.
Parkmerced and Treasure Island – Yerba Buena Island (residential only)	Disposition and development agreement requires payment of TIDF but project not subject to new impact fees. Nonresidential development would pay TSF as update to the current TIDF. Residential development would not pay the TSF because the current TIDF does not apply to residential development.
Presidio	Development regulated by a federal agency (Presidio Trust).
San Francisco State University	Developer is a state agency exempt from the current TIDF and has a separate mitigation agreement for transportation impacts.
Transbay Redevelopment Project Area (Zone 1)	Exempt from the current TIDF based on S.F. Planning Code.
University of California – San Francisco Master Plan	Developer is a state agency exempt from the current TIDF.
Source: San Francisco Planning Department.	

**Table 2.3: Major Projects and Plans Included in TSF Development**

Project	Why TSF Is Applicable
Mission Bay	Redevelopment plans included a 10-year moratorium on application of new impact fees and exactions in the project area that expired in 2011 (so the TSF would apply).
Parkmerced and Treasure Island – Yerba Buena Island (residential only)	Disposition and development agreement requires payment of TIDF but project not subject to new impact fees. Nonresidential development would pay TSF as update to the current TIDF. Residential development would not pay the TSF because the current TIDF does not apply to residential development.
Other major development projects currently under review (e.g. Mission Rock, Warriors, Pier 70)	No development agreements have been approved for these projects at the time of the nexus study. Future updates to the TSF would address the impact of any approved agreements that exempt these projects.
Development within area plans, including: <ul style="list-style-type: none"> <li>• Balboa Park</li> <li>• Eastern Neighborhoods</li> <li>• Market &amp; Octavia</li> <li>• Rincon Hill</li> <li>• Transit Center Development Plan (TCDP)</li> <li>• Van Ness &amp; Market Downtown Residential Special Use District</li> <li>• Visitacion Valley<sup>1</sup></li> </ul>	Area plan transit and complete streets fees generally do not address citywide impacts of development that would be addressed by the TSF. See Chapter 6 for more detail regarding relation of area plan fees to the TSF.  Note: Transbay Redevelopment Project Area (Zone 1) parcels within the TCDP would not be subject to the TSF (see Table 2.2).
<sup>1</sup> The Schlage Lock development project in Visitacion Valley recently entered into a development agreement with the City that commits the project to pay the TSF if adopted.	
Source: San Francisco Planning Department.	

Development projections for 2010 to 2040 allocated to TSF and non-TSF development are shown in **Table 2.4**.



**Table 2.4: TSF and Non-TSF Development (2010-2040)**  
*Housing Units and Employment*

Economic Activity Category	Total	Non-TSF Development			TSF Development
		Major Projects <sup>1</sup>	Pipeline Development <sup>2</sup>	Subtotal	
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c</i>	<i>d = b + c</i>	<i>e = a - d</i>
<b>Residential</b>		<b>Housing Units</b>			
Housing Units	101,400	29,900	17,100	47,000	54,400
<i>Percent</i>	<i>100%</i>	<i>29%</i>	<i>17%</i>	<i>46%</i>	<i>54%</i>
<b>Nonresidential</b>		<b>Employment (Jobs)</b>			
Management, Information & Professional Services	119,700	14,200	-	14,200	105,500
Retail/Entertainment	25,500	2,100	1,000	3,100	22,400
Cultural/Institution/Education	20,600	2,600	1,400	4,000	16,600
Medical & Health Services	15,700	6,600	(100)	6,500	9,200
Visitor Services	5,800	300	(400)	(100)	5,900
Nonresidential (ex. PDR)	187,300	25,800	1,900	27,700	159,600
Production, Distribution, Repair (PDR)	9,600	400	(1,100)	(700)	10,300
Total Nonresidential	196,900	26,200	800	27,000	169,900
<i>Percent</i>	<i>100%</i>	<i>13%</i>	<i>&lt;1%</i>	<i>14%</i>	<i>86%</i>
<p><sup>1</sup> Major projects represent development that would not be subject to the TSF because of separate development or other contractual agreements to mitigate transportation impacts or whose impacts are regulated by other agencies. See Table 2.2.</p> <p><sup>2</sup> Pipeline development is in addition to major projects and represents an estimate of all projects constructed from 2010 through 2014, plus residential projects that have already received their first construction document and therefore would not be subject to a new fee program adopted in 2015. Entitled or approved nonresidential projects are included in TSF development because they would pay the TSF as an update to and replacement of the TIDF after 2014.</p> <p>Sources: San Francisco Planning Department, Land Use Allocation Model Output, December 2013; Table 2.1.</p>					

## Measuring Transportation System Impact

The TSF uses two measures of the impact of development on the transportation system: trip generation and service population. The assumptions and methods for converting the growth projections discussed above to each of these two measures of impact are explained in the following sections.

## Trip Generation

The transit capital maintenance and transit capital facilities components of the TSF use trip generation to measure development impact on the need for transit service. Trips occur between origins and destinations such as from home to work, or from work to shopping, or from shopping back to home. Trip generation is related to travel demand, or the desire for mobility by residents and workers to access homes, jobs, shopping, recreation, and other activities.<sup>16</sup>

The impact of development on the need for expanded transit services and facilities is caused by increases in both transit and auto trips. Increased transit trips resulting from new development require increased transit services and facilities to reduce impacts on currently overcrowded transit lines, or prevent lines from becoming overcrowded. Increased auto trips from development require increased transit services and facilities to offset increased roadway congestion that increases travel times for transit service. In sum, increased transit and auto trip generation directly increases crowding on transit vehicles.

Trip generation estimates for the purposes of this nexus study do not include pedestrian and bicycle trips. Any increase in these trips from development benefits the transit system by reducing demand for transit services and thereby reducing crowding.

To calculate total trip generation, housing and employment projections are converted to building space, and a trip generation rate applied per 1,000 square feet of building space. Trip generation rates refer to “trip ends” with each trip having two trip ends and the impact assigned equally to the land use at each end of the trip. Assumptions used to convert housing and employment projections to building space, and to convert building space to trip generation, are based on citywide averages developed by the Planning Department and commonly applied in studies of development impacts in San Francisco.

**Table 2.5** converts the projections in Table 2.4 to building space for TSF and non-TSF development, the basis on which the TSF will be applied to development projects. As shown in Table 2.5 TSF development includes about 54 percent of total residential growth and 87 percent of total nonresidential growth in building space.

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<sup>16</sup> For the purposes of the nexus study trip generation represents the movement by one person on a typical weekday from one activity to another, and are measured as person trips, not vehicle trips (an auto or transit vehicle may carry more than one person).

**Table 2.5: TSF and Non-TSF Development (2010-2040)**  
*Building Square Feet*

Economic Activity Category	Sq. Ft. per Unit or per Employee	Non-TSF Development		TSF Development		Total	
		Housing Units or Employment	Building Space (1,000 sq. ft.)	Housing Units or Employment	Building Space (1,000 sq. ft.)	Housing Units or Employment	Building Space (1,000 sq. ft.)
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c = a * b</i>	<i>d</i>	<i>e = a * d</i>	<i>f = b + d</i>	<i>g = c + e</i>
<b>Residential</b>	1,156	47,000	54,300	54,400	62,900	101,400	117,200
<i>Percent</i>			46%		54%		100%
<b>Nonresidential</b>							
Management, Information & Professional Services	260	14,200	3,700	105,500	27,400	119,700	31,100
Retail/ Entertainment	368	3,100	1,100	22,400	8,200	25,500	9,300
Cultural/Institution/Education	350	4,000	1,400	16,600	5,800	20,600	7,200
Medical & Health Services	350	6,500	2,300	9,200	3,200	15,700	5,500
Visitor Services	787	(100)	(100)	5,900	4,600	5,800	4,500
Nonresidential (ex. PDR)	308	27,700	8,400	159,600	49,200	187,300	57,600
Production, Distribution, Repair (PDR)	597	(700)	(400)	10,300	6,100	9,600	5,700
Total Non-residential		27,000	8,000	169,900	55,300	196,900	63,300
<i>Percent</i>			13%		87%		100%
<b>Total</b>			<b>62,300</b>		<b>118,200</b>		<b>180,500</b>
<b>Percent</b>			<b>35%</b>		<b>65%</b>		<b>100%</b>

Sources: Tables 2.4 and A.4.

For the nexus study, the employment density factor and trip generation rate for the management, information, and professional services economic activity category is updated to represent a weighted average of assumptions used for citywide development, and assumptions recently developed for the Central SoMa area plan environmental review. The latter represents higher employment densities associated with the type of technology-based companies likely to locate in that area.

**Table 2.6** converts the building space estimates in Table 2.5 to estimates of total trip generation for TSF and non-TSF development. To be consistent with existing area plan impact fee nexus studies and the recently completed

*San Francisco Citywide Nexus Analysis*,<sup>17</sup> five of the six nonresidential economic activity categories are merged into a single category “Nonresidential (excluding PDR)”. The Production, Distribution, and Repair (PDR) category is maintained as a separate category. A weighted average trip generation rate for the five merged categories is calculated based on the trip generation rate for each category and the 2010-2040 growth amount by category.

**Table 2.6: TSF and Non-TSF Trip Generation (2010-2040)**

Economic Activity Category	Motorized Trip Generation Rate (trips per 1,000 sq. ft.)	Non-TSF Development		TSF Development		Total	
		Building Space (1,000 sq. ft.)	Trip Generation	Building Space (1,000 sq. ft.)	Trip Generation	Building Space (1,000 sq. ft.)	Trip Generation
Residential	7	54,300	380,000	62,900	440,000	117,200	820,000
Nonresidential (ex. PDR)	25	8,400	210,000	49,200	1,230,000	57,600	1,440,000
Production, Distribution, Repair (PDR)	7	(400)	(3,000)	6,100	43,000	5,700	40,000
Total Trip Generation			587,000		1,713,000		2,300,000

Sources: Tables 2.5, A.4, and A.6.

More detail on housing unit size, employment density factors, and trip generation rates is shown in Appendix A, **Tables A.3 and A.4**. See **Tables A.5 and A.6** in that appendix for more detail on the estimates of total trip generation used in the nexus study.

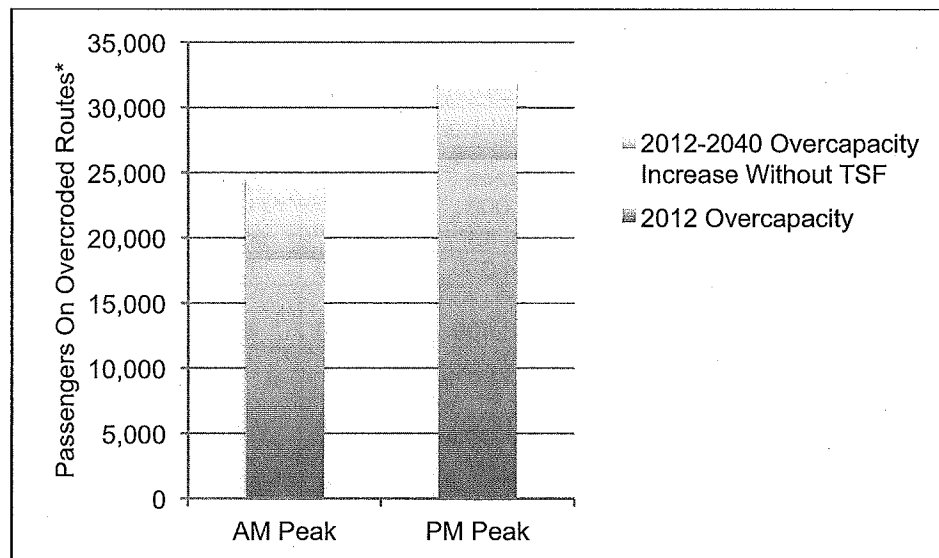
Trip generation from new development will cause the need for higher levels of transit service and increased transit facility capacity. Without the transit services and facilities to be fully or partially funded by the TSF, transit service in San Francisco is projected to become increasingly overcrowded. Increased overcrowding will diminish performance of the City’s transportation system and constrain the City’s ability to achieve its transportation system goals.<sup>18</sup> SFMTA staff conducted an analysis of overcrowding using SF-CHAMP model output for existing and 2040 conditions. The 2040 projections include transit capital projects to be completed without funding from the TSF such as the Central Subway. As shown in **Figure 2.1**, the number of passengers on

<sup>17</sup> San Francisco Planning Department, *San Francisco Citywide Nexus Analysis*, March 2014.

<sup>18</sup> San Francisco County Transportation Authority, *San Francisco Transportation Plan 2040*, December 2013, pp. 13-17.

overcrowded routes will increase from 2010 to 2040 by approximately 6,500 passengers during the morning and afternoon peak periods. When transit reaches capacity, motorists that would have taken transit are unable to shift and opt to drive, exacerbating congestion.

**Figure 2-1: Transit Passengers On Overcapacity Routes Without TSF**



Note: "Overcapacity" is greater than 85 percent occupancy with passengers measured at maximum load point on each route.

Source: San Francisco Municipal Transportation Agency, personal communication summarizing analysis of SF-CHAMP model output, MLP Loads & % Contribution.xls, August 29, 2015.

**Service Population**

The complete streets component of the TSF uses service population to measure the impact of new development on the need for complete streets (improved pedestrian and other streetscape infrastructure). Service population includes both residents and those who work in the City ("employees" measured by the number of jobs). Thus a resident who works in the City is counted both as a resident and an employee to fully reflect the level of demand for complete streets infrastructure. One employee (whether or not a resident) is counted at 50 percent compared to one resident to reflect the lower level of demand for complete streets infrastructure associated with the workday compared to the morning, evening, and weekend demand of a resident. Tourists and visitors are reflected in the growth in employment in the City's business establishments that serve tourists and visitors. This service population approach to measuring the

impact of development on the need for complete streets infrastructure is typical for impact fee nexus studies and is consistent with the *San Francisco Citywide Nexus Analysis*.<sup>19</sup>

Assumptions used in the nexus study that convert population and employment to building space are shown in Table A.4.

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<sup>19</sup> San Francisco Planning Department, *San Francisco Citywide Nexus Analysis*, March 2014.

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### 3. TRANSIT CAPITAL MAINTENANCE

The SFMTA transit capital maintenance component of the TSF is based on the same methodology used to calculate the maximum justified rates for the current TIDF. If adopted, the TSF would replace the TIDF. The relationship between development and the transit capital maintenance component of the TSF is summarized below and explained more fully in the sections that follow:

- ◆ **Need for transit capital maintenance:** The impact of development on the need for additional transit capital maintenance is based on maintaining the existing transit level of service (transit LOS) as growth occurs. The existing transit LOS is the current ratio of the supply of transit services (measured by transit revenue service hours) to the level of transportation demand (measured by number of auto plus transit trips).<sup>20</sup> As development generates new trips the SFMTA must increase the supply of transit services, and in particular capital maintenance expenditures, to maintain the existing transit LOS.
- ◆ **Use of TSF transit capital maintenance revenue:** The benefit to development from the use of fee revenues is based on improving SFMTA transit vehicle maintenance to increase the availability of vehicles that provide transit service. SFMTA's transit vehicles include motor coaches (buses), trolley coaches (electric buses), light rail vehicles, historic streetcars, and cable cars. Improved vehicle maintenance directly increases revenue service hours by reducing the amount of time that a vehicle is out of service.
- ◆ **Proportional cost:** The TSF varies in direct proportion to the amount of trip generation of each development project.

#### Need For Transit Capital Maintenance

The TSF accommodates the impact of development by funding additional SFMTA transit capital maintenance to maintain the existing SFMTA transit LOS. Transit LOS is based on the existing number of revenue service hours per trip. The latest available financial data from the National Transit Database used to calculate the transit capital maintenance component is for

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<sup>20</sup> As discussed in Chapter 2 (*Measuring Transportation System Impact* section), "trips" include both transit and auto trips because an increase in the former generates additional demand for transit, and an increase in the latter generates additional transit delays due to increased auto congestion causing a need for additional transit service.



2013 so the transit LOS calculation is based on 2013 estimates as well. As shown in **Table 3.1**, SFMTA delivers 1.31 revenue service hours for every 1,000 auto and transit trips.

**Table 3.1: SFMTA Transit Capital Maintenance Service Standard**

	<i>Formula</i>	<b>Amount</b>
Annual Revenue Service Hours	<i>a</i>	3,458,000
Days per Year	<i>b</i>	365
Average Daily Revenue Service Hours	$c = a / b$	9,474
2013 Average Daily Trips (ADT) <sup>1</sup>	<i>d</i>	7,235,000
Revenue Service Hours per 1,000 ADT	$e = c * d / 1,000$	1.31
<sup>1</sup> Auto and transit trip ends only within San Francisco. Excludes bicycle and pedestrian trip ends. Sources: U.S. Department of Transportation, Federal Transit Administration, National Transit Database, RY 2013 Data Tables ( <a href="http://www.ntdprogram.gov/ntdprogram/pubs/dt/2013/excel/DataTables.htm">http://www.ntdprogram.gov/ntdprogram/pubs/dt/2013/excel/DataTables.htm</a> ); Table A.5.		

The net cost per revenue service hour is shown in **Table 3.2**. Non-vehicle maintenance costs and general administrative costs are deducted because these costs are not directly related to providing expanded transit service. Fare box revenue is also deducted because transit system users from development projects would pay fares to offset costs. Other SFMTA funding is not deducted because it is not restricted to uses that increase service. Unlike the TIDF nexus analysis, capital expenditures and funding are not included in the transit capital maintenance component of the TSF. The transit capital impacts of development are addressed separately in the transit capital facilities component of the TSF (see next chapter).

## Use of Fee Revenues

Based on the nexus approach, SFMTA may use fee revenues from the TSF transit capital maintenance component for any operating cost that directly support increased transit service. SFMTA anticipates using fee revenues solely for direct preventative capital maintenance costs that increase transit service. Fee revenues may not fund capital facilities costs to avoid overlap with the transit capital facilities component of the TSF, nor costs in the two categories excluded from the level of service calculation in Table 3.2 (non-vehicle maintenance costs and general administration).

**Table 3.2: Net Annual Cost per Revenue Service Hour**

	<i>Formula</i>	<b>Amount</b>	
Total Operating Costs	<i>a</i>		\$ 668,000,000
Excluded Operating Costs			
Non-Vehicle Maintenance	<i>b</i>	\$ (66,000,000)	
General Administration	<i>c</i>	(111,000,000)	
Farebox Revenue	<i>d</i>	(220,100,000)	
Subtotal	$e = b + c + d$		(397,100,000)
Net Annual Costs	$f = a + e$		\$ 270,900,000
Average Daily Revenue Service Hours	<i>g</i>		9,474
Net Annual Cost per Daily Revenue Service Hour	$h = f / g$		\$28,594
Sources: U.S. Department of Transportation, Federal Transit Administration, National Transit Database, RY 2013 Data Tables ( <a href="http://www.ntdprogram.gov/ntdprogram/pubs/dt/2013/excel/DataTables.htm">http://www.ntdprogram.gov/ntdprogram/pubs/dt/2013/excel/DataTables.htm</a> ); Table 3.1.			

### Maximum Justified Fee

The maximum justified fee for the transit capital maintenance component is based on the net annual cost per revenue service hour converted to a cost per trip. The cost per trip takes into account that the fee is paid once when a development project receives a building permit, but transit service must be provided for years following to serve that development project. The net annual cost per trip is multiplied by a net present value factor representing the funding needed over a 45-year period to provide the additional transit service. These calculations are shown in **Table 3.3**, with supporting calculations shown in **Tables B.1 and B.2** in Appendix B.

**Table 3.3: Transit Capital Maintenance Cost Per Trip**

	<i>Formula</i>	<b>Amount</b>
Net Annual Cost per Revenue Service Hour	<i>a</i>	\$28,594
Revenue Service Hours per 1,000 Average Daily Trips	<i>b</i>	1.3100
Net Annual Cost per Average Daily Trip <sup>1</sup>	$c = a * b / 1,000$	\$ 37.46
Net Present Value Factor	<i>d</i>	58.78
Total Cost per Trip	$e = c * d$	\$ 2,202
<sup>1</sup> Auto and transit trips only. Excludes bicycle and pedestrian trips.		
<sup>2</sup> Net present value factor represents the multiplier for \$1.00 in annual costs to be fully funded over a 45-year period, given interest earnings and inflation.		
Sources: Tables 3.1, 3.2, and B.2.		

The maximum justified transit capital maintenance component of the TSF is based on the cost per trip shown in Table 3.3 multiplied by the trip generation rates for each economic activity category. The maximum justified fee is shown in **Table 3.4**. The variance in the fee by economic activity category based on trip generation, and the scaling of the fee based on the size of the development project, supports a reasonable relationship between the amount of the fee and the share of transit capital maintenance attributable to each development project.

**Table 3.4: SFMTA Transit Capital Maintenance Component Maximum Justified Fee (2015 dollars)**

<b>Economic Activity Category</b>	<b>Cost per Trip</b>	<b>Trip Generation Rate (per 1,000 sq. ft.)</b>	<b>Maximum Justified Transit Capital Maintenance Fee (per sq. ft.)</b>
<i>Formula</i>	<i>a</i>	<i>b</i>	$c = a * b / 1,000$
Residential	\$2,202	7	\$15.41
Nonresidential (excluding PDR)	\$2,202	25	\$55.05
Production, Distribution, Repair (PDR)	\$2,202	7	\$15.41
Sources: Tables 3.3 and A.4.			

## 4. TRANSIT CAPITAL FACILITIES

The transit capital facilities component of the TSF is based on a list of currently planned capital projects and programs needed to accommodate increased transit demand from development.<sup>21</sup> The relationship between development and the transit capital facilities component of the TSF is summarized below and explained more fully in the sections that follow:

- ◆ **Need for expanded transit capital facilities:** The impact of development on the need for expanded transit facilities is caused by increased transit and auto trips as discussed in Chapter 2 in the *Trip Generation* section. The fair share cost of planned transit facilities allocated to TSF development to accommodate this demand is based on trip generation from TSF development as a percent of total trip generation served by the planned facility (including existing development and non-TSF development, depending on the specific facility).<sup>22</sup>
- ◆ **Use of TSF transit capital facilities component revenue:** The benefit to development from the use of fee revenues is based on funding new or expanded transit capital facilities to support increased transit services including improved vehicle availability.
- ◆ **Proportional cost:** The TSF varies in direct proportion to the amount of trip generation of each development project.

### Need For Transit Capital Facilities

The impact of increased trip generation from development on the need for expanded transit capital facilities is accommodated by a list of major proposed projects and programs drawn from the SFMTA's most recent long-range plans. Only projects and programs that are not fully funded with programmed funding are included in the TSF list of transit capital facilities. The total cost of each project or program is allocated to TSF development based on one of the following two fair share cost allocation methods:

Method 1: If the project or program includes replacement and expansion of an existing transit facility then the total cost is allocated to trips

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<sup>21</sup> Bicycle facilities are included in the transit capital facilities component nexus because bicycle infrastructure improvements shift demand away from transit thereby relieving transit overcrowding. However, TSF spending on bicycle infrastructure will occur solely from the complete streets component of the TSF. See text later in this chapter for more explanation.

<sup>22</sup> See Chapter 2 for definitions of TSF and non-TSF development.

generated by existing and new (2010-2040) development because all development is associated with the need for the project or program. Existing development is based on 2010 land use and new development includes both non-TSF and TSF development.

Method 2: If the project or program only provides expanded transit capacity needed to serve demand from new development then the total cost is allocated only to trips generated by new development, both non-TSF and TSF development, because only new development is associated with the need for the project or program.

As shown in **Table 4.1**, method 1 results in an allocation of 18 percent of the total cost to TSF development. Method 2 results in an allocation of 75 percent of total cost to TSF development.

**Table 4.1: Trip Generation Shares**

Development	Trip Generation	Method 1	Method 2
		2040 Total	2010-2040
2010 Development	7,222,000	75.8%	NA
2010-2040 Development			
Non-TSF Development	587,000	6.2%	25.5%
TSF Development	1,713,000	18.0%	74.5%
Subtotal 2010-2040	2,300,000	24.2%	100.0%
2040 Development	9,522,000	100.0%	NA
Sources: Tables 2.6 and A.6.			

The planned projects and programs used to calculate the transit capital facilities component of the TSF are shown in **Table 4.2**, with notes and sources provided in **Table 4.3**. All costs reflect 2015 dollars. The planned projects and programs are shown in three major facility categories:

- ◆ Transit service expansion and reliability improvements
- ◆ Improvements supporting regional transit operators
- ◆ Bicycle infrastructure improvements (see explanation for inclusion of bicycle improvements following the tables).

**Table 4.2: Transit Capital Facilities Fair Share Cost Allocation (\$ 1,000)**

Expenditure Category / Project or Program	Total Cost	Allocation Method <sup>1</sup>	Non-TSF Cost Share			Potential TSF Cost Share
			Existing Development (2010)	Non-TSF Development (2010-2040)	Non-TSF Cost Share Subtotal	
<i>Formula</i>	<i>a</i>		$b = a * x$	$c = a * y$	$d = b + c$	$d = a * z$
<i>where x, y, z = fair share cost allocation (Table 4.1)</i>						
<b>SFMTA Transit Service Expansion and Reliability Improvements</b>						
Transit Fleet Expansion	\$630,500	2	NA	\$160,800	\$160,800	<b>\$469,700</b>
Transit Facilities	449,500	1	\$340,700	27,900	368,600	<b>80,900</b>
Muni Forward Rapid Network	53,700	2	NA	13,700	13,700	<b>40,000</b>
Geary Bus Rapid Transit	323,500	1	245,200	20,100	265,300	<b>58,200</b>
M-Ocean View / 19th Ave.	520,000	1	394,200	32,200	426,400	<b>93,600</b>
Subtotal	\$1,977,200		\$980,100	\$254,700	\$1,234,800	<b>\$742,400</b>
<b>Improvements Supporting Regional Transit Operators</b>						
BART Fleet Expansion	145,200	2	NA	\$37,000	\$37,000	<b>\$108,200</b>
BART Train Control	100,000	2	NA	25,500	25,500	<b>74,500</b>
Caltrain Electrification	1,332,100	1	1,009,700	82,600	1,092,300	<b>239,800</b>
Transbay Transit Center (Phase 2)	2,376,900	1	1,801,700	147,400	1,949,100	<b>427,800</b>
Subtotal	\$3,954,200		\$2,811,400	\$292,500	\$3,103,900	<b>\$850,300</b>
<b>Bicycle Infrastructure Improvements</b>						
Bicycle Programs (expansion)	548,500	2	NA	\$139,900	\$139,900	<b>\$408,600</b>
<b>Total</b>	<b>\$6,479,900</b>		<b>\$3,791,500</b>	<b>\$687,100</b>	<b>\$4,478,600</b>	<b>\$2,001,300</b>
<sup>1</sup> Method 1 allocates costs based on total trip generation in 2040 (existing and new development). Method 2 allocates costs based only on trip generation from new development (2010-2040).						
Sources: Tables C.2, C.3, C.4, C.5, C.6, 4.1, and 4.3.						

**Table 4.3: Transit Capital Facilities (Notes & Sources)**

Project or Program	Fair Share Cost Allocation & Funding Notes	Sources
<b>SFMTA Transit Service Expansion and Reliability Improvements</b>		
Transit Fleet Expansion	All costs associated with additional capacity needed to serve 2010-2040 growth as identified in recent (2014) fleet and facility planning studies <sup>1</sup> Excludes cost of replacement vehicle capacity, Central Subway vehicles (funded), and Geary BRT vehicles (see Geary BRT project).	See Tables C.1 and C.2
Transit Facilities	Allocate costs to all 2040 development because the needs include rehabilitation and replacement of existing facilities. A more detailed analysis by facility would likely result in a higher allocation share to 2010-2040 development.	See Table C.3
Muni Forward Rapid Network	All costs associated with additional capacity needed to serve 2010-2040 growth. Total Rapid Network investment estimated at \$231 mil. of which about 77 percent (\$178 mil.) is funded and associated with near-term projects that address existing deficiencies and provide additional capacity. TSF funding limited to funding 23 percent of Rapid Network total cost (\$53 mil. and currently unfunded) as a conservative estimate of costs associated with additional capacity needed to serve growth.	See Table C.4
Geary Bus Rapid Transit	Allocate to all 2040 development because project would replace and increase capacity of existing service. Includes vehicles.	See Table C.5
M-Ocean View / 19 <sup>th</sup> Ave.	Allocate to all 2040 development because project would replace and increase capacity of existing service. Total cost represents most likely cost for "Longer Subway/Bridge" option.	San Francisco County Transportation Authority, <i>19<sup>th</sup> Avenue Transit Study</i> , March 2014, Table 4.8. p. 66.

**Table 4.3: Transit Capital Facilities (Notes & Sources) (continued)**

<b>Project or Program</b>	<b>Fair Share Cost Allocation &amp; Funding Notes</b>	<b>Sources</b>
<b>Improvements Supporting Regional Transit Operators</b>		
BART Fleet Expansion	All costs associated with additional capacity needed to serve 2010-2040 growth. Total cost of 44 additional cars to accommodate additional peak hour trips, based on SF-CHAMP model run indicating 4,554 passengers that would exceed current capacity, and 105 passengers per car at 100 percent capacity. Assume \$3.3 million cost per car based on latest public report though BART staff now anticipating cost of \$5.5 million per car.	San Francisco Bay Area Rapid Transit District (BART), <i>Building A Better BART: Investing In The Future Of The Bay Area's Rapid Transit System</i> (draft), July 2014, p. 13; San Francisco Municipal Transportation Agency (personal communication regarding SF-CHAMP model output, transitCrowding_Peak_BART_Transbay_v2.xlsx, Nov. 21, 2014).
BART Train Control	All costs associated with additional capacity needed to serve 2010-2040 growth. The \$100 mil. cost is 50 percent of the \$200 mil. capacity expansion component of the Train Control Modernization Program (TCMP). The capacity expansion component is driven by growth in transbay trips serving downtown San Francisco so half of the cost is allocated to San Francisco growth (the other half is associated with development at the other end of each trip). The total replacement and upgrade project cost of the TCMP is \$915 million.	BART, "Funding Priorities and Financial Outlook", BART board workshop presentation, Jan. 29-30, 2015, and "Capital Funding Priorities", presentation to San Francisco Capital Planning Committee, Feb. 9, 2015.
Caltrain Electrification	Allocate to all 2040 development because project would replace and increase capacity of existing service. Based on \$1,456 mil. in year-of-expenditure dollars, discounted 9.3% to 2015 based on scheduled project completion by FY 2019-20. Excludes Advanced Signal System / Positive Train Control (funded).	San Francisco County Transportation Authority, <i>2014 Prop. K Strategic Plan</i> , Appendix D, Sep. 12, 2014;
Transbay Transit Center (Phase 2) – Downtown Extension	Allocate to all 2040 development because project would replace and increase capacity of existing service. Based on \$2,598 mil. in year-of-expenditure dollars, discounted 9.3% to 2015 based on project completion by FY 2019-20 subject to funding availability.	San Francisco County Transportation Authority, <i>2014 Prop. K Strategic Plan</i> , Appendix D, Sep. 12, 2014;
<b>Bicycle Infrastructure Improvements</b>		
Bicycle Programs (expansion)	All costs associated with expanding service to shift trips and increase transit capacity to serve 2010-2040 growth.	See Table C.6
<sup>1</sup> The fair share cost allocation to TSF development is slightly conservative because fleet expansion costs are based on a 2015-2040 growth whereas the cost allocation is based on 2010-2040 growth.		



Bicycle improvements are included because bicycle infrastructure improvements shift demand away from autos and transit thereby relieving auto congestion, improving transit travel times, and reducing transit overcrowding.<sup>23</sup> However, TSF spending on bicycle infrastructure will occur solely from the complete streets component of the TSF (see Chapter 5). This approach is consistent with the bicycle, pedestrian, and streetscape infrastructure components of the area plan fees based on current legislation pending before the Board of Supervisors.

Table 4.2 calculates the potential TSF cost share (shown in the last column of the table) by deducting the shares allocated to existing development and non-TSF development.

The potential TSF cost share shown in Table 4.2 must be adjusted to calculate the maximum justified funding that could be provided by the TSF. Maximum justified TSF funding is based on applying any currently programmed funding available after funding of the non-TSF cost share. Programmed funding is funding that has been programmed through prior legislative action and includes funding from:

- ◆ Proposition K funding from the San Francisco County Transportation Authority
- ◆ Transportation 2030 general obligation bond recently approved in San Francisco
- ◆ Metropolitan Transportation Commission transit core capacity challenge grant program for SFMTA projects that targets federal, state, and regional funds to high-priority transit capital projects
- ◆ Caltrain funding for the Caltrain electrification project
- ◆ Transbay Transit Center funding from various sources

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<sup>23</sup> The San Francisco County Transportation Authority (SFCTA) modeled the impact of building out the Class 1 bicycle facilities to 100 miles and estimated that daily bike trips would increase by about 20,000, or about 20 percent including shifts from auto and transit modes (personal communication, Sep. 26, 2014); Dill, Jennifer and Theresa Carr (2003), "Bicycle Commuting and Facilities in Major U.S. Cities: If You Build Them, Commuters Will Use Them – Another Look", TRB 2003 Annual Meeting CD-ROM; Nelson, Arthur and David Allen (1997), "If You Build Them, Commuters Will Use Them; Cross-Sectional Analysis of Commuters and Bicycle Facilities", Transportation Research Record 1578; San Francisco Department of Parking and Traffic, "Polk Street Lane Removal/Bike Lane Trial Evaluation", Report to San Francisco Board of Supervisors, May 16, 2001.

- ◆ Developer funding through development or other contractual agreements.

Programmed funding is first allocated to the non-TSF cost share. Any funding remaining after allocation to the non-TSF cost share is then deducted from the TSF cost share. **Table 4.4** shows the maximum justified TSF funding for the transit capital facilities component based on this approach. All funding reflects 2015 dollars. Detail regarding programmed funding is shown in Appendix **Table C.7**.

The SFMTA has access to other revenue sources to address any funding gaps for the projects and programs listed in Table 4.4, after deducting programmed funding and TSF revenue. These alternative sources ensure that the projects and programs listed in Table 4.4 are financially feasible. These alternative funding sources are listed in **Table 4.5**

## Use of Fee Revenues

The SFMTA or SFCTA may use revenue from the TSF transit capital facilities component for any capital project that expands transit service in or to/from San Francisco, or directly supports the expansion of that service such as vehicle maintenance facilities. Eligible costs that may be funded include capital expenses such as project management, design, engineering, environmental review, land acquisition, equipment, and construction.

As explained previously, the transit capital facilities component of the TSF will not be used to support bicycle infrastructure improvements. Instead, spending on bicycle infrastructure will occur from the complete streets component of the TSF.

The TSF may fund projects or programs that replace and expand existing transit facilities as long as method 1 is used to allocate expansion-related costs to the TSF (across existing and new development) (see *Need for Transit Capital Facilities* section, above). The TSF may also fund projects or programs that solely support transit service expansion. In this case method 2 would be used to allocate costs to the TSF development (new development only).

**Table 4.4: Transit Capital Facilities Maximum Justified TSF Funding Share (\$ 1,000)**

Expenditure Category / Project or Program	Total Programmed Funding	Non-TSF Cost Share	Net Programmed Funding Available For TSF Cost Share	Potential TSF Cost Share	Maximum Justified TSF Funding
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c = a - b<sup>1</sup></i>	<i>d</i>	<i>e = d - c</i>
<b><i>SFMTA Transit Service Expansion and Reliability Improvements</i></b>					
Transit Fleet Expansion	\$406,000	\$160,800	\$245,200	\$469,700	\$224,500
Transit Facilities	150,800	368,600	-	80,900	80,900
Muni Forward Rapid Network	2,000	13,700	-	40,000	40,000
Geary Bus Rapid Transit	46,100	265,300	-	58,200	58,200
M-Ocean View / 19th Ave.	71,800	426,400	-	93,600	93,600
Subtotal	\$676,700	\$1,234,800	\$245,200	\$742,400	\$497,200
<b><i>Improvements Supporting Regional Transit Operators</i></b>					
BART Fleet Expansion	\$-	\$37,000	\$-	\$108,200	\$108,200
BART Train Control	2,800	25,500	-	74,500	74,500
Caltrain Electrification	108,900	1,092,300	-	239,800	239,800
Transbay Transit Center (Phase 2)	463,900	1,949,100	-	427,800	427,800
Subtotal	\$575,600	\$3,103,900	\$-	\$850,300	\$850,300
<b><i>Bicycle Infrastructure Improvements</i></b>					
Bicycle Programs Expansion	\$13,000	\$139,900	\$-	\$408,600	\$408,600
<b>Total</b>	<b>\$1,265,300</b>	<b>\$4,478,600</b>	<b>\$245,200</b>	<b>\$2,001,300</b>	<b>\$1,756,100</b>

<sup>1</sup> Unless negative, then \$0.  
Sources: Tables 4.2 and C.7.

**Table 4.5: Transit Capital Facilities Funding Sources**

<p><b>Federal Grant Programs</b></p> <ul style="list-style-type: none"> <li>• Federal Transit Administration <ul style="list-style-type: none"> <li>- Section 5307 – Urbanized Area Formula Program</li> <li>- Section 5309(b)1 – New Starts, Small Starts and Very Small Starts Programs</li> </ul> </li> <li>• Federal Highway Administration <ul style="list-style-type: none"> <li>- Highway Safety Improvement Program</li> <li>- Surface Transportation Program</li> <li>- Congestion Mitigation and Air Quality Improvement Program</li> <li>- TIGER Discretionary Grants</li> </ul> </li> </ul>
<p><b>State Funding Programs</b></p> <ul style="list-style-type: none"> <li>• Active Transportation Program</li> <li>• Cap and Trade</li> <li>• Prop1B – Transportation Bond Program</li> <li>• Prop1A – High-Speed Rail Bond Program</li> <li>• Regional Transportation Improvement Program</li> <li>• State Transit Assistance for capital projects</li> <li>• State Highway Operation and Protection Program</li> </ul>
<p><b>Regional and Local Funding Programs</b></p> <ul style="list-style-type: none"> <li>• Climate Initiatives Program</li> <li>• Cost Sharing With Other Counties on Joint Projects</li> <li>• Lifeline Transportation Program</li> <li>• OneBayArea Grant Program</li> <li>• Prop AA (San Francisco vehicle registration fee)</li> <li>• Regional Measure 2 (bridge tolls)</li> <li>• Transit Performance Initiative Program</li> <li>• Transportation Fund for Clean Air (Bay Area Air Quality Management District)</li> <li>• SFMTA revenue bonds</li> <li>• General Obligation Bonds</li> <li>• General Fund Allocation for Capital Projects</li> </ul>

## Maximum Justified Fee

The fee schedule for the TSF transit capital facilities component is based on the maximum justified cost per trip and is shown in **Table 4.6**. The cost per trip is based on the maximum justified funding and the total number of trips generated by TSF development.

**Table 4.6: Transit Capital Facilities Cost per Trip**

	<b>Amount</b>
Maximum Justified TSF Funding	\$1,756,100,000
Total Trip Generation	1,713,000
Cost per Trip	\$1,025
Source: Tables 4.4 and 2.6	

The maximum justified fee for each economic activity category is based on the cost per trip shown in Table 4.6 multiplied by the trip generation rates for each category. The maximum justified fee schedule is shown in Table 4.7. The variance in the fee by economic activity category based on trip generation, and the scaling of the fee based on the size of the development project, supports a reasonable relationship between the amount of the fee and the share of transit capital facilities attributable to each development project.

**Table 4.7: Transit Capital Facilities Component Maximum Justified Fee (2015 dollars)**

<b>Economic Activity Category</b>	<b>Cost per Trip</b>	<b>Trip Generation Rate</b> (per 1,000 sq. ft.)	<b>Maximum Justified Transit Capital Facilities Fee</b> (per sq. ft.)
<i>Formula</i>	<i>a</i>	<i>b</i>	$c = a * b / 1,000$
Residential	\$1,025	7	\$7.18
Nonresidential (excluding PDR)	\$1,025	25	\$25.63
Production, Distribution, Repair (PDR)	\$1,025	7	\$7.18
Sources: Seifel Consulting, Inc., <i>San Francisco Eastern Neighborhoods Nexus Study</i> , prepared for the City of San Francisco Planning Department, May 2008; Tables 2, 3, and Appendix D Table D.2; Tables 4.6 and A.4.			

## 5. COMPLETE STREETS

The complete streets component of the TSF would fund the enhancement and expansion of pedestrian and other streetscape infrastructure to accommodate growth. This component of the TSF is intended to maintain the existing level of service currently provided for pedestrians in San Francisco. The relationship between development and the complete streets component of the TSF is summarized below and explained more fully in the sections that follow:

- ◆ **Need for pedestrian infrastructure:** The impact of development on the need for enhanced and expanded pedestrian infrastructure is based on achieving the pedestrian level of service (pedestrian LOS) recommended in the *San Francisco Citywide Nexus Analysis*.<sup>24</sup> The pedestrian LOS is based on sidewalk space per capita.
- ◆ **Use of TSF complete streets revenue:** The benefit to development from the use of fee revenues is based on enhancing and expanding pedestrian and other streetscape infrastructure. Revenues may also be used for bicycle capital facilities for reasons explained in the section *Use of Fee Revenues*.
- ◆ **Proportional cost:** The TSF varies in direct proportion to the amount of service population of each development project.

### Need For Pedestrian Infrastructure

The need for pedestrian infrastructure is directly related to the number of pedestrians in the City. As discussed in detail in Chapter 2 in the *Service Population* section, pedestrians include both residents and employees with employees also reflecting demand from visitors who use the City's business establishments. The combined service population of residents and employees for pedestrian infrastructure as calculated by the *Citywide Nexus Analysis* is based on residents plus employees weighted at 50 percent.<sup>25</sup> Employees are weighted lower than residents because of the lower demand for pedestrian infrastructure relative to residents (less time at work as an employee compared to time at home or doing other activities as a resident).

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<sup>24</sup> San Francisco Planning Department, *San Francisco Citywide Nexus Analysis*, March 2014, pp. 25-30.

<sup>25</sup> San Francisco Planning Department, *San Francisco Infrastructure Level of Service Analysis*, March 2014, p. 44.

The *Citywide Nexus Analysis* calculated the pedestrian LOS based on the amount of existing sidewalk space and the future service population. Thus the study assumes a pedestrian LOS of 88 square feet per capita in the future compared to 103 square feet per capita currently. To compensate for this conservative assumption, the pedestrian LOS assumes a cost per square foot that incorporates improvements to existing sidewalks with the addition of elements such as curb ramps, bulb-outs, and pedestrian signals.<sup>26</sup>

The unit cost of pedestrian infrastructure calculated by the *Citywide Nexus Analysis* and updated to 2015 dollars is \$47.18 per square foot. This cost reflects a conservative set of assumptions for pedestrian infrastructure and reflects a range of improvement levels across the City.<sup>27</sup> This unit cost specifically excludes elements of pedestrian infrastructure that may be required under Section 138.1 of the San Francisco Planning Code related to urban design standards. Under this section of the code the City may require certain development projects to improve pedestrian infrastructure directly adjacent to the project. By excluding these cost elements there is no overlap between the TSF complete streets component and compliance with Section 138.1 of the Planning Code.<sup>28</sup>

Based on the inputs described above, the cost per capita by economic activity category representing the cost of pedestrian infrastructure to serve new development is shown in **Table 5.1**.

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<sup>26</sup> Ibid, Table 18, p. 45.

<sup>27</sup> San Francisco Planning Department, *San Francisco Citywide Nexus Analysis*, March 2014, Table 17, p. 29.

<sup>28</sup> AECOM, memorandum to San Francisco Planning Department regarding San Francisco Infrastructure Nexus Analysis – Streetscape Cost, March 20, 2014, pp. 10-11.

**Table 5.1: Pedestrian Infrastructure Level of Service**

Economic Activity Category	Level of Service (sq. ft. per capita)	Cost per Sq. Ft. <sup>1</sup>	Service Population Weight <sup>2</sup>	Cost per Capita
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c</i>	<i>d = a * b * c</i>
Residential	88	\$47.18	100%	\$4,152
Nonresidential (ex. PDR)	88	\$47.18	50%	\$2,076
Production, Distribution, Repair (PDR)	88	\$47.18	50%	\$2,076
<sup>1</sup> Cost based on \$43.00 (\$ 2013) from <i>Citywide Nexus Analysis</i> , increased by 4.5% for 2014 and 5.0% for 2015 to reflect annual infrastructure construction cost inflation estimates prepared by the City and applied to all city development impact fees. <sup>2</sup> Employment service population weighted at 50 percent of residential service population to reflect relative demand for pedestrian infrastructure. Source: San Francisco Planning Department, <i>San Francisco Citywide Nexus Analysis</i> , March 2014, Table 17, p. 29.				

## Use of Fee Revenues

The primary purpose of the TSF complete streets components is to fund capital improvements to the City's pedestrian and other streetscape infrastructure. As discussed in the Better Streets Plan (BSP),<sup>29</sup> the City aims to improve the pedestrian environment for all of San Francisco's residents and employees. Acceptable uses of revenue from the TSF complete streets component include (but are not limited to) sidewalk paving, lighting installation, pedestrian signalization of crosswalks or intersections, street tree planting, bulb-out construction, street furnishing, landscaping, traffic calming, and other streetscape improvements cited in the BSP. Current planned expenditures of TSF revenue drawn from the *SFMTA 20-Year Capital Plan* are shown in **Table 5.2**. The table also shows programmed funding for these programs with Proposition K being the only current source.

<sup>29</sup> San Francisco Public Works Code, Section 2.4.13.



**Table 5.2: TSF Pedestrian Infrastructure Programs**

<b>Pedestrian Infrastructure Program</b>	<b>Amount</b>
Pedestrian Strategy Corridor Program	\$363,000,000
Striping and Signage Program	8,800,000
<b>Total</b>	<b>\$371,800,000</b>
Programmed Funding: Proposition K <sup>1</sup>	(55,600,000)
<b>Funding Need</b>	<b>\$316,200,000</b>
<p><sup>1</sup> Prop. K funding based on (1) determining Prop. K expenditure line items that would be eligible for funding TSF expenditure plan projects (100% of Prop. K expenditure lines 38 and 40), (2) discounting remaining programmed funds from FY 2016 through FY 2034 to 2014\$ for those line items, (3) determining the share available for SFMTA projects (vs. other departments and agencies), and (4) allocating the discounted share to the TSF project.</p> <p>Sources: San Francisco Municipal Transportation Agency, <i>SFMTA 20-Year Capital Plan</i>, Oct. 15, 2013, pp. B-20; San Francisco County Transportation Authority, <i>2014 Prop. K Strategic Plan</i>, Sep. 12, 2014; SFCTA staff (for discount factors).</p>	

For all area plan fees except the Transit Center District fee, legislation pending before the Board of Supervisors would distinguish between a fee component for transit and a fee component for bicycle, pedestrian and other streetscape infrastructure. To provide consistency with the proposed area plan fee programs, revenue from the TSF complete streets component may also be used for bicycle facilities. The use of the TSF for bicycle facilities is already justified under the transit capital facilities component (see prior chapter). Thus, as long as the maximum justified fees for each component are not exceeded, bicycle facilities may be funded by either component.

### Maximum Justified Fee

The maximum justified fee for the complete streets component is based on the cost and building square feet per capita by economic activity category. The maximum justified fee is shown in **Table 5.3**. The variance in the fee by economic activity category based on building space per capita, and the scaling of the fee based on the size of the development project, supports a reasonable relationship between the amount of the fee and the share of complete streets infrastructure attributable to each development project.

**Table 5.3: Complete Streets Component Maximum Justified Fee (2015 dollars)**

<b>Economic Activity Category</b>	<b>Cost per Capita</b>	<b>Sq. Ft. per Capita</b>	<b>Maximum Justified Fee (per sq. ft.)</b>
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c = a / b</i>
Residential	\$4,152	498	\$8.34
Nonresidential (excluding PDR)	\$2,076	308	\$6.74
Production, Distribution, Repair (PDR)	\$2,076	597	\$3.48
Sources: Tables 5.1 and A.4.			

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## 6. TRANSPORTATION SUSTAINABILITY FEE

The maximum justified transportation sustainability fee is the sum of the three component fees presented in Chapters 3, 4, and 5. The maximum justified TSF is shown in **Table 6.1** per square foot of building space. The two transit components are subtotaled to show the total maximum justified TSF for transit facilities and services. The total fee on a development project for transit facilities and services should not exceed this amount without a nexus study justifying the higher amount. Likewise, the total fee on a development project for pedestrian and other streetscape infrastructure should not exceed the complete streets component without a nexus study justifying the higher amount.

**Table 6.1: Maximum Justified TSF (2015 dollars)**

Economic Activity Category	Maximum Justified TSF per Square Foot				
	Transit Components			Complete Streets Component	Total TSF
	Transit Capital Maintenance	Transit Capital Facilities	Subtotal		
Residential	\$15.41	\$7.18	\$22.59	\$8.34	\$30.93
Nonresidential (excluding PDR)	\$55.05	\$25.63	\$80.68	\$6.74	\$87.42
Production, Distribution, Repair (PDR)	\$15.41	\$7.18	\$22.59	\$3.48	\$26.07

Sources: Tables 3.4, 4.7, and 5.3.

### Relationship Between TSF and Area Plan Fees

As listed in Chapter 2, Table 2.3, the City has area plans that have their own separate transportation development impact fees. Pending approval of legislation currently before the Board of Supervisors<sup>30</sup>, these fees would be separated between transit and complete streets components. The complete streets component would include bicycle, pedestrian, and other streetscape infrastructure. The TSF is proposed to have a similar structure (separate transit and complete streets components) to mirror the proposed area plan fee structure. This structure is also consistent with the *Citywide Nexus Analysis* referenced in Chapters 2 and 5 of this report.

<sup>30</sup> Pending legislation is regarding adoption of the *Citywide Nexus Analysis* referenced in Chapters 2 and 5 and would amend Article 4 of the Planning Code.

As explained in Chapter 1, the current TIDF is a citywide fee on nonresidential development only. Nonresidential development within a plan area currently pays the TIDF in addition to any area plan transit fee component. If adopted, the TSF would replace the TIDF and be applied to both residential and nonresidential development.

Area plan transportation fees were developed to fund improvements within their respective plan areas to address local impacts from new development. By contrast the TSF is designed to fund citywide projects and programs to address citywide development impacts. Regardless of the separation or overlap between area plan fees and the TSF, the TSF should be adopted at a level such that the combined area plan and TSF amounts are less than the maximum justified TSF amounts shown in Table 6.1. This approach would ensure that new development is not overpaying for transportation impacts and that new development fully benefits from the expenditure of fee revenues. Specifically, within each plan areas the TSF should be adopted at less than the maximum justified amount such that:

- ◆ The combined amount of the adopted area plan and TSF transit fee components remains less than the maximum justified TSF transit fee component (transit capital maintenance plus transit capital facilities).
- ◆ The combined amount of the adopted area plan and TSF complete streets components remains less than the maximum justified TSF complete streets component.

See Appendix D, **Tables D.1 and D.2** for a list of current transportation fees within plan areas and a comparison with the maximum justified TSF amount. The maximum justified TSF is greater than the current fee (including the TIDF) across all economic activity categories, area plans, and for both the transit and complete streets fee components. In most cases the maximum justified TSF is more than 50 percent greater than the current fee. Thus there is substantial flexibility for the City to determine the appropriate TSF amount to adopt and implement.

## Relationship Between TSF and TSP

The TSF will be part of a larger effort, the proposed Transit Sustainability Program (TSP). In addition to the TSF, the TSP includes (1) a transportation demand management (TDM) program for new development projects, and (2) revision to the City's policies regarding evaluation of transportation impacts under the California Environmental Quality Act (CEQA) consistent with State Guidelines adopted pursuant to Senate Bill 743.

The TSF nexus study and the expenditure of TSF revenues are designed to avoid any overlap with other TSP requirements or in any way double charge development projects for the same impact. Based on the current proposal,

the TDM component of the TSP includes a wide range of measures including measures to encourage travel by transit, bicycle, and pedestrian modes. These measures do not overlap with the TSF because:

- ◆ TDM measures related to transit service are focused on transit pass subsidies for residents and employees of development projects to encourage transit use. The TSF is focused on offsetting the impact of increased transit use on transit capital maintenance and transit capital facilities costs. Furthermore, farebox revenue supported by transit pass subsidies only covers about one-third of total operating costs (\$220 mil. in annual revenue versus \$668 mil. of annual costs) and these revenues are excluded from calculation of the TSF transit capital maintenance component (see Table 3.2).
- ◆ TDM measures related to bicycle and pedestrian improvements are focused on on-site improvements such as bike parking and frontage improvements for pedestrians. The TSF is focused on citywide capital investments in bicycle facilities and pedestrian infrastructure.

## TSF Updates

The TSF should be updated using the following two methods:

1. **Annual updates:** The calculations in this nexus study are based on 2015 dollars. The adopted TSF should be updated annually for cost inflation in a similar manner as the City currently does for all other development impact fees to ensure that fee revenue remains constant with inflation to fund development impacts.
2. **Five-year updates:** The Mitigation Fee Act and the Planning Code require every five years that any local agency implementing a development impact fee make findings similar to those made at the time of the initial fee adoption.<sup>31</sup> For these five year updates the City should:
  - a. Update the transit capital maintenance fee component based on the latest available data from the National Transit Database and corresponding land use data for the City.
  - b. Update the transit capital facilities fee component based on the latest available list of major transit capital projects that benefit new development, along with updates to project costs and programmed funding.

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<sup>31</sup> California Government Code Section 66001(d).

- c. Update the complete streets component based on a review of the pedestrian level of service and current cost estimates for pedestrian and other streetscape infrastructure.

These periodic reviews and adjustments to the TSF will ensure that the program continues to adequately address the impacts of development on the City's transportation system.

## **APPENDICES**



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## **A. LAND USE PROJECTIONS & TRIP GENERATION ESTIMATES**

The Transit Sustainability Fee is based on a consistent set of development estimates for 2010 and land use projections for 2040. These estimates and projections are converted to trip generation estimates and used to evaluate the impact of development on the transportation system. This appendix describes these estimates and projections including key assumptions and methodologies used to develop them.

### **Consistency With Regional Projections**

In preparing the land use allocations for 2010 and 2040, the Planning Department controlled citywide totals to the most recent estimates available from the Association of Bay Area Governments (ABAG) for the nine-county San Francisco Bay region developed in association with the Metropolitan Transportation Commission (MTC). Citywide totals were controlled to be within plus or minus two percent of the 2010 and 2040 ABAG totals for population, housing, and employment. Comparisons of the Planning Department's citywide totals with the ABAG totals are shown in **Tables A.1 and A.2.**

**Table A-1: San Francisco Development 2010**

	Nexus Study	ABAG	Difference, Nexus Study vs. ABAG	
			Amount	Percent
<b>Housing</b>				
Housing Units	376,000	376,900	(900)	(0.2%)
Households	345,900	345,800	100	0.0%
Vacancy Rate	8.0%	8.3%	NA	NA
<b>Employment (Jobs)</b>				
Management, Information and Professional Services	295,100	NA	NA	NA
Retail/Entertainment	97,700	NA	NA	NA
Production, Distribution, Repair	59,900	NA	NA	NA
Cultural/Institution/Education	59,800	NA	NA	NA
Medical and Health Services	36,500	NA	NA	NA
Visitor Services	21,000	NA	NA	NA
<b>Total Employment</b>	<b>570,000</b>	<b>568,700</b>	<b>1,300</b>	<b>0.2%</b>
Jobs per Household	1.65	1.64		
<p>Note: "NA" indicates that San Francisco Planning uses different employment categories than ABAG so comparisons are not applicable.</p> <p>Sources: San Francisco Planning Department, Land Use Allocation Model Output, December 2013; Association of Bay Area Governments and the Metropolitan Transportation Commission, <i>Plan Bay Area, Final Forecast of Jobs, Population and Housing</i>, Table 14, p. 42, July 2013.</p>				

**Table A-2: San Francisco Development 2040**

	S.F. Planning Dept. 2040	ABAG 2040	Difference, Nexus Study vs. ABAG	
			Amount	Percent
<b>Housing</b>				
Housing Units	477,400	469,400	8,000	1.7%
Households	447,000	447,400	(400)	(0.1%)
Vacancy Rate	6.4%	4.7%	NA	NA
<b>Employment (Jobs)</b>				
Management, Information and Professional Services	414,800	NA	NA	NA
Retail/Entertainment	123,200	NA	NA	NA
Production, Distribution, Repair	69,500	NA	NA	NA
Cultural/Institution/Education	80,400	NA	NA	NA
Medical and Health Services	52,200	NA	NA	NA
Visitor Services	26,800	NA	NA	NA
Total Employment	766,900	759,500	7,400	1.0%
Jobs per Household	1.72	1.70		
Note: "NA" indicates that San Francisco Planning uses different employment categories than ABAG so comparisons are not applicable.				
Sources: San Francisco Planning Department, Land Use Allocation Model Output, December 2013; Association of Bay Area Governments and the Metropolitan Transportation Commission, Plan Bay Area, Final Forecast of Jobs, Population and Housing, Table 14, p. 42, July 2013.				

### Housing Unit Size, Employment Density, and Trip Generation Rates

Housing unit size (average square feet per housing unit) and employment density factors (square feet per employee) are used to convert projections of housing units and employment to projections of building space. Average housing unit size is based on the Eastern Neighborhoods Nexus Study completed in 2008.<sup>32</sup> Employment density factors are consistent with those used in the Planning Department's land use allocation tool with one exception (see next paragraph). Trip generation rates are based on the most recent update of the TIDF completed in 2011.<sup>33</sup>

<sup>32</sup> Seifel Consulting, Inc., *San Francisco Eastern Neighborhoods Nexus Study*, prepared for the City of San Francisco Planning Department, May 2008

<sup>33</sup> Cambridge Systematics with Urban Economics, *Transit Impact Development Fee Update*, prepared for the San Francisco Municipal Transportation Agency, February 2011.

The employment density factor and trip generation rate for the Management, Information, and Professional Services (MIPS) economic activity category were adjusted to incorporate recent information from the Central SoMa environmental review as explained in Chapter 2. See **Table A.3** for the MIPS adjustment.

See **Table A.4** for the factors and rates used for all economic activity categories. See **Tables A.5 and A.6** for trip generation estimates used for the nexus analysis for the TSF transit capital maintenance and TSF transit capital facilities components, respectively.

**Table A-3: Management, Information & Professional Services Employment Density and Trip Generation Rate**

	<i>Formula</i>	<b>Central SoMa</b>	<b>All Other City-wide</b>	<b>Total</b>
Management, Information & Professional Services Employment	<i>a</i>	45,000	74,700	119,700
Sq. Ft. per Employee <sup>1</sup>	<i>b</i>	200	276	247
Occupied Building Space (1,000 sq. ft.)	$c = a * b / 1,000$	9,000	20,600	29,600
Vacancy Rate	<i>d</i>	5.0%	5.0%	5.0%
Total Building Space (1,000 sq. ft.)	$e = c / (1 - d)$	9,500	21,700	31,200
<b>Trip rate (per 1,000 sq. ft.)<sup>2</sup></b>	<b><i>f</i></b>	<b>18</b>	<b>13</b>	<b>15</b>
Trips	$g = e * f$	171,000	282,100	453,100
Trip Rate (per employee)	$h = g / a$	3.80	3.78	3.79
<sup>1</sup> "Central SoMa" and "All Other Citywide" employment density (sq. ft. per employee) provided by San Francisco Planning Department. "Total" density is the weighted average. <sup>2</sup> "All Other Citywide" trip rate is from S.F. Planning Department. "Central SoMa" trip rate is calculated based on the inverse of the ratio of All Other Citywide to Central SoMa employment density. "Total" trip rate is the weighted average of the Central SoMa and All Other Citywide trip rates.  Sources: San Francisco Planning Department, Land Use Allocation Model Output, December 2013; Cambridge Systematics with Urban Economics, <i>Transit Impact Development Fee Update</i> , prepared for the San Francisco Municipal Transportation Agency, February 2011.				

**Table A-4: Service Population, Building Space, and Trip Generation Rates**

	Service Population & Building Space			Trip Generation per Housing Unit or 1,000 Square Feet <sup>1</sup>
	Square Feet per Resident or Employee	Residents per Unit or Vacancy Rate (for employment)	Gross Square Feet per Housing Unit or Employee	
<b>Housing</b>				
Housing Units	498	2.32	1,156	7
<b>Employment</b>				
Management, Information & Professional Services	247	5.0%	260	15
Retail/Entertainment	350	5.0%	368	65
Cultural/Institution/Education	350	0.0%	350	23
Medical and Health Services	350	0.0%	350	22
Visitor Services	787	0.0%	787	13
Nonresidential (ex. PDR) <sup>2</sup>			308	25
Production, Distribution, Repair (PDR)	567	5.0%	597	7
<sup>1</sup> Average daily motorized (transit and auto) trips. <sup>2</sup> Weighted average based on 2010-2040 growth. Sources: San Francisco Planning Department, <i>San Francisco Citywide Nexus Analysis</i> , March 2014 (for housing density and size); San Francisco Planning Department, Land Use Allocation Model Output, December 2013 (for employment densities and vacancy rates); Cambridge Systematics with Urban Economics, <i>Transit Impact Development Fee Update</i> , prepared for the San Francisco Municipal Transportation Agency, February 2011 (for trip generation rates); Table A.3.				

**Table A-5: Trip Generation 2013**

<b>Economic Activity Category</b>	<b>2010 Development</b> (housing units or employment)	<b>Sq. Ft. per Unit or Employee</b>	<b>2010 Development</b> (1,000 sq. ft.)	<b>2010-2013 Development</b> (1,000 sq. ft.)	<b>2013 Development</b> (1,000 sq. ft.)	<b>Trip Generation Rate</b> (average daily trips per 1,000 sq. ft.)	<b>2013 Trip Generation</b> (average daily trips)
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c = a * b</i>	<i>d</i>	<i>e = c + d</i>	<i>f</i>	<i>g = e * f</i>
Residential	376,000	1,156	434,700	2,700	437,400	7	3,062,000
Nonresidential (ex. PDR)	510,100	308	157,100	(200)	156,900	25	3,923,000
Production, Distribution, Repair (PDR)	59,900	597	35,800	(100)	35,700	7	250,000
<b>Total Trip Generation</b>							<b>7,235,000</b>
Sources: San Francisco Planning Department, Land Use Allocation Model Output, December 2013; Tables A.1 and A.4.							

**Table A-6: Trip Generation 2010 and 2040**

<b>Economic Activity Category</b>	<b>Trip Generation Rate</b> (trips per 1,000 sq. ft.)	<b>2010 Development</b>		<b>2010-2040 Development</b>		<b>2040 Development</b>	
		<b>Building Space</b> (1,000 sq. ft.)	<b>Trip Generation</b>	<b>Building Space</b> (1,000 sq. ft.)	<b>Trip Generation</b>	<b>Building Space</b> (1,000 sq. ft.)	<b>Trip Generation</b>
Residential	7	434,700	3,043,000	117,200	820,000	551,900	3,863,000
Nonresidential (ex. PDR) <sup>1</sup>	25	157,100	3,928,000	57,600	1,440,000	214,700	5,368,000
Production, Distribution, Repair (PDR)	7	35,800	251,000	5,700	40,000	41,500	291,000
<b>Total Trip Generation</b>			<b>7,222,000</b>		<b>2,300,000</b>		<b>9,522,000</b>
<sup>1</sup> Trip generation rate based on weighted average of building square feet for 2010-2040 development by economic activity category and rounded to whole number.							
Sources: Tables 2.5, A.4, and A.5.							

## B. TRANSIT CAPITAL MAINTENANCE

The following two tables provide support for the calculations presented in Chapter 3 for the transit capital maintenance component of the TSF. **Table B.1** provides the source for the inflation and interest rates that are inputs to the model for the net present value factor shown in Table 3.3. **Table B.2** provides a truncated version of the model used to calculate the net present value factor.

**Table B-1: Inflation and Interest Rates**

Cost Inflation <sup>1</sup>			Interest Earned <sup>2</sup>		
Calendar Year	Index	Annual Rate	Fiscal Year Ending	Index	Annual Rate
2014	252.0	2.86%	2014	105.7	0.73%
2013	245.0	2.21%	2013	105.0	0.95%
2012	239.7	2.70%	2012	104.0	1.32%
2011	233.4	2.59%	2011	102.6	1.24%
2010	227.5	1.38%	2010	101.4	1.38%
2009	224.4		2009	100.0	
Five-Year Compounded Annual Average		2.35%	Five-Year Compounded Annual Average		1.12%

<sup>1</sup> San Francisco Bay Area Consumer Price Index (index 1982-84 = 100).  
<sup>2</sup> Average annual interest earning on City and County of San Francisco pooled fund balances (index 2008 = 100).  
Sources: Association of Bay Area Governments (<http://www.abag.ca.gov/planning/research/cpi.html>); S.F. Treasurer's Office (<http://sftreasurer.org/reports-plans>).



**Table B-2: Net Present Value Factor**

	Year	1	2	3	...	43	44	45
Beginning Fund Balance <sup>1</sup>	a	58.78	58.44	58.07	...	7.97	5.40	2.75
Interest Earnings <sup>2</sup>	$b = a * 1.12\%$	0.66	0.65	0.65	...	0.09	0.06	0.03
Expenditures <sup>3</sup>	$c = c \text{ (prior yr)} * 2.35\%$	(1.00)	(1.02)	(1.05)	...	(2.65)	(2.72)	(2.78)
Ending Fund Balance	$d = a + b - c$	58.44	58.07	57.67	...	5.40	2.75	0.00
Net Present Value Factor <sup>1</sup>		<b>58.78</b>						

Note: This table models the amount necessary to collect in Year 1 such that \$1.00 in expenditures can be sustained for 45 years given inflation and interest earnings.

<sup>1</sup> Beginning fund balance in Year 1 is solved for to calculate the net present value factor. The Year 1 value is set such that the Year 45 ending fund balance equals \$0.00. In all other years the beginning fund balance equals the ending fund balance from the prior year.

<sup>2</sup> Assumes interest earned on beginning fund balance and all expenditures made at end of year.

<sup>3</sup> Expenditures at beginning of Year 1 equal \$1.00 and are inflated assuming all costs represent end of year (inflated) values.

Source: Table B.1 (for interest and inflation rates).

## C. TRANSIT CAPITAL FACILITIES

This appendix provides the supporting documentation for the transit capital projects and programs included in the transit capital facilities component of the TSF presented in Chapter 4. All cost and funding data reflect 2015 dollars.

- ◆ **Tables C.1 and C.2** provide supporting data from the transit fleet plan expansion project. Calculated costs reflect net fleet expansion costs to serve new development (2015-2040).
- ◆ **Table C.3** provides supporting data for the transit fleet maintenance facilities projects. The facility plan (see table sources) represents a significant re-positioning, upgrade, and expansion of SFMTA's facilities to serve both existing and new development.
- ◆ **Table C.4** provides supporting data for the transit reliability improvements. The projects in the upper part of the table are to be implemented in the near term (e.g. by 2017) and are fully funded largely through the City's 2014 general obligation bond. These projects address existing deficiencies and provide for some system capacity expansion to serve new development. The projects in the lower part of the table are unfunded and solely associated with increasing capacity to serve new development. These projects are allocated to TSF transit capital facilities (Table 4.2).
- ◆ **Table C.5** provides supporting data for the Geary Bus Rapid Transit project. This project replaces and upgrades an existing transit line so it serves existing development and provides for capacity expansion to serve growth.
- ◆ **Table C.6** provides supporting data for the bicycle facilities program. These projects represent a significant expansion of the bicycle program. These projects only serve development by shifting trips out of autos (thereby relieving vehicle congestion and improving transit service) and shifting trips out of transit (thereby relieving transit overcrowding).
- ◆ **Tables C.7 and C.8** provide supporting data for the programmed funding available for transit capital facilities shown in Tables 4.2 and 4.4. Estimates reflect funding for 2015-2040 in 2015 dollars.

**Table C-1: Transit Fleet Plan**

	Existing (2015)	Fleet Expansion/ Contraction	Planned (2040)
Motor Coach (40')	337	(55)	282
Motor Coach (60') <sup>1</sup>	159	157	316
Trolley Coach (40')	240	(50)	190
Trolley Coach (60')	93	17	110
Light Rail Vehicle	147	113	260
Total	976	182	1,158
<p>Note: "TFMP" source was relied upon for all data except where updated by "Vision" source (only update was 2040 estimate of 316 60' motor coach vehicles instead of 324 vehicles).</p> <p>Note: 30' motor coach and 40' contingency coach vehicles are excluded because their fleet size is not projected to change.</p> <p>Sources: San Francisco Municipal Transportation Agency, 2014 SFMTA Transit Fleet Management Plan (TFMP), March 2014, Appendix B; Parson Brinkerhoff, Addendum to SFMTA's Real Estate and Facilities Vision for the 21st Century / Vision Refinement for Coach Facilities (Vision), Jun. 24, 2014, Table 1, p. 2.</p>			

**Table C-2: Transit Fleet Plan Expansion Costs**

	<b>Fleet Expansion</b>	<b>Cost per Vehicle</b>	<b>Total Cost</b>
Motor Coach (40')	(55)	\$880,000	\$(48,400,000)
Motor Coach (60')	157	\$1,350,000	\$212,000,000
Trolley Coach (40')	(50)	\$1,580,000	\$(79,000,000)
Trolley Coach (60')	17	\$1,970,000	\$33,500,000
Light Rail Vehicle	113	\$6,000,000	\$678,000,000
Net Fleet Expansion	182		\$796,100,000
Adjustments			
Geary Bus Rapid Transit Vehicles <sup>1</sup>	(16)	\$1,350,000	\$(21,600,000)
Central Subway Light Rail Vehicles <sup>2</sup>	(24)	\$6,000,000	\$(144,000,000)
<b>Net Fleet Expansion Cost After Adjustments</b>	<b>142</b>		<b>\$630,500,000</b>
<p>Note: 30' motor coach and 40' contingency coach vehicles are excluded because their fleet size is not projected to change.</p> <p><sup>1</sup> Geary BRT vehicles included in Geary BRT project in TSF capital facilities list (Table 4.2).</p> <p><sup>2</sup> Central Subway is not solely designed to accommodate growth and vehicles are fully funded.</p> <p>Sources: San Francisco Municipal Transportation Agency (personal communication regarding costs per vehicle, Vehicle Demand Summary for Expenditure Plan.xlsx, Nov. 21, 2014); Table C.1.</p>			

**Table C-3: Transit Fleet Maintenance Facilities**

Facility Name	Amount
<b>Motor and Trolley Coach Facilities</b>	
Burke	Detail By Facility Not Available
Central Body Repair & Paint (Muni Metro East-MME)	
Facility Expansion or New Facility (to be identified)	
Flynn	
Islais Creek	
Kirkland	
Marin	
Potrero	
Presidio	
Woods	
Subtotal	
<b>Other Fleet Facilities<sup>1</sup></b>	
Cameron Beach	11,048,000
Green	4,348,000
Green Annex	1,094,000
<b>Total</b>	<b>\$449,490,000</b>
<p><sup>1</sup> Other fleet facilities include facilities for light rail vehicles, historic rail fleet, and cable cars. Excludes Scott facility because it is only used for non-revenue generating vehicles.</p> <p>Sources: Parsons Brinckerhoff, <i>Real Estate and Facilities Vision for the 21<sup>st</sup> Century</i>, prepared for the San Francisco Municipal Transportation Agency, Feb. 5, 2013, Table 3, p. 51; Parsons Brinckerhoff, <i>Vision Refinement for Coach Facilities</i> (draft), prepared for the San Francisco Municipal Transportation Agency, Jun. 24, 2014, Table 5, p. 14.</p>	

**Table C-4: Muni Forward Rapid Network Improvements**

<b>Project Name</b>	<b>Amount</b>
<b>Sample Near Term Projects To Address Existing Deficiencies &amp; Provide Additional Capacity (funded)<sup>1</sup></b>	
5 Fulton: Outer Route Fast Track Transit Enhancements	\$2,800,000
71 Haight-Noriega: Haight Street Fast Track Transit & Streetscape Enhancements	1,500,000
9 San Bruno: Potrero Ave Fast Track Transit & Streetscape Enhancements	7,133,000
Columbus Street Fast Track Transit Enhancements	700,000
Irving Street Fast Track Transit Enhancements	2,000,000
Mission and Silver Fast Track Transit Enhancements	400,000
5 Fulton: McAllister Street Fast Track Transit Enhancements	800,000
10 Townsend: Sansome Contraflow Signals	1,000,000
28 19th Avenue: 19th Ave Transit and Pedestrian Enhancements	16,500,000
30 Stockton: Eastern Segment Transit Enhancements	3,400,000
5 Fulton: Mid-Route Transit Enhancements	22,700,000
71 Haight-Noriega: Haight Street Transit and Streetscape Enhancements	6,600,000
8X Bayshore Express: Geneva Ave Transit Enhancements	8,250,000
9 San Bruno: 11th St and Bayshore Blvd Transit and Pedestrian Enhancements	4,400,000
N Judah: Transit Enhancements	14,600,000
8X Bayshore Express: Mid-Route Transit Enhancements	3,750,000
14 Mission: Downtown Mission Transit and Streetscape Enhancements	19,600,000
14 Mission: Inner Mission Transit and Streetscape Enhancements	1,500,000
14 Mission: Outer Mission Transit and Streetscape Enhancements	3,850,000
22 Fillmore: 16th Street Transit and Streetscape Enhancements - Phase 1	34,745,000
J Church: Transit Enhancements	10,800,000
L Taraval: Transit and Streetscape Enhancements	10,500,000
<b>Total</b>	<b>\$177,528,000</b>
<b>Share</b>	<b>77%</b>
<b>Sample Longer Term Projects To Provide Additional Capacity (unfunded)</b>	
1 California Travel Time Reduction Project	\$8,920,000
22 Fillmore Segment 2 (on Fillmore) Travel Time Reduction Project	6,620,000
28 19th Avenue Segment 2 (in Marina) Travel Time Reduction Project	1,900,000
30 Stockton Segment 1 (west of Van Ness) Travel Time Reduction Project	23,120,000
5 Fulton TEP Travel Time Reduction Project: Segment 2 from Arguello to 25th Ave.	1,260,000
K v TEP Travel Time Reduction Project	4,720,000
M Ocean View Segment 1 (West Portal to 19th Av) Travel Time Reduction Project <sup>1</sup>	500,000
M Ocean View Segment 1 (West Portal to 19th Av) Travel Time Reduction Project <sup>1</sup>	3,000,000
M Ocean View Segment 2 (East of 19th Av) Travel Time Reduction Project <sup>2</sup>	3,620,000
<b>Subtotal</b>	<b>\$53,660,000</b>
<b>Share</b>	<b>23%</b>
<b>Total</b>	<b>\$231,188,000</b>
<sup>1</sup> These projects are fully funded with the largest source being the 2014 general obligation transportation bond.	
<sup>2</sup> The TSF transit capita facilities list also includes an M-Ocean View/19th Ave. project (see Table 4.2). There is no overlap between the Rapid Network projects listed here and that project because the later excludes the segments shown here.	
Source: San Francisco Municipal Transportation Agency; "Muni Forward Rapid Network Capital Projects - Implementation Summary" (1-page summary), May 12, 2014.	

**Table C-5: Geary Bus Rapid Transit**

<b>Project Element</b>	<b>Amount</b>
Dedicated colorized bus lanes	\$84,696,000
Station/stop bus operation improvements	53,818,000
Station/stop passenger amenities	60,283,000
Bus vehicle changes	22,655,000
Traffic signals	40,124,000
Other street improvements	34,779,000
Pedestrian improvements	22,296,000
Other changes at key areas	4,854,000
<b>Total</b>	<b>\$323,505,000</b>

Source: San Francisco Municipal Transportation Agency, *Attachment 3: Geary Cost Estimate By Element and Phase* (SFMTA Board Presentation), Nov. 13, 2014.

**Table C-6: Bicycle Facilities Program Expansion**

<b>Program Element</b>	<b>Amount</b>
Bicycle Network Expansion	\$64,825,000
Bicycle Network Long Term Improvements	370,400,000
Bicycle Plan Network Short Term Projects	23,000,000
Location-Specific Bicycle Hotspot Improvements	13,500,000
Bicycle Sharing	54,000,000
Secure Bicycle Parking	10,800,000
Short Term Bicycle Parking	12,000,000
<b>Total</b>	<b>\$548,525,000</b>

Source: San Francisco Municipal Transportation Agency, *SFMTA 20-Year Capital Plan*, Oct. 15, 2013, pp. B-3 to B-5.

**Table C-7: Transit Capital Projects & Programs – Programmed Funding (\$ 1,000)**

Expenditure Plan Category / Project or Program	Prop. K <sup>1</sup>		GO Bond	MTC Core Capacity	Caltrain Project Funding	TTC Project Funding	Developer Funding	Total Programmed Funding
	Expenditure Line	Amount						
<b>Transit Service Expansion and Reliability Improvements</b>								
Transit Fleet Expansion	15	\$-	\$-	\$400,000	\$-	\$-	\$6,000	\$406,000
Transit Facilities Vision	20M	13,800	70,000	67,000				150,800
Muni Forward Rapid Network	1	2,000						2,000
Geary Bus Rapid Transit	1	46,100						46,100
M-Ocean View / 19th Ave.	1	-					71,800	71,800
Subtotal		\$61,900	\$70,000	\$467,000	\$-	\$-	\$77,800	\$676,700
<b>Improvements Supporting Regional Transit Operators</b>								
BART Car Expansion	17B	-	\$-	\$-	\$-	\$-	\$-	\$-
BART Train Control	22B	2,800						2,800
Caltrain Electrification	6	3,900			\$105,000			108,900
Transbay Transit Center (Phase 2)	5	83,300				380,600		463,900
Subtotal		\$90,000	\$-	\$-	\$105,000	\$380,600		\$575,600
<b>Bicycle Infrastructure Improvements</b>								
Bicycle Programs Expansion	39	\$13,000	\$-	\$-	\$-	\$-		\$13,000
<b>Total</b>		<b>\$164,900</b>	<b>\$70,000</b>	<b>\$467,000</b>	<b>\$105,000</b>	<b>\$380,600</b>	<b>\$77,800</b>	<b>\$1,265,300</b>
<p><sup>1</sup> Prop. K funding based on (1) determining Prop. K expenditure line items that would be eligible for funding TSF expenditure plan projects, (2) discounting remaining programmed funds from FY 2016 through FY 2034 to 2015 dollars for those line items, (3) determining the share available for SFMTA projects (vs. other departments and agencies), and (4) allocating the discounted share to the TSF project.</p> <p>Sources: <b>Prop. K:</b> San Francisco County Transportation Authority, <i>2014 Prop. K Strategic Plan</i>, Appendices D (for Transbay Transit Center funding) and Appendix F (for all other projects), Sep. 12, 2014; SFCTA staff, personal communication (for discount factors). <b>GO Bond:</b> San Francisco Municipal Transportation Agency, <i>Transportation 2030: 2014 Transportation and Road Improvement General Obligation Bond Report</i>, Jun. 18, 2014 (appendix). <b>MTC Core Capacity:</b> Metropolitan Transportation Commission, Resolution No. 4123, Dec. 18, 2013. <b>Caltrain and TTC Project Funding:</b> See Prop. K source, based on allocated plus programmed funding discounted 9.3 percent to 2015 dollars net of Prop. K contribution (shown in separate column). <b>Developer Funding:</b> San Francisco Planning Department.</p>								



**Table C-8: Transit Capital Projects & Program Funding Notes**

Expenditure Category / Sample Project or Program	Funding Notes
<b>Transit Reliability Improvements</b>	
Transit Fleet Expansion	<b>Prop. K:</b> No funding for this line item after FY 2015. <b>MTC Core Capacity:</b> \$400 mil. from Cap and Trade based on proposed legislation (AB 574 (Lowenthal) proposed in 2013). <b>TTC Project Funding:</b> Excludes TCDP impact fee funding of \$2 mil. for two 40' coaches so that TSF maximum justified fee is inclusive of TCDP impact fee (see discussion of area plan fees in Chapter 6). <b>Developer Funding:</b> Parkmerced providing \$6 mil. for one light rail vehicle through development agreement.
Transit Facilities	<b>Prop. K:</b> Allocate 100% of line item. <b>GO Bond:</b> Allocate 100% of "Muni Facilities" category. <b>MTC Core Capacity:</b> \$67 mil. from Cap and Trade based on proposed legislation (AB 574 (Lowenthal) proposed in 2013).
Muni Forward Rapid Network	<b>Prop. K:</b> Allocate \$2 mil. from line item. <b>GO Bond:</b> No funds allocated because all funding for higher priority projects (see Table C.4).
Geary Bus Rapid Transit	<b>Prop. K:</b> Allocates 100% of line item except for Rapid Network allocation.
M-Ocean View / 19 <sup>th</sup> Ave.	<b>Prop. K:</b> Allocate 0% of line item. <b>GO Bond:</b> Does not allocate any available funding for Corridor Improvement Program (\$28M) that is limited to design and engineering studies. <b>Developer Funding:</b> Parkmerced providing \$70 mil. and San Francisco State University providing \$1.83 mil. through development agreements.
<b>Improvements Supporting Regional Transit Operators</b>	
BART Fleet Expansion	<b>Prop. K:</b> Allocate 0% of line item because line item is only for car replacement. No funding assumed from MTC Core Capacity because funding needed to offset cost increases (\$5.3 mil. per car versus MTC Core Capacity estimate of \$3.3 mil. per car).
BART Train Control	<b>Prop. K:</b> Allocate 100% of line item. No funding assumed from MTC Core Capacity because funding needed to offset cost increases (total project now estimated at \$915 mil. of which \$200 mil. is associated with increasing system capacity versus MTC Core Capacity estimate of \$700 mil.).
Caltrain Electrification	<b>Prop. K:</b> Allocate 100% of line item. <b>Caltrain Project Funding:</b> Includes all allocated and programmed funds discounted 9.3 percent to 2015 dollars. Excludes all planned funding.
Transbay Transit Center (Phase 2)	<b>Prop. K:</b> Allocate 100% of line item. <b>TTC Project Funding:</b> Includes all allocated and programmed funds discounted 9.3 percent to 2015 dollars. Excludes all planned funding.
<b>Bicycle Infrastructure Improvements</b>	
Bicycle Program Expansion	<b>Prop. K:</b> Allocate 75% of line item based on prior and near term allocations (remainder for other departments and transit agencies and for non-capital projects).
Sources: See Table C.7.	

## D. AREA PLAN FEES

**Table D.1** provides a schedule of current transportation fees. Each area plan fee is allocated to transit and complete streets components based on Citywide Nexus Study legislation (see Article 4 of the San Francisco Planning Code), currently pending adoption at the Board of Supervisors as of publication of this report. The current TIDF is added to the area plan transit component because the TIDF is imposed citywide on all development projects. The TIDF currently only applies to nonresidential projects and not to residential projects. Based on the proposed legislation, the complete streets component of the area plan fees funds bicycle facilities plus pedestrian and other streetscape infrastructure. There is no current citywide fee for pedestrian infrastructure and bicycle facilities.

**Table D.2** compares the total current fee with the maximum justified transportation fee documented in this TSF nexus study (see Table 6.1 in Chapter 6). The table separately compares the transit and complete streets fee components. The existing TIDF is replaced by the TSF and the TSF is applied to all residential and nonresidential development. As shown in the table the maximum justified TSF is greater than the current fee across all economic activity categories, area plans, and for both fee components. In most cases the maximum justified TSF is more than 50 percent greater than the current fee.

**Table D-1: Existing Transportation Fees (fee per sq. ft.)**

Area Plan / Economic Activity Category	Incremental Fee (TCDF Only)	Total Area Plan Fee <sup>1</sup>	Transit				Complete Streets	
			Share	Area Transit Fee	City-wide TIDF <sup>2</sup>	Total	Share	Total
Formula		a	b	c = a * b	d	e = c + d	f	g = a * f
<b>Balboa Park</b>								
Residential		9.71	12%	1.17	-	1.17	38%	3.69
Nonresidential (excluding PDR)		1.82	12%	0.22	14.14	14.36	38%	0.69
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Market &amp; Octavia</b>								
Residential		10.92	22%	2.40	-	2.40	44%	4.80
Nonresidential (excluding PDR)		4.13	20%	0.83	14.14	14.97	61%	2.52
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Rincon Hill</b>								
Residential		10.44	0%	-	-	-	79%	8.25
Nonresidential (excluding PDR)		-	0%	-	14.14	14.14	0%	-
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Van Ness and Market Downtown Residential Special Use District</b>								
Residential		18.20	22%	4.00	-	4.00	44%	8.01
Nonresidential (excluding PDR)		18.20	45%	8.19	14.14	22.33	30%	5.46
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Visitacion Valley</b>								
Residential		5.56	0%	-	-	-	45%	2.50
Nonresidential (excluding PDR)		-	0%	-	14.14	14.14	45%	-
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Eastern Neighborhoods – General – Tier 1</b>								
Residential		9.71	10%	0.97	-	0.97	31%	3.01
Nonresidential (excluding PDR)		7.28	53%	3.86	14.14	18.00	34%	2.48
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Eastern Neighborhoods – General – Tier 2</b>								
Residential		14.56	10%	1.46	-	1.46	31%	4.51
Nonresidential (excluding PDR)		12.14	53%	6.43	14.14	20.57	34%	4.13
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Eastern Neighborhoods – General – Tier 3</b>								
Residential		19.42	10%	1.94	-	1.94	31%	6.02
Nonresidential (excluding PDR)		16.99	53%	9.00	14.14	23.14	34%	5.78
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-

Table D.1: Existing Transportation Fees (fee per sq. ft.) (continued)

Area Plan / Economic Activity Category	Incremental Fee (TCDP Only)	Total Area Plan Fee <sup>1</sup>	Transit				Complete Streets	
			Share	Area Transit Fee	City- wide TIDF <sup>2</sup>	Total	Share	Total
<i>Formula</i>		<i>a</i>	<i>B</i>	$c = a * b$	<i>d</i>	$e = c + d$	<i>f</i>	$g = a * f$
<b>Eastern Neighborhoods - Affordable Housing Zones - Tier 1</b>								
Residential		9.71	6%	0.58	-	0.58	4%	0.39
Nonresidential (excluding PDR)		7.28	85%	6.19	14.15	20.34	4%	0.29
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Eastern Neighborhoods - Affordable Housing Zones - Tier 2</b>								
Residential		14.56	6%	0.87	-	0.87	4%	0.58
Nonresidential (excluding PDR)		12.14	85%	10.32	14.15	24.47	4%	0.49
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Eastern Neighborhoods - Affordable Housing Zones - Tier 3</b>								
Residential		19.42	6%	1.17	-	1.17	4%	0.78
Nonresidential (excluding PDR)		16.99	85%	14.44	14.15	28.59	4%	0.68
Production, Distribution, Repair (PDR)		-	0%	-	7.46	7.46	0%	-
<b>Transit Center District Plan - FAR Up To 9:1</b>								
Residential	4.39	4.39	NA <sup>3</sup>	4.39	-	4.39	NA <sup>3</sup>	NA <sup>3</sup>
Office, Retail, Institutional	4.39	4.39	NA <sup>3</sup>	4.39	14.14	18.53	NA <sup>3</sup>	NA <sup>3</sup>
Hotel	4.39	4.39	NA <sup>3</sup>	4.39	14.14	18.53	NA <sup>3</sup>	NA <sup>3</sup>
Industrial	4.39	4.39	NA <sup>3</sup>	4.39	7.46	11.85	NA <sup>3</sup>	NA <sup>3</sup>
<b>Transit Center District Plan - FAR 9:1 to 18:1</b>								
Residential	6.58	7.68	NA <sup>3</sup>	7.68	-	7.68	NA <sup>3</sup>	NA <sup>3</sup>
Office, Retail, Institutional	21.40	15.09	NA <sup>3</sup>	15.09	14.14	29.23	NA <sup>3</sup>	NA <sup>3</sup>
Hotel	8.78	8.78	NA <sup>3</sup>	8.78	14.14	22.92	NA <sup>3</sup>	NA <sup>3</sup>
Industrial	4.39	4.39	NA <sup>3</sup>	4.39	7.46	11.85	NA <sup>3</sup>	NA <sup>3</sup>
<b>Transit Center District Plan - FAR Above 18:1</b>								
Residential	3.29	9.97	NA <sup>3</sup>	9.97	-	9.97	NA <sup>3</sup>	NA <sup>3</sup>
Office, Retail, Institutional	10.97	25.71	NA <sup>3</sup>	25.71	14.14	39.85	NA <sup>3</sup>	NA <sup>3</sup>
Hotel	3.29	11.51	NA <sup>3</sup>	11.51	14.14	25.65	NA <sup>3</sup>	NA <sup>3</sup>
Industrial	4.39	4.39	NA <sup>3</sup>	4.39	7.46	11.85	NA <sup>3</sup>	NA <sup>3</sup>
<sup>1</sup> For TCDP, average fee for projects with 9:1 to 18:1 FAR based on maximum possible amount (18:1 FAR), or 100% of base fee plus 50% of incremental fee. Average fee for projects with greater than 18:1 FAR based on 181 Fremont project, or 70% of three incremental fees summed. No incremental fee for production, distribution, repair (PDR) category.								
<sup>2</sup> Current Transportation Impact Development Fee (applied citywide). The weighted average rate is used for nonresidential (ex. PDR) and Office, Retail, Institutional (for the TCDP).								
<sup>3</sup> TCDP does not allocated fee to transit versus complete streets components.								
Sources: San Francisco Planning Department, <i>San Francisco Citywide Development Impact Fee Register</i> (rates effective Jan. 1, 2015).								

**Table D-2: Existing Vs. Maximum Justified Transportation Fees (fee per sq. ft.)**

Area Plan / Economic Activity Category	Transit				Complete Streets			
	Current	Max. Justified	Difference (amt.)	Difference (%)	Current	Max. Justified	Difference (amt.)	Difference (%)
<b>Balboa Park</b>								
Residential	1.17	22.59	(21.42)	(95%)	3.69	8.34	(4.65)	(56%)
Nonresidential (excluding PDR)	14.37	80.68	(66.31)	(82%)	0.69	6.74	(6.05)	(90%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Market &amp; Octavia</b>								
Residential	2.40	22.59	(20.19)	(89%)	4.80	8.34	(3.54)	(42%)
Nonresidential (excluding PDR)	14.98	80.68	(65.70)	(81%)	2.52	6.74	(4.22)	(63%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Rincon Hill</b>								
Residential	-	22.59	(22.59)	(100%)	8.25	8.34	(0.09)	(1%)
Nonresidential (excluding PDR)	14.15	80.68	(66.53)	(82%)	-	6.74	(6.74)	(100%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Van Ness and Market Downtown Residential Special Use District</b>								
Residential	4.00	22.59	(18.59)	(82%)	8.01	8.34	(0.33)	(4%)
Nonresidential (excluding PDR)	22.34	80.68	(58.34)	(72%)	5.46	6.74	(1.28)	(19%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Visitation Valley</b>								
Residential	-	22.59	(22.59)	(100%)	2.50	8.34	(5.84)	(70%)
Nonresidential (excluding PDR)	14.15	80.68	(66.53)	(82%)	-	6.74	(6.74)	(100%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Eastern Neighborhoods - General - Tier 1</b>								
Residential	0.97	22.59	(21.62)	(96%)	3.01	8.34	(5.33)	(64%)
Nonresidential (excluding PDR)	18.01	80.68	(62.67)	(78%)	2.48	6.74	(4.26)	(63%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Eastern Neighborhoods - General - Tier 2</b>								
Residential	1.46	22.59	(21.13)	(94%)	4.51	8.34	(3.83)	(46%)
Nonresidential (excluding PDR)	20.58	80.68	(60.10)	(74%)	4.13	6.74	(2.61)	(39%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)
<b>Eastern Neighborhoods - General - Tier 3</b>								
Residential	1.94	22.59	(20.65)	(91%)	6.02	8.34	(2.32)	(28%)
Nonresidential (excluding PDR)	23.15	80.68	(57.53)	(71%)	5.78	6.74	(0.96)	(14%)
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)

**Table D.2: Existing Vs. Maximum Justified Transportation Fees  
(fee per sq. ft.) (continued)**

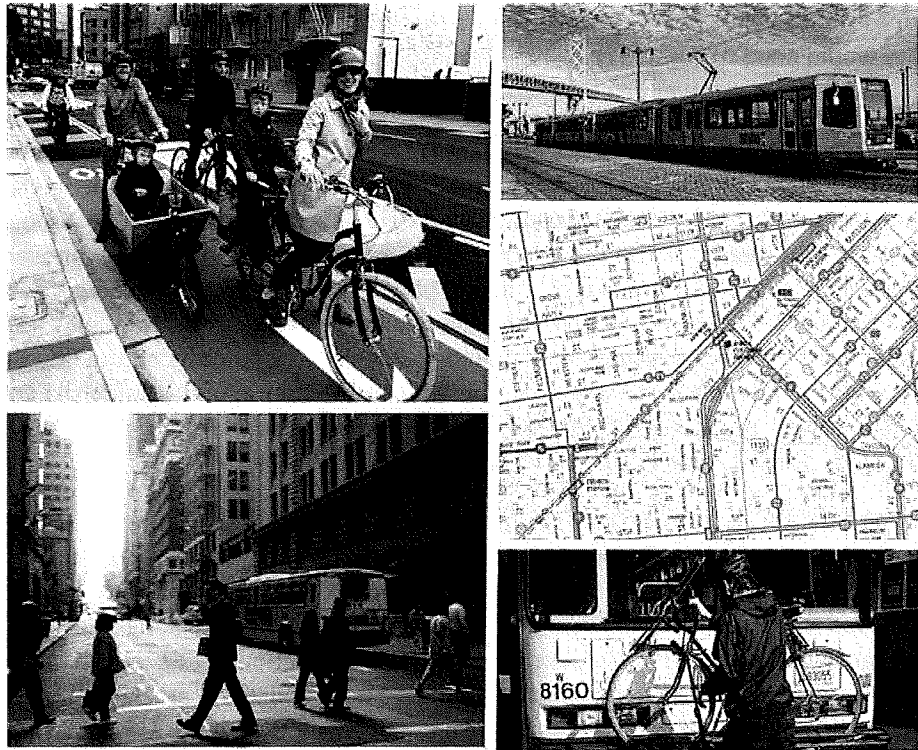
Area Plan / Economic Activity Category	Transit				Complete Streets				
	Cur- rent	Max. Justi- fied	Differ- ence (amt.)	Differ- ence (%)	Cur- rent	Max. Justi- fied	Differ- ence (amt.)	Differ- ence (%)	
<b>Eastern Neighborhoods - Affordable Housing Zones - Tier 1</b>									
Residential	0.58	22.59	(22.01)	(97%)	0.39	8.34	(7.95)	(95%)	
Nonresidential (excluding PDR)	20.34	80.68	(60.34)	(75%)	0.29	6.74	(6.45)	(96%)	
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)	
<b>Eastern Neighborhoods - Affordable Housing Zones - Tier 2</b>									
Residential	0.87	22.59	(21.72)	(96%)	0.58	8.34	(7.76)	(93%)	
Nonresidential (excluding PDR)	24.47	80.68	(56.21)	(70%)	0.49	6.74	(6.25)	(93%)	
Production, Distribution, Repair (PDR)	7.46	22.59	15.13	(67%)	-	3.48	(3.48)	(100%)	
<b>Eastern Neighborhoods - Affordable Housing Zones - Tier 3</b>									
Residential	1.17	22.59	(21.42)	(95%)	0.78	8.34	(7.56)	(91%)	
Nonresidential (excluding PDR)	28.59	80.68	(52.09)	(65%)	0.68	6.74	(6.06)	(90%)	
Production, Distribution, Repair (PDR)	7.46	22.59	(15.13)	(67%)	-	3.48	(3.48)	(100%)	
<b>Transit Center District Plan - FAR Up To 9:1</b>									
Residential	4.39	30.93	(26.54)	(86%)	TCDP does not allocate fee to transit and complete streets components so total TCDP fee compared with total TSF maximum justified under "Transit".				
Office	18.54	87.42	(68.88)	(79%)					
Hotel	18.54	87.42	(68.88)	(79%)					
Industrial	11.85	26.07	(14.22)	(55%)					
<b>Transit Center District Plan - FAR 9:1 to 18:1</b>									
Residential	7.68	30.93	(23.25)	(75%)					
Office	29.24	87.42	(58.18)	(67%)					
Hotel	22.93	87.42	(64.49)	(74%)					
Industrial	11.85	26.07	(14.22)	(55%)					
<b>Transit Center District Plan - FAR Above 18:1</b>									
Residential	9.97	30.93	(20.96)	(68%)					
Office	39.86	87.42	(47.56)	(54%)					
Hotel	25.66	87.42	(61.76)	(71%)					
Industrial	11.85	26.07	(14.22)	(55%)					
Sources: Tables 6.1 and D.1.									

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# SAN FRANCISCO

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## Transportation Sustainability Fee: Economic Feasibility Study



Prepared for  
San Francisco Planning Department

Prepared by  
Seifel Consulting



Spring 2015



## I. Introduction

The Association of Bay Area Governments (ABAG) estimates that the City of San Francisco will add 190,000 jobs and 100,000 households by 2040.<sup>1</sup> Much of this growth is already occurring – projects aimed at creating housing for upwards of 60,000 new residents are currently under construction or are being reviewed. More housing and more jobs means more travelers using the City’s roads and transit lines, further straining the City’s already-congested and overtaxed transportation system. To offset the impact of new development, San Francisco needs to invest in updated infrastructure, including transportation system improvements. In 2013, Mayor Edwin M. Lee convened a Transportation Task Force to investigate what San Francisco can do to update its transportation network and to prepare it for future travelers. The Task Force found that in order to meet current need and future demand, the City would need to invest \$10 billion in transportation infrastructure through 2030, which will require \$6.3 billion in new revenues.<sup>2</sup>

The Transportation Sustainability Program (TSP) is an initiative to improve and expand San Francisco’s transportation system. This economic feasibility study presents findings of an economic evaluation of the potential impact of the proposed TSP on new development in San Francisco. The Transportation Sustainability Fee (TSF), the TSP component examined in this study, is a proposed citywide impact fee that will help fund new transit, bicycle and pedestrian improvement projects as well as capital maintenance. The TSF would provide additional revenue to help fill the City’s transportation funding gap and ensure that new developments pay their fair share for impacts on the City’s transportation system. Another TSP component examined in this study is the reform of the California Environmental Quality Act (CEQA) review process, which has the potential to enhance the City’s ability to deliver new development in a more reliable, timely and cost efficient manner.

San Francisco is currently experiencing a surge in residential and commercial real estate construction and absorption, after a significant recessionary period that ended in 2012. Increased demand from both business expansion and new residents, combined with the relatively slow pace of development that has occurred for more than a decade, has contributed to rapidly escalating sales prices and rental rates. Recognizing the need for new development (particularly housing development) to meet the needs of a growing population and to ensure that prices do not continue to escalate to unsustainable levels, the goal of this study is to evaluate and inform the development of the TSP to ensure that the program will not impair development feasibility overall.

This report presents the following information:

- I. **Introduction**– describes the purpose of the study and its organization.
- II. **Summary of Findings**– summarizes the results of the economic feasibility analysis.
- III. **Description of Proposed Transportation Sustainability Program**– provides an overview of the TSP and its three interrelated components: the Transportation Sustainability Fee (TSF), which will replace the current Transit Impact Development Fee (TIDF), California Environmental Quality Act (CEQA)/ Level of Service (LOS) reform, and Citywide Transportation Demand Management (TDM).

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<sup>1</sup> Association of Bay Area Governments, *Projections 2013*.

<sup>2</sup> For more information on the Mayor’s 2030 Transportation Task Force, please visit:  
<http://transportation2030.sfplanning.org>

- IV. **Study Goals and Methodology**– presents the key goals for the study, along with a summary of the analysis methodology, including the selection of ten prototypical developments (prototypes) for evaluation.
- V. **Cost and Time Savings from CEQA / Level of Service Reform**– describes the potential cost and time savings for environmental review that may occur with the TSP and analyzes what savings may occur for the ten development prototypes with TSP.
- VI. **Results From Analysis of Base Case TSF Levels**– presents the financial results, assuming the TSF would be established at the fee rates listed in the 2012 Draft TSF Ordinance (after adjusting for inflation, to 2015 dollars) and assuming the proposed consolidation of non-residential fee categories, as described in the 2015 San Francisco Transportation Sustainability Fee Nexus Study. (For purposes of this study, these fee rates are referred to as “Base Case TSF.”)
- VII. **Sensitivity Analysis of Alternative TSF Levels**– compares the financial results, assuming alternative TSF levels at 125 percent (%), 150% and 250% of the Base Case TSF (2012 Draft TSF Ordinance levels inflated to 2015 Dollars).
- VIII. **Conclusion**

## II. Summary of Findings

This economic feasibility study evaluates the potential impact of the proposed Transportation Sustainability Program (TSP) on ten prototypical development types (prototypes) commonly found in San Francisco. This evaluation is done by analyzing how the proposed Transportation Sustainability Fee (TSF) would increase development costs and affect overall development feasibility, as measured by changes in residual land value.<sup>3</sup> This study also examines the potential economic benefits from streamlining the City's environmental review process as a result of California Environmental Quality Act (CEQA)/ Level of Service (LOS) reform.

### A. Impact of Base Case TSF on New Development

The Transportation Sustainability Fee (TSF) is a proposed citywide impact fee on both residential and non-residential development that will replace the current Transit Impact Development Fee (TIDF), which currently applies to most non-residential development. This study first evaluates the economic impact of imposing transportation impact fees at rates based on the 2012 Draft TSF Ordinance, also referred to as the "Base Case TSF" scenario.<sup>4</sup> (See Section III.A for a more detailed description of the proposed TSF.)

For non-residential development, the Base Case TSF rates are roughly equivalent to the current TIDF rates. For residential development, the Base Case TSF would represent an additional cost burden of \$6.19 per gross square foot (/GSF), although this may be partially offset by fee credits and/or environmental review time and cost savings. (Residential developments within certain plan areas, such as Eastern Neighborhoods or Market and Octavia, may be eligible for a fee reduction— referred to as a fee credit in this report— equal to the transit portion of the applicable area plan impact fee.) While the potential financial impact of the TSF on development projects varies according to factors such as use, location and certain key costs, the study found that:

- Non-residential development would experience the least financial impact from TSP, as the Base Case TSF is about the same as the existing TIDF for most land uses.
- The residential cost burden due to the imposition of the Base Case TSF is equivalent to an average increase in direct construction costs of about 1–2% depending on the type of construction. In neighborhoods where the bulk of development is occurring, this level of increase would not have a major impact on overall project feasibility or resulting housing costs.
- The impact of the additional fee on residential uses is partially mitigated in situations where a project is eligible for a prior-use credit, area plan fee credit or predevelopment time and cost savings due to CEQA/LOS Reform (as described in the next section).

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<sup>3</sup> Residual land value is the difference between what a developer expects to receive in revenues, less all costs associated with developing the buildings. Land residual models are useful when comparing the impact of different policy options on land values because they can test and compare the economic impact under a variety of site-specific conditions and development assumptions.

<sup>4</sup> The Base Case TSF levels are defined as the fee rates in the 2012 Draft TSF Ordinance (Board File No. 120524), adjusted for inflation to 2015 dollars, with the proposed consolidation of non-residential fee categories as described in the 2015 draft San Francisco Transportation Sustainability Fee Nexus Study (2015 TSF Nexus Study). The 2012 Draft TSF Ordinance can be found here: <http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/committees/materials/lu120524tdr.pdf>

- In neighborhoods where current market rent and/or sales prices are not high enough to warrant development investment, the TSF will further inhibit the ability of new development to become financially feasible. However, the TSF itself will not cause these developments to be infeasible.

## **B. Impact of CEQA/LOS Reform on New Development**

Another component of the TSP is reform of the California Environmental Quality Act (CEQA) review process called for under Senate Bill (SB) 743, specifically the elimination of the transportation Level of Service (LOS) analysis requirement in Transit Priority Areas (which encompass most of the developable area of San Francisco). In analyzing this change, the study found that:

- If a project is currently required to undertake a transportation Level of Service (LOS) analysis, the TSP will provide modest economic benefits if the level of environmental review remains the same. In these cases, the elimination of LOS analysis could reduce consultant costs by \$25,000 to \$95,000 and result in a time savings of 5 months during the entitlement period, which would potentially decrease predevelopment carrying costs. This scenario applies to four of the ten prototypes evaluated in this study. For two of these prototypes, the combination of consultant cost savings and predevelopment savings could fully offset the impact of the Base Case TSF.
- Projects that would be eligible for a lesser level of environmental review as the result of CEQA/LOS reform would achieve the greatest economic benefit. For instance, one of the prototypes studied might be eligible for a Community Plan Exemption (CPE) under the TSP, as compared to a Focused Environmental Impact Report (FEIR) under current conditions. This could potentially result in direct cost savings of about \$560,000 in environmental consultant/Planning Department fees and predevelopment time savings of 5 months, which could fully offset the impact of the Base Case TSF.
- The time and cost savings described above, combined with greater predevelopment predictability, could help offset the financial impact of the TSF for a subset of new development.
- For developments that do not currently need a transportation study (which is typically the case for smaller developments), no direct predevelopment cost or time savings would likely occur as a result of CEQA/LOS reform. However, these projects may experience indirect benefits, as CEQA/LOS reform would minimize the time spent on environmental review and reduce backlogs for City staff, potentially shortening the predevelopment process for all projects.

The study recognizes that predevelopment savings may or may not occur, due to environmental analysis of other topics or issues that may arise during the entitlement process, and thus the study analyzes the financial impact on RLV with and without predevelopment savings.

## **C. Transportation Sustainability Fee Sensitivity Analysis**

Given the study findings that the TSF (at Base Case TSF levels) would not have a major impact on overall project feasibility and potential predevelopment savings from CEQA/LOS reform could help offset this financial impact, this report examines the impact of higher TSF levels that could provide increased funding for new transit, bicycle and pedestrian improvement projects. A sensitivity analysis was performed to test the effect of higher TSF levels— 125%, 150% and 250% of the Base Case TSF— which

are all well within the maximum justified fee amounts identified in the 2015 draft San Francisco Transportation Sustainability Fee Nexus Study (2015 TSF Nexus Study), as shown below:<sup>5</sup>

Alternative TSF Scenarios for Sensitivity Analysis (2015 Dollars)					
Use	Base Case TSF (\$/GSF)	125% TSF (\$/GSF)	150% TSF (\$/GSF)	250% TSF (\$/GSF)	Maximum Justified Fee (not modeled) <sup>6</sup>
Residential	\$6.19	\$7.74	\$9.29	\$15.48	\$30.95
Non-residential	\$14.43	\$18.04	\$21.65	\$36.08	\$87.52
PDR <sup>7</sup>	\$7.61	n/a	n/a	n/a	\$26.09

The sensitivity analysis results indicate that:

- The financial impact of fees at 125% of the Base Case TSF on new development is similar to the results found at Base Case TSF. Overall development costs would increase by about \$1.60/GSF (to \$7.74/GSF) for residential and by about \$3.60/GSF (to \$18.04/GSF) for non-residential development, without consideration of fee credits or predevelopment savings. This level of increase would not have a major impact on overall project feasibility or resulting housing costs in neighborhoods where most of new development is occurring.
- At 150% of the Base Case TSF, the fee does not impact overall project feasibility for the majority of prototypes, but development costs would substantively increase for both residential and non-residential uses. Potential predevelopment streamlining benefits only offset the fee increase under one prototype scenario. In some areas of the city and for certain land use and construction types, the TSF at this level could inhibit development feasibility.
- Fee increases to 250% of the Base Case TSF would more significantly increase the cost of development for most of the prototypes, to a level that could not be offset by potential time and cost savings under CEQA/LOS reform for any of the prototypes. In many areas of the city and for a broad range of development types, the TSF at this level could significantly inhibit development feasibility.
- If the City's real estate market were to experience a downturn and future revenue growth is not sufficient to cover construction and other development costs, new development will be more sensitive to higher impact fees.

For all of these reasons, and as further described in the final chapters of this report, the findings from the economic analysis indicate that the TSF should be established at no more than 125% of the initial fee level.

<sup>5</sup> All of these fee levels are within the maximum justified fee amounts identified in the 2015 San Francisco Transportation Sustainability Fee Nexus Study (2015 TSF Nexus Study).

<sup>6</sup> Maximum Justified Fee is not modeled but is presented in the San Francisco Transportation Sustainability Fee Nexus Study (2015).

<sup>7</sup> New development of PDR uses was not analyzed in the feasibility study.

### III. Description of Proposed Transportation Sustainability Program

The Transportation Sustainability Program (TSP) is an initiative intended to improve and expand San Francisco's transportation system, which will help to keep people moving as the City grows. Today, San Francisco's streets are congested while transit lines are already at or near capacity, with record numbers of riders traveling on Muni, BART and Caltrain. If San Francisco does not change its current development practices and invest in transportation improvements citywide, future development could result in unprecedented traffic gridlock on San Francisco's streets and overcrowding on San Francisco's buses and trains. Without investing in transportation infrastructure, San Francisco will have more than 600,000 vehicles added to its streets every day by 2040, which is more traffic than all the vehicles traveling each day on the Bay Bridge and Golden Gate Bridge combined.<sup>8</sup> Caltrain ridership has grown by 60% in the last decade. Ridership on Muni is projected to increase by 300,000 trips per day (or 43%) by 2040.<sup>9</sup> Significant design measures need to be implemented to make it safer for cyclists and pedestrians to navigate San Francisco's heavily-trafficked streets.

The TSP will help fund transportation improvements so San Francisco's streets are safer and less congested and minimize new development's impact on the transportation system. Further, the TSP will help improve environmental performance from development by shifting trips away from cars to less polluting modes of transportation.

The TSP project goals include:

- Make it easier to safely, reliably and comfortably travel to get to work, school, home and other destinations.
- Help manage traffic congestion and crowding on local and regional transit.
- Improve air quality and reduce greenhouse gas emissions
- Enhance the safety of everyone's travel, no matter which mode of transportation they choose.

To help achieve these goals, the TSP seeks to:

- **Enhance Transportation to Support Growth:** Fund citywide transportation improvements, including the addition of Muni buses and trains, helping to accommodate new residents and new members of the workforce.
- **Modernize Environmental Review:** Make the review process align with the City's longstanding environmental policies by changing how the City analyzes the impacts of new development on the transportation system under CEQA. The new practices will be more reliable and will emphasize travel options that create less traffic.
- **Encourage Sustainable Travel:** Make it easier for new residents, visitors and workers to get to their destination by means other than driving alone, and by integrating environmentally friendly travel options into new developments. New practices will provide on-site amenities so that people have options other than driving their cars by themselves (such as car-sharing and shuttle services).

The TSP consists of three policy components: 1) the Transportation Sustainability Fee (TSF), which will replace the current Transit Impact Development Fee (TIDF); 2) California Environmental Quality Act

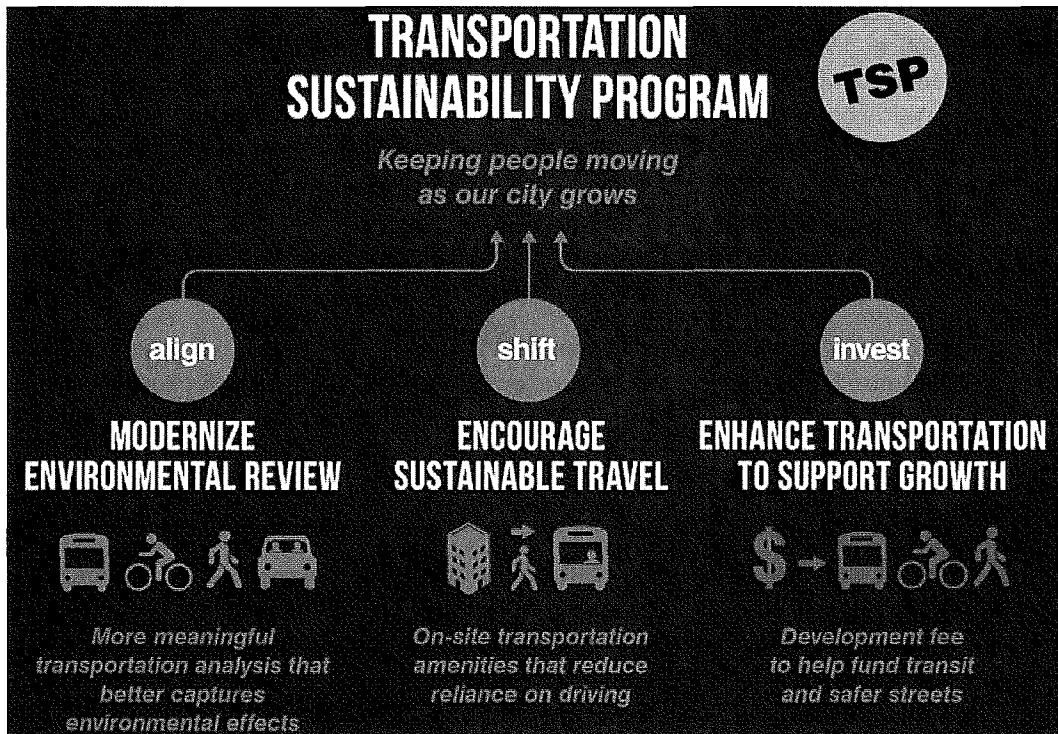
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<sup>8</sup> San Francisco County Transportation Agency, San Francisco Transportation Plan 2040.

<sup>9</sup> *Ibid.*

(CEQA) / Level of Service (LOS) reform; and, 3) Citywide Transportation Demand Management (TDM) development. The following sections briefly describe each of these three policy components. Figure 1 provides a brief overview of the TSP.

Figure 1. Overview of Transportation Sustainability Program



## A. Transportation Sustainability Fee

The Transportation Sustainability Fee (TSF) is a citywide development impact fee intended to help offset the impact of new development on the City's transportation system. The TSF would apply citywide to most new development and to existing development where there is a change in land use. The proceeds from the TSF would fund projects that help reduce crowding on buses and trains while creating safer streets. When combined with other anticipated funds, improvements could include:

- **More Muni buses and trains.** Expand the Muni fleet by more than 180 vehicles to improve reliability and reduce travel times. The proceeds could also upgrade Muni maintenance facilities, as some facilities are more than 100 years old and are in need of renovation to accommodate a modern fleet.
- **Upgraded reliability on Muni's busiest routes.** Improve transit stops and reengineer city streets (Muni Forward projects) in a way that better organizes traffic, saving customers up to an hour a week in travel time.
- **Roomier and faster regional transit.** Retrofit or buy new BART train cars to provide more space for passengers and bikes. Invest in electrifying Caltrain to increase service into and out of San Francisco.

- **Improved bike infrastructure; safer walking and bicycling.** Expand bike lanes to reduce crowding on transit, Secure millions of dollars for bicycle infrastructure and pedestrian safety improvements.

The TSF would replace the existing Transit Impact Development Fee (TIDF), which currently applies to most non-residential development, and would include market-rate residential development, major hospitals and universities. The TSF would be assessed in proportion to the size and use of the proposed development. As described in the 2015 TSF Nexus Study, the TSF would also consolidate non-residential fee categories. (For further information on the TSF, please refer to the Transportation Sustainability Program website and the 2015 TSF Nexus Study.<sup>10</sup>)

The TSF economic feasibility study evaluates the impact of the proposed TSF at various potential fee levels on prototypical developments. Table 1 compares the current TIDF fee rates (referred to as Base Case TIDF in this study) with the rates contained in the 2012 Draft TSF Ordinance (with dollar amounts adjusted for inflation to 2015 dollars), and assumes consolidated non-residential fee categories per the 2015 TSF Nexus Study (referred to as Base Case TSF in this study). Sensitivity analysis on higher TSF rates was also conducted, at 125%, 150%, and 250% of the Base Case TSF levels, as described in Chapter VII.<sup>11</sup>

**Table 1. Existing TIDF vs. 2012 Draft TSF Ordinance Rates**

Transit Impact Development Fee (TIDF) <i>(Base Case TIDF: Existing 2015 Fee)</i>		Transportation Sustainability Fee (TSF) <i>(Base Case TSF<sup>1</sup>)</i>	
Use	Fee [\$/GSF]	Use	Fee [\$/GSF]
Management/Information/Professional Services (MIPS)	\$13.87	Residential	\$6.19
Retail/Entertainment	\$14.59	Non-residential	\$14.43
Cultural/Institution/Education	\$14.59	PDR	\$7.61
Medical	\$14.59	<b>Note:</b> <sup>1</sup> Fee rates from the 2012 ordinance have been adjusted for inflation to 2015 dollars, and non-residential fee categories have been consolidated, consistent with other existing impact fees, as shown in the 2015 SF Transportation Sustainability Fee Nexus Study. These fee levels are also referred to as "Base Case TSF" in this study.	
Visitor services	\$13.87		
Museum	\$12.12		
Production/ Distribution/Repair (PDR)	\$7.46		

Source: San Francisco Planning Department, 2015

<sup>10</sup> Transportation Sustainability Program website: <http://tsp.sfplanning.org>

<sup>11</sup> The Base Case TSF levels are defined as the fee rates in the 2012 Draft TSF Ordinance (Board File No. 120524), adjusted for inflation to 2015 dollars, with the proposed consolidation of non-residential fee categories as described in the 2015 TSF Nexus Study. The 2012 Draft TSF Ordinance can be found at: <http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/committees/materials/lu120524tdr.pdf>



A portion of the impact fee funding from certain area plans is dedicated to transit projects. Under the Transportation Sustainability Fee proposal, residential projects inside some plan areas would receive a credit for the transit portion of the area plan impact fee.<sup>12</sup>

## B. California Environmental Quality Act and Level of Service Reform

Over the last 2 years, the City of San Francisco and the State of California have been actively working on Level of Service (LOS) reform and on improvements to the environmental review process under the California Environmental Quality Act (CEQA). With the adoption of the Sustainable Communities and Climate Protection Act of 2008 (SB 375), California is promoting land use and transportation planning decisions and investments that reduce vehicle miles traveled, thereby helping to lower greenhouse gas emissions as required by the California Global Warming Solutions Act of 2006 (AB 32).

On September 27, 2013, Governor Jerry Brown signed Senate Bill 743 (SB 743).<sup>13</sup> A key provision of SB 743 is the elimination of the use of LOS as a metric for measuring traffic impacts of projects in “transit priority areas” – defined as areas within ½ mile of a major transit stop, which encompasses most of the developable area of San Francisco.<sup>14,15</sup> Senate Bill 743 also requires the California Office of Planning and Research (OPR) to develop revisions to the CEQA Guidelines establishing alternative criteria for determining the significance of transportation impacts of projects within transit priority areas that promote the “...reduction of greenhouse gas emissions, the development of multimodal transportation networks, and a diversity of land uses.”

On August 6, 2014, OPR published the Updating Transportation Impacts Analysis in the CEQA Guidelines document, in response to SB 743.<sup>16</sup> These Draft CEQA guidelines indicate that the travel distance and amount of driving that a development project might cause should be the primary consideration when reviewing the project’s transportation impact. Accordingly, OPR proposes that the LOS metric be replaced with a Vehicle Miles Traveled (VMT) metric. Level of Service analysis could be used for traffic engineering or transportation planning purposes, although not for environmental review.

Level of Service reform would eliminate the need for intersection LOS analysis for development projects that require a transportation impact study (TIS), which is typically required for larger developments. Level of Service analysis is a lengthy and costly process that can frequently drive the overall schedule for the TIS and broader CEQA analysis process. Level of Service analysis typically requires: identifying study

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<sup>12</sup> Projects in the Transit Center District Plan (TCDP) do not receive a TSF area plan fee reduction—referred to as a fee credit—as the Transit Center Transportation and Streets Fee is designated to address the substantial impacts on transit associated with such a high density development. Projects in the Rincon Hill and Visitacion Valley area plans also do not receive a TSF area plan fee credit, since these area plan fees do not include a transit component.

<sup>13</sup> SB 743 can be found on-line at:

[http://leginfo.ca.gov/faces/billNavClient.xhtml?bill\\_id=201320140SB743](http://leginfo.ca.gov/faces/billNavClient.xhtml?bill_id=201320140SB743)

<sup>14</sup> Public Resources Code, Chapter 2.7, Division 13, Section 21099. “Modernization of Transportation Analysis for Transit-Oriented Infill Projects.”

<sup>15</sup> A “transit priority area” is defined in as an area within one-half mile of an existing or planned major transit stop. A “major transit stop” is defined in Section 21064.3 of the *California Public Resources Code* as a rail transit station, a ferry terminal served by either a bus or rail transit service, or the intersection of two or more major bus routes with a frequency of service interval of 15 minutes or less during the morning and afternoon peak commute periods.

<sup>16</sup> Document available at:

[http://www.opr.ca.gov/docs/Final\\_Preliminary\\_Discussion\\_Draft\\_of\\_Updates\\_Implementing\\_SB\\_743\\_080614.pdf](http://www.opr.ca.gov/docs/Final_Preliminary_Discussion_Draft_of_Updates_Implementing_SB_743_080614.pdf)

intersections; calculating the project's travel demand; distributing the project's trips on the surrounding roadway network; conducting traffic counts; and running a traffic simulation model that measures the impact of the project-related trips on study intersections.

The existing LOS analysis requirement creates uncertainty, as only toward the conclusion of a transportation impact analysis (well into the pre-entitlement process) does a developer fully realize if a project's traffic impact would necessitate a higher level of environmental review (such as an Environmental Impact Report). As the environmental approvals must be completed prior to project approval hearings, this situation represents a significant risk to the developer, who must invest time and money for environmental review of projects that could ultimately be rejected. Thus, time and cost savings for environmental review, as well as earlier certainty around the TIS findings, will help reduce the pre-entitlement risk taken on by project sponsors.

The overall effect of LOS reform is to more accurately measure the environmental impacts of new development, simplify the transportation impact analysis and environmental review process and increase development certainty. This economic feasibility analysis evaluates the direct time and cost savings that typical projects may experience in the preparation of the TIS and related CEQA documentation. Additionally, there may be indirect economic benefits for all projects, as the removal of LOS analysis from transportation and environmental review documents would minimize the time spent on environmental review (thereby reducing backlogs for City staff and facilitating new development).

### **C. Transportation Demand Management (TDM) Development**

One goal of the TSP is to minimize single-driver car trips while maximizing trips (from new developments) made via sustainable modes of transportation, such as walking, biking, ridesharing and mass transit. Transportation Demand Management (TDM) measures aim to reduce single occupancy vehicle (SOV) trips through programming and policies that encourage walking, bicycling, public or private transit, carpooling, and other alternative modes. Transportation Demand Management measures include both project design measures (such as way-finding signage or bicycle parking) and operational measures (such as employer transportation programs). The California Office of Planning and Research has recommended the use of TDM trip reduction strategies in the preliminary CEQA guidelines to implement Senate Bill 743.<sup>17</sup>

San Francisco is studying the benefits of implementing TDM measures on the choice of transportation mode. The City's policies already require many TDM measures – for instance, the Planning Code requires residential developments to include a certain number of Class I and Class II bicycle parking facilities.<sup>18</sup>

For the purposes of this feasibility analysis, the development prototypes incorporate TDM measures that are currently required as part of City policy – for instance, all prototypes include the required level of bicycle parking facilities and carshare parking spaces, consistent with the Planning Code. However, this study does not separately calculate the direct costs (such as increased space for bicycle parking) and benefits (such as lower construction costs from less vehicular parking) associated with TDM measures, nor any potential legislative changes to TDM requirements, as these TDM measures and legislative changes are not yet defined.

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<sup>17</sup> [http://www.opr.ca.gov/docs/Final\\_Preliminary\\_Discussion\\_Draft\\_of\\_Updates\\_Implementing\\_SB\\_743\\_080614.pdf](http://www.opr.ca.gov/docs/Final_Preliminary_Discussion_Draft_of_Updates_Implementing_SB_743_080614.pdf)

<sup>18</sup> San Francisco Planning Code, Section 155.2

## **IV. Study Goals and Methodology**

The purpose of this study is to evaluate the potential impact of the proposed TSP on new development in San Francisco. The study has three primary goals:

- Evaluate the potential impact of the TSP on development feasibility.
- Gather input from the development community on development revenues and costs, as well as how CEQA/LOS reform might help streamline the development process.
- Conduct sensitivity analysis on potential development scenarios (e.g. alternative TSF levels).

### **A. Methodology Overview**

This section briefly describes the methodology and underlying data that Seifel Consulting Inc. (Seifel) used to perform the economic analyses. All of the core components of the methodology, assumptions and analysis were developed and vetted in collaboration with City staff and Urban Economics (the City's nexus study consultant) over a series of meetings held during 2014 and 2015. The methodology leverages prior economic analyses and reports that were prepared when the TSP was originally being conceptualized in 2009 through 2012, as well as other studies that the City has commissioned to evaluate proposed modifications to the City's impact fees, inclusionary housing programs and neighborhood land use plans. (For a more detailed discussion of the methodology, development assumptions and data sources used in this study, please refer to Appendix A.)

The data and analysis presented in this study and its appendices have been gathered from the most reliable sources available and are designed to represent current market conditions, taking in to account a long-range view of real estate cycles in San Francisco. This information has been assembled and analyzed for the sole purpose of performing an economic evaluation of the proposed adoption of the TSP. Actual potential financial impacts on new development may vary from the estimates presented in this study.

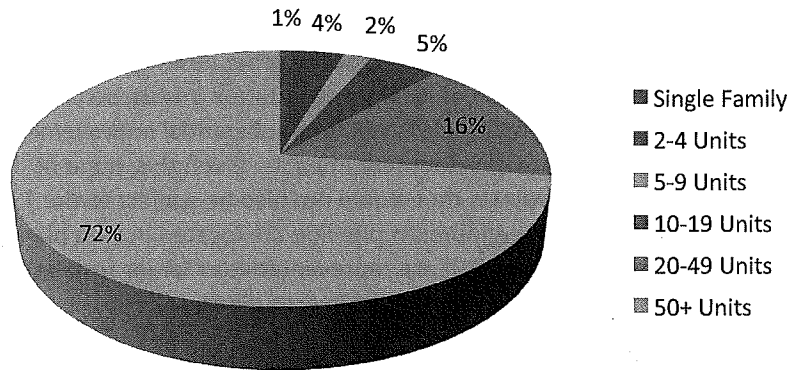
### **B. Selection of Development Prototypes**

The first step in the analysis was to select a set of prototypical developments to be analyzed. Ten development prototypes – eight residential, two non-residential – were developed in order to represent the range of typical potential developments citywide that would see changes as a result of the TSP. The study placed greater emphasis on residential prototypes since the TSF proposal represents a new fee on residential uses. Seifel worked with City staff to identify common development types and locations by analyzing existing data sources, such as the San Francisco Planning Department's development pipeline, the Housing Inventory Report, Preliminary Project Assessments (PPAs), and market data sources.

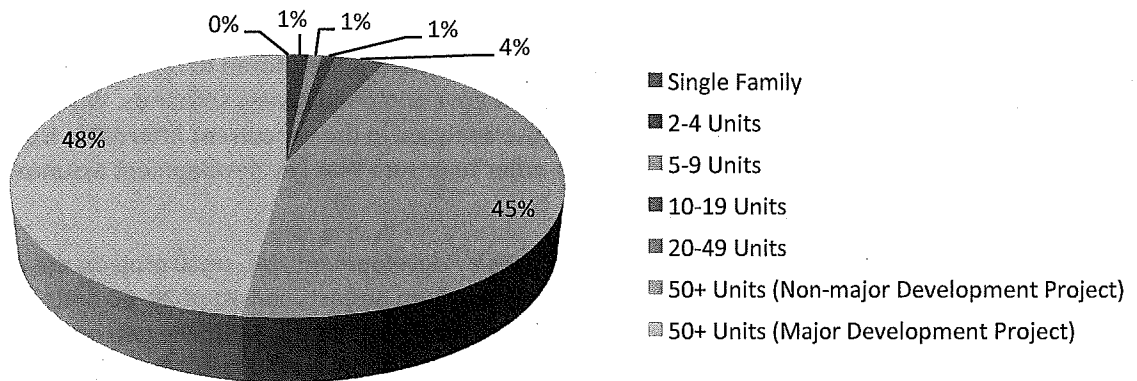
The residential prototypes were also designed to represent the broad range of development sizes that would likely be built in San Francisco. Figure 2 (following page) illustrates typical residential project sizes constructed in 2004–2014 and in the current development pipeline. As the top graph in Figure 2 shows, 72% of housing units constructed in the past decade are located in larger developments, sized 50 units or more. Less than 1% of housing units constructed during the last decade consist of single-family units, with about 11% of units located in developments sized between 2-19 units, and about 16% in developments 20-49 units in size.

**Figure 2. Historical Housing Production and Current Development Pipeline, by Development Size**

**Distribution of Housing Units Constructed by Development Size, 2004-2014**



**Distribution of Housing Units in Pipeline by Development Size**



Source: San Francisco Planning Department; 2014 San Francisco Housing Inventory Report; San Francisco Development Pipeline, Q3 2014.

Note that the following Major Development Projects are subject to agreements with developers to implement specific transportation improvements as a condition of project approval, and are specifically exempted from paying the TSF (per the terms of the applicable Redevelopment Plan or Development Agreement): CPMC; Candlestick Point/Hunters Point Shipyard Phases 1 and 2; Presidio, SF State; Transbay Redevelopment Project Area (Zone zone 1); Treasure Island/Yerba Buena Island (residential only); UCSF; and Park Merced (residential only).

According to the current development pipeline, the City can expect a reduced proportion of future residential development to be smaller-sized developments (19 units or fewer), representing about 3% of housing units. About 4% of new housing units are projected to occur in developments ranging in size from 20 to 49 units, while about 93% are anticipated to occur in larger developments (50 units or more).

About half of these housing units in larger developments (50 units or more) are located in major development projects with development agreements or other contracts that specifically exempt future development from having to pay the TSF. Those agreements specify other developer obligations to mitigate development impacts, such as construction of local transportation infrastructure. While these projects would not be subject to the TSF, they nonetheless will fund substantial improvements to the City's transportation system, helping to mitigate development impacts. Given this, none of the selected prototypes is located in major development projects that would not also be subject to the TSP. Most of the larger residential projects currently in the development pipeline are located in area plans, and three of the development prototypes (Prototypes 5, 8 and 9) are representative of larger residential developments with 100 or more housing units that are located in area plans.

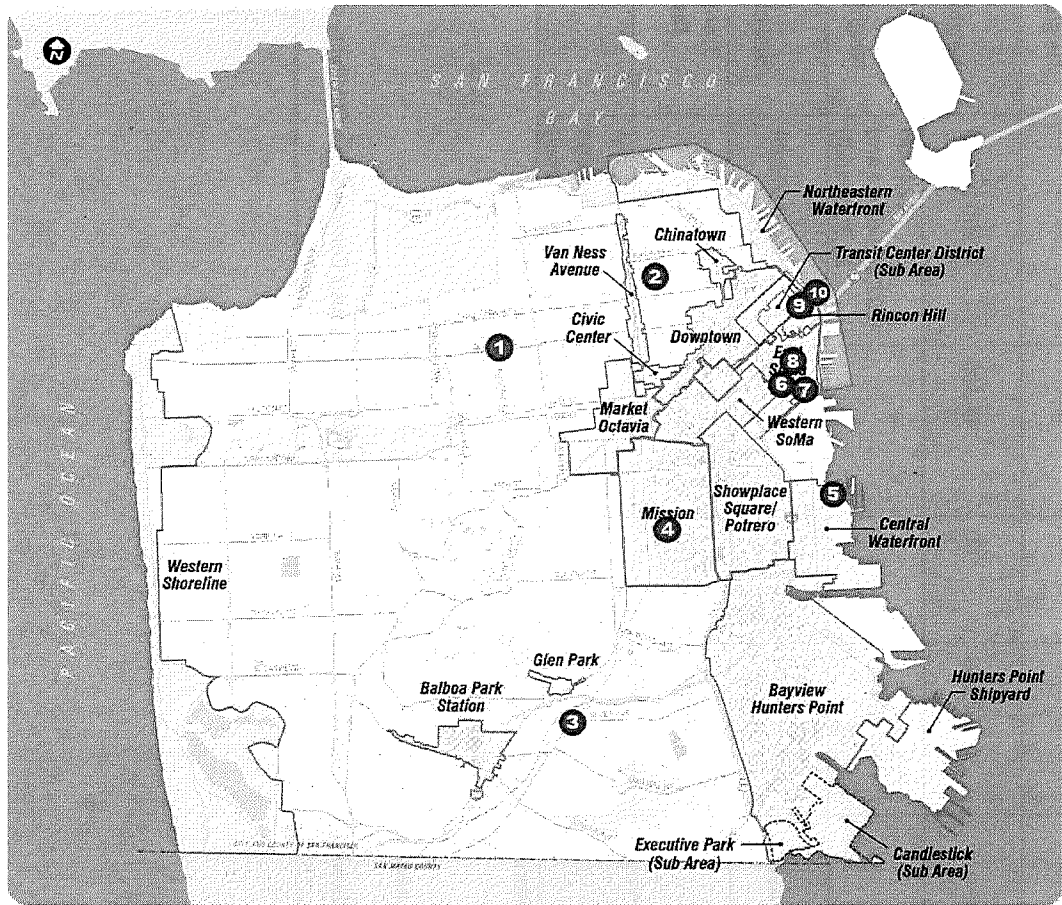
According to Planning Department data, most residential projects are mixed use developments, consisting of retail on the ground floor and residential on the upper floors. In addition, most of San Francisco's developable infill sites have zoning requirements that require active uses (such as retail) on street frontages. Thus, all but one of the residential prototypes is mixed use with retail development included on the ground floor.

The project team sought prototype locations both inside and outside of area plans in order to study different impact fee scenarios. In addition, prototype locations were chosen to represent varied transportation conditions in order to study different environmental review scenarios. Where possible, prototypes were selected to correspond with those analyzed in the concurrent Affordable Housing Bonus and Central SoMa feasibility analyses, in order to ensure that key development assumptions are consistent across these studies.

For purposes of distinguishing residential prototypes by development size, small projects are defined as consisting of 19 or fewer units (Prototypes 1 and 4), medium projects consist of 20–60 units (Prototypes 2, 3 and 6), and large projects consist of 61 or more units (Prototypes 5, 8, 9). The two non-residential prototypes are large office buildings with ground floor retail (Prototypes 7 and 10), which are reflective of typical office developments in the development pipeline.

The development revenue and cost assumptions were developed based on developer input and data gathered from a variety of real estate professionals, including market specialists, real estate brokers and general contractors. Figure 3 shows locations throughout the City of the development prototypes analyzed for the feasibility study and Table 2 provides an overview of the prototypes.

Figure 3. TSF Economic Feasibility Study Prototypes & Adopted Area Plans



- 1 Geary Ave<sup>1</sup>**  
Small residential mixed-use, 8 units
- 2 Van Ness Ave<sup>1</sup>**  
Medium residential mixed-use, 60 units
- 3 Outer Mission<sup>1</sup>**  
Medium residential mixed-use, 24 units
- 4 Mission**  
Small residential mixed-use, 15 units
- 5 Central Waterfront**  
Large residential mixed-use, 156 units
- 6 East SoMa<sup>1</sup>**  
Medium residential mixed-use, 60 units
- 7 East SoMa<sup>1</sup>**  
Large office, 224k sq. ft.
- 8 East SoMa<sup>1</sup>**  
Large residential mixed-use, 141 units
- 9 Transit Center**  
Large residential, 229 units
- 10 Transit Center**  
Large office, 320k sq. ft.

<sup>1</sup> Corresponds with Affordable Housing Bonus / Central SoMa feasibility studies.

**Table 2. Overview of Economic Feasibility Study Prototypes<sup>1</sup>**

Prototype	Lot Area (Square Feet)	Housing Units	Residential (Net Square Feet)	Non-residential (Net Square Feet)	Area Plan
<b>1. Geary Ave<sup>2</sup></b> <i>(small residential mixed use)</i>	5,000	8	8,800	1,400 (retail)	None
<b>2. Van Ness Ave<sup>2</sup></b> <i>(medium residential mixed use)</i>	24,300	60	59,800	8,100 (retail)	None
<b>3. Outer Mission<sup>2</sup></b> <i>(small residential mixed use)</i>	14,400	24	30,000	2,900 (retail)	None
<b>4. Mission</b> <i>(small residential mixed use)</i>	6,000	15	14,300	2,300 (retail)	Eastern Neighborhoods
<b>5. Central Waterfront</b> <i>(large residential mixed use)</i>	35,000	156	118,800	4,500 (retail)	Eastern Neighborhoods
<b>6. East SoMa<sup>2</sup></b> <i>(medium residential mixed use)</i>	10,000	60	43,100	4,500 (retail)	Eastern Neighborhoods
<b>7. East SoMa<sup>2</sup></b> <i>(large office)</i>	35,000	-	-	224,400 (202,100 office and 22,300 retail)	Eastern Neighborhoods
<b>8. East SoMa<sup>2</sup></b> <i>(large residential mixed use)</i>	15,000	128	119,800	6,800 (retail)	Eastern Neighborhoods
<b>9. Transit Center</b> <i>(large residential)</i>	15,000	229	241,300	-	Transit Center District Plan (TCDP)
<b>10. Transit Center</b> <i>(large office)</i>	20,000	-	-	320,300 (307,500 office and 12,800 retail)	TCDP

Source: San Francisco Planning Department.

**Notes:**

<sup>1</sup> Numbers rounded to nearest 100.

<sup>2</sup> Prototype corresponds with prototypes studied in the Affordable Housing Bonus / Central SoMa feasibility studies.

### C. Transportation Impact Fees

In order to evaluate the impact of the TSF on new development, Seifel worked with City staff to calculate transportation impact fees and other development impact fees for each of the feasibility study prototypes. Table 3 compares the transportation fee obligation for each of the prototypes currently under the TIDF with the Base Case TSF levels, which are defined as the fee rates in the 2012 Draft TSF Ordinance (adjusted for inflation to 2015 dollars) with the proposed consolidation of non-residential fee categories. (Refer back to Section III.A for more information.)

### D. Evaluation of Potential Time and Cost Savings with TSP

For each of these development prototypes, City staff documented the level of environmental review and associated costs that would likely be required currently (before consideration of the TSP) and what would be required with the adoption of the TSP. The potential costs and time spent on environmental review for each of these prototypes was then compared under these two conditions in order to understand the potential direct economic benefits from the adoption of the TSP. For example, if the prototype being analyzed might currently be required to do a transportation study that includes an LOS analysis (as was found to be the case for Prototypes 5, 7, 8, 9 and 10), City staff evaluated what predevelopment cost and time savings might occur if no LOS analysis was required. Chapter V describes in greater detail how the analysis of potential TSP savings was performed and summarizes the results for each development prototype.

Time saved during the development entitlement period can decrease the amount of predevelopment carrying costs that a developer would need to pay, which could increase the amount a developer would be willing to pay for land. The economic analysis assumes that predevelopment costs (including land) are equal to about 5% of development value (typically within a range of 5-15% of development value or total development cost, according to the Urban Land Institute).<sup>19</sup> While predevelopment costs vary by development (e.g. whether land is purchased up front or purchased at the end of an option period, with option payments made in the interim, and the extent of upfront predevelopment costs), this estimate is considered to be generally representative of a potential predevelopment carry scenario. The economic effect of predevelopment time savings is measured by multiplying estimated predevelopment costs by a 12% annual equity carrying cost (conservative assumption as equity during entitlement period often requires a higher return threshold) times the number of months saved divided by one year.<sup>20</sup>

As described further in Chapter V, transportation is just one of several topics that may be analyzed as part of a project's environmental review, so these predevelopment savings may not occur in all cases. Thus, the financial analysis evaluates each prototype assuming that the potential level of predevelopment cost and time savings would occur or would not occur.

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<sup>19</sup> As described in Chapters 2 and 3 in "Finance for Real Estate Development," Charles Long, ULI, 2011.

<sup>20</sup> For example, five months in potential time savings would result in potential predevelopment carry savings equal to about 0.25% of development value or about 0.5% of direct construction costs.



**Table 3. Comparison of Transit Impact Development Fee (TIDF) and Transportation Sustainability Fee (TSF) for Development Prototypes<sup>1</sup>**

<b>Prototype</b>	<b>TIDF (2015 fee) [a]</b>	<b>Base Case TSF<sup>2</sup> [b]</b>	<b>TSF Area Plan Credit<sup>3</sup> [c]</b>	<b>TSF Net Fee (Increase over existing fees) [b - a + c]</b>
<b>1. Geary Ave</b> <i>(small residential mixed use)</i>	\$18,900	\$88,800	\$0	\$69,900
<b>2. Van Ness Ave</b> <i>(medium residential mixed use)</i>	\$0	\$458,900	\$0	\$458,900
<b>3. Outer Mission</b> <i>(small residential mixed use)</i>	\$0	\$42,400	\$0	\$42,400
<b>4. Mission</b> <i>(small residential mixed use)</i>	\$17,800	\$55,700	(\$14,300)	\$23,600
<b>5. Central Waterfront</b> <i>(large residential mixed use)</i>	\$3,600	\$421,700	(\$168,300)	\$249,900
<b>6. East SoMa</b> <i>(medium residential mixed use)</i>	\$35,600	\$263,800	(\$100,600)	\$127,600
<b>7. East SoMa</b> <i>(large office)</i>	\$3,388,100	\$3,510,800	\$0	\$122,700
<b>8. East SoMa</b> <i>(large residential mixed use)</i>	\$109,400	\$1,041,400	(\$292,800)	\$639,200
<b>9. Transit Center</b> <i>(large residential)</i>	\$0	\$2,059,700	\$0	\$2,059,700
<b>10. Transit Center</b> <i>(large office)</i>	\$5,346,000	\$5,551,200	\$0	\$205,200

Source: San Francisco Planning Department, 2014.

**Notes:**

<sup>1</sup> Numbers rounded to nearest \$100. Some numbers may not precisely subtract due to rounding.

<sup>2</sup> Fee rates from the 2012 draft TSF ordinance have been adjusted for inflation to 2015, and non-residential fee categories have been consolidated, consistent with the SF Transportation Sustainability Fee Nexus Study. Prior use fee credits have been applied for eight prototypes (Prototypes 1 through 8), reflecting typical conditions for infill sites.

<sup>3</sup> Residential developments in some area plans may be eligible for a TSF area plan fee reduction—referred to as a fee credit—equivalent to the transit component of the applicable area plan impact fee. For residential projects in the Eastern Neighborhoods area plans (Prototypes 4, 5, 6, 7 and 8), the credit is 10% of the area plan fee. Projects in TCDP (Prototypes 9 and 10) are not eligible for a TSF area plan fee credit as the Transit Center Transportation and Street Improvement Fee is designated to address the substantial impacts on transit associated with such high-density development.

## E. Residual Land Value Analysis

In order to evaluate the direct economic effect of the TSP, Seifel developed land residual models to estimate and compare the value of land before and after the proposed adoption of the TSP for the 10 prototypical developments described above. Residual land value (RLV) models calculate the potential amount a developer would be willing to pay for land, given anticipated development revenues, costs and a target developer margin. The developer margin represents a target return threshold that takes into account development risk, including the timeline it takes to complete the development, the uncertainty of future development revenues and costs and the level of returns that must be achieved to attract private capital. Developers commonly use RLV models at the initial stages of development to test feasibility and determine how much they can afford to pay for land.<sup>21</sup>

The RLV is the difference between what a developer expects to receive in revenues (e.g., sale of condominium units), less all costs associated with developing the buildings (e.g., predevelopment costs, hard construction costs, tenant improvements, construction financing, developer overhead, marketing/sales costs, other soft construction costs and target developer margin).<sup>22</sup> RLV models are useful tools to test the financial impact of different public policies on land values and development feasibility because they can compare the financial impact on land values given variable development scenarios, including variations in development land uses, revenues, costs and policy options.

The RLV analysis compares the potential land value for each development prototype under current conditions with the potential land value assuming the imposition of the TSF, both with and without the anticipated predevelopment savings.<sup>23</sup> The next chapter describes the potential predevelopment cost and time savings in greater detail.

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<sup>21</sup> The Urban Land Institute (ULI) has published literature that describes how developers analyze the feasibility of potential development projects, including the use of residual land value analysis. Refer to Chapters 2 and 3 in "Finance for Real Estate Development," Long, ULI, 2011.

<sup>22</sup> As part of the economic evaluation process, Seifel compared the projected development values, residual land values, target developer margins, and other financial metrics in the RLV models with current real estate data on similar transactions, including recent rental rates and sales prices, comparable land sales, market capitalization rates and financial pro forma information gathered from the development community. The RLVs for each prototype under current conditions were also compared to land values that are currently being assumed in recent developer pro formas, as well as information obtained from recent land sales and valuation input from Clifford Advisory. According to recent market information, the minimum market sales price for residentially zoned land in San Francisco is about \$90,000 per unit ("per door"), and the RLV under the Base Case TIDF for residential units was found to be \$100,000 or more for all prototypes except for Prototype 3, which is located in the Outer Mission area. (Current sales prices and rents in many of San Francisco's outer neighborhoods are not sufficiently high to support the higher cost of mid-rise construction and generate strong land values, particularly on sites where zoning restrictions significantly limit residential density (such as Prototype 3), which limits the number of units that can be built.) The calculated RLV for the two office prototypes is approximately \$130/Building NSF, which is also within current market value range. For most prototypes, RLV ranges between 10 and 20% of development value or condominium sales price (after taking into account the cost of sale), which is also within the typical percentage ranges in development pro formas. For Prototype 3, the RLV is less than 5% of development value, which also indicates some developments in outer neighborhoods may not currently be feasible.

<sup>23</sup> Without predevelopment savings, the difference in RLV is directly attributable to the increase in development impact fees from the TSP, as no offsets to development costs are assumed from CEQA/LOS streamlining.

## V. Cost and Time Savings from CEQA / Level of Service Reform

As previously described, the removal of LOS analysis under CEQA reform would eliminate the need for intersection LOS analysis for projects that require a transportation impact study (TIS), which is one of the main drivers of the overall schedule of the environmental review (and subsequently, the development entitlement process). Eliminating the LOS analysis could simplify the transportation analysis and decrease the amount of time spent on environmental review. This study evaluates the potential financial impact of both the direct time and cost savings that some projects may experience as a result of these improvements to the environmental review process from the TSP, as further described below.

### A. Direct Time Savings

The time savings that an individual project may experience would vary depending on its level of required environmental review. Under CEQA, there are three major levels of environmental review documents, listed in ascending order of complexity and time required:

1. Exemption (i.e. a Categorical Exemption (Cat Ex) or Community Plan Exemption (CPE))
2. Mitigated Negative Declaration (MND)
3. Environmental Impact Report (EIR)

The level of required environmental review and type of document to be prepared largely depends on the size and scale of the proposed project, its location and whether or not it may benefit from – or be “tiered” from – a previous EIR, such as the City’s Housing Element EIR or the Eastern Neighborhoods Area Plan and Rezoning EIR. For example, a Community Plan Exemption (CPE) document can only be prepared for a qualifying project within a plan area that does not result in any new significant impacts or require any new mitigation above and beyond what is analyzed in the Area Plan EIR.

After CEQA/LOS reform is implemented through the TSP, project sponsors may experience two types of potential direct time savings:

1. Time savings associated with not having to do an LOS analysis as part of the Transportation Impact Study.
2. Time savings associated with streamlining the overall environmental review process, with the greatest savings potentially occurring in situations where the level of environmental review for a project can be reduced (for example, a Mitigated Negative Declaration or Exemption instead of an EIR). This latter scenario is somewhat rare and would happen in instances where a project is required to undergo a more extensive level of environmental review solely due to transportation LOS impacts.

Table 4 shows that the potential average time savings due to the removal of the LOS analysis requirement in the overall CEQA document preparation ranges from zero to five months, assuming that this does not change the level of environmental review required.

Greater time savings may be possible in situations where the removal of the LOS analysis results in a lower level of environmental review than would otherwise be required. However, the CEQA review process is just one part of the overall predevelopment timeline, which also includes obtaining land use entitlements and other project approvals. For this reason, the overall project entitlement time savings may not be as great as the potential CEQA time savings.

**Table 4. Average CEQA Document Time Savings due to CEQA/LOS Reform<sup>3</sup>**

Type of Environmental Document	Average Document Preparation Time		
	Before CEQA Reform: With LOS Analysis	After CEQA Reform: Without LOS Analysis	Potential Time Savings
Community Plan Exemption (CPE)	11 months	6 months	5 months
Mitigated Negative Declaration (MND)	12 months	9 months	3 months
Environmental Impact Report (EIR) – Focused <sup>1</sup>	22 months	18 months	4 months
Environmental Impact Report (EIR) – Full <sup>2</sup>	32 months	32 months	0 months

Source: San Francisco Planning Department, 2014.

**Notes:**

<sup>1</sup> A “Focused EIR” would include the analysis of select environmental topics (typically four or fewer).

<sup>2</sup> A “Full EIR” would include the analysis of all or most of the environmental topics.

<sup>3</sup> The timeframes in this table assume that the TIS is the most time-consuming background study that is required for a project. If other background studies (such as Historic Resource Evaluation) are required and take longer than the TIS, the timeframes might need to be adjusted. This table shows timeframes from the date an environmental coordinator is assigned to a project.

## B. Direct Cost Savings

Currently, the costs associated with environmental review include both Planning Department fees and environmental consultant fees. Planning Department fees include an environmental review fee, which is based on the type of environmental review document and the cost of project construction. Projects that require a transportation impact study must also pay Planning Department and SFMTA transportation study review fees, regardless of whether or not the study includes a LOS analysis.

Environmental review consultants represent an additional cost and are typically retained to prepare the environmental review document and the TIS, if required. Consultant fees vary based on the size and complexity of the project, the type of environmental review document being prepared and whether or not an LOS analysis is required as part of the TIS.<sup>24</sup>

Under CEQA/LOS reform, fee amounts for Planning Department environmental review and SFMTA transportation review will remain the same for projects that do not experience any change in the type of

<sup>24</sup> Based on Planning Department interviews with environmental consultants in 2014, the cost savings associated with the removal of the LOS analysis from the transportation study are estimated to be about 25% of the transportation study costs for all projects, regardless of size.

environmental document required. For instance, a project in an area plan may currently be required to prepare a TIS with a LOS analysis as part of a Community Plan Exemption (CPE). Under the proposed TSP, the project may still need to prepare a CPE, but it would include a simplified TIS without a LOS analysis. The Planning Department and SFMTA transportation fees would remain the same, but the project would benefit from consultant cost savings and time savings from not having to do the LOS analysis. As the environmental review document also incorporates technical analysis from the TIS, the consultant time required to prepare the environmental document would also be reduced, resulting in additional cost savings.

However, a project may experience greater cost savings if the removal of the LOS analysis results in a lesser level of environmental review being required. For instance, if a project no longer requires a focused EIR (which is conducted by environmental consultants) and could be eligible for a CPE (typically prepared in-house by Planning Department staff), the cost savings would be substantial.

### **C. Indirect Benefits**

In addition to these direct benefits, CEQA/LOS reform would also result in greater certainty for project sponsors, as described earlier. As the environmental approvals must be completed prior to project approval hearings, these environmental approvals represent a significant risk to the developer, who must invest time and funds for environmental review of projects that might ultimately be rejected. Thus, any savings in environmental review time and costs can help reduce the pre-entitlement risk taken on by developers. Further, CEQA/LOS reform would simplify and minimize the time spent on environmental review, potentially reducing backlogs for City staff and shortening the predevelopment process for all projects, not just those benefitting from CEQA streamlining due to TSP.

While these indirect economic benefits could be significant to the development community, the financial analysis solely focuses on evaluating the direct time and cost savings in the preparation of the TIS and related CEQA documentation.

### **D. CEQA Streamlining Benefits for Feasibility Study Prototypes**

The CEQA streamlining benefits associated with the implementation of the TSP were identified and analyzed for each of the development prototypes by comparing the scope of the environmental review with and without a LOS analysis. The level of environmental review for each prototype was determined based on the following information for each prototype:

- Project description, including land use, intensity of development, building envelope and project location.
- Environmental constraints associated with the project sites in these areas of the City.
- Programmatic EIRs (typically from area plans) from which the project-level environmental review documents could be tiered (where applicable).
- Planning Department guidelines and standard practices for environmental review as of March 2015.

The Planning Department identified the technical studies that would be required on the topics of transportation<sup>25</sup>, air quality, noise, hazardous materials, wind, shadow, archeological resources, geology

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<sup>25</sup> The type of transportation study required was based on a calculation of the PM peak-hour automobile trips that would be generated by the development program identified for each prototype.

and historic resources. The level of environmental review was based on the findings typically associated with the conclusions of those studies.

The current level of environmental review for each prototype was then compared to the anticipated level of environmental review and transportation analysis that would be needed with the TSP, assuming no other environmental topic area (such as historic resources) would result in impacts that would cause a more stringent environmental review process.

The potential time and cost savings for each prototype was then estimated by Planning Department staff based on recent environmental review costs incurred for similar projects, in consultation with outside environmental consultants. Table 5 at the end of this Chapter summarizes the type of environmental review document that would be required for each feasibility study prototype with and without LOS reform under TSP. Each of the prototypes except Prototype 5 would require the same type of environmental review document, with and without TSP.

Prototypes 1 through 4 and Prototype 6 are smaller projects that would not currently require a LOS analysis. Therefore, under TSP there is no change to the transportation study or the environmental review process and no environmental review time or cost savings.

Prototypes 7 through 10 are all large projects within area plans and would require LOS analysis, according to current practices, but would not require LOS analysis under TSP.<sup>26</sup> Thus, each of these prototypes experiences a time savings of approximately five months and varied consultant costs savings, both associated with the preparation of a streamlined TIS.

Prototype 5 is a medium-sized project located in the Central Waterfront area of the Eastern Neighborhoods. Based on the project size, the background traffic conditions in the surrounding streets and the level of new development anticipated in the area, a LOS analysis of this project would likely identify a significant unavoidable traffic impact that would trigger the preparation of a focused EIR under current practice. Prototype 5 is unlikely to result in other significant unavoidable impacts; therefore, under the TSP, this project would no longer need to conduct an EIR, resulting in substantial time and cost savings. The combined cost savings of reduced Planning Department fees and consultant fees is approximately \$560,000 and the associated time savings is approximately five months.<sup>27</sup>

In summary, this analysis demonstrates the potential variation in potential direct time and cost savings for environmental and transportation review with the TSP for a variety of development types throughout San Francisco, summarized below and in Table 5.

- With TSP, no time or cost savings are anticipated for Prototypes 1 through 4 and Prototype 6, which is primarily attributable to the small-scale of development that each represents.
- Prototype 5 is estimated to potentially receive the most significant level of cost savings with TSP, as the environmental review document would be modified from a CPE and a Focused EIR to a

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<sup>26</sup> For the purposes of this analysis, it was assumed that the governing environmental documents would enable this to occur.

<sup>27</sup> Although the change in the scope of the environmental review would reduce the CEQA documentation timeline from 22 months to 6 months (a 16-month time savings), the timeline for the required entitlements could likely only be reduced by 5 months given that some of steps in the technical analysis and the approval process take a certain amount of time and would not be able to be further shortened with TSP. Therefore, a conservative estimate of 5 months of time savings is estimated to occur within the overall predevelopment timeline.

CPE. It would also likely benefit from time savings of 5 months in the predevelopment review process.

- Prototypes 7 through 10 are anticipated to experience more modest cost savings given that their level of environmental review would remain the same under TSP. These prototypes would also likely benefit from time savings of 5 months in the predevelopment review process.

As described above, the projected time and cost savings presented for each prototype assumes that no other type of topic area (such as historic resources) would result in further intensification of environmental review. In order to take into account the possibility that no time or cost savings might occur, the land residual analysis evaluates the financial impact with and without the potential predevelopment time and cost savings that are described in this Chapter.

**Table 5. Potential Environmental Review Time and Cost Savings from CEQA/LOS Reform by Prototype**

Prototype	Environmental Review Time Savings <sup>1</sup>			Environmental Review Cost Savings <sup>2</sup>		
	Environmental Review Document: TIDF (Existing)	Environmental Review Document: TSP (Proposed)	Predevelopment Period Time Savings <sup>3</sup>	Planning Dept. Environmental Fee Savings	Estimated Consultant Cost Savings	Total Environmental Cost Savings
<b>1. Geary Ave</b> <i>(small residential mixed use)</i>	Class 32 CatEx	Class 32 CatEx	None	\$0	\$0	\$0
<b>2. Van Ness Ave</b> <i>(medium residential mixed use)</i>	Class 32 CatEx	Class 32 CatEx	None	\$0	\$0	\$0
<b>3. Outer Mission</b> <i>(small residential mixed use)</i>	Class 32 CatEx	Class 32 CatEx	None	\$0	\$0	\$0
<b>4. Mission</b> <i>(small residential mixed use)</i>	CPE	CPE	None	\$0	\$0	\$0
<b>5. Central Waterfront</b> <i>(large residential mixed use)</i>	CPE + Focused EIR	CPE	5 months	\$386,300	\$175,000	\$561,300
<b>6. East SoMa</b> <i>(medium residential mixed use)</i>	CPE	CPE	None	\$0	\$0	\$0
<b>7. East SoMa</b> <i>(large office)</i>	CPE + Focused EIR	CPE + Focused EIR	5 months <sup>4</sup>	\$0	\$95,000	\$95,000
<b>8. East SoMa</b> <i>(large residential mixed use)</i>	CPE	CPE	5 months <sup>4</sup>	\$0	\$25,000	\$25,000
<b>9. Transit Center</b> <i>(large residential)</i>	CPE	CPE	5 months <sup>4</sup>	\$0	\$25,000	\$25,000
<b>10. Transit Center</b> <i>(large office)</i>	CPE	CPE	5 months <sup>4</sup>	\$0	\$50,000	\$50,000

Source: San Francisco Planning Department, 2014

Note: Numbers rounded to nearest \$100.

<sup>1</sup> This assumes that no other type of environmental review (such as historic resources) would result in further intensification of environmental review. As further described in this report, the land residual analysis accounts for an alternative environmental review situation where no time or cost savings would occur, as it evaluates the financial impact with and without the anticipated predevelopment savings from a streamlined CEQA process.

<sup>2</sup> These cost savings do not include potential predevelopment savings associated with lower predevelopment carrying costs due to a shorter entitlement timeline, which is evaluated in the land residual models.

<sup>3</sup> The predevelopment period includes both the environmental review and the entitlement process. Thus, changes to the environmental review timeline may not translate directly to equivalent time savings in the predevelopment period.

<sup>4</sup> Time savings due to dissolution of transportation LOS analysis requirement.



## VI. Results From Analysis of Base Case TSF Levels

As described in Chapter IV on methodology, land residual models for ten typical developments were prepared to compare the estimated value of land before and after adoption of the proposed TSP. These development prototypes were chosen to best represent potential developments that might occur in different City neighborhoods, located inside and outside Plan Areas. The first stage of the analysis evaluates the potential financial impact by comparing the RLV under current conditions (referred to as Base Case TIDF) with the Base Case TSF scenario (with the introduction of the TSP, including the addition of fees at the "Base Case TSF" levels and CEQA/LOS reform).<sup>28</sup> Given the variability in key cost factors for real estate development across San Francisco and the challenging development climate that has resulted from the real estate recession followed by rapid price appreciation in recent years, a decrease in RLV of -10% or less with the introduction of the TSP has been chosen as a reasonable indicator of ongoing feasibility.

Non-residential development would experience the least financial impact from TSP, as the Base Case TSF is about the same as the existing TIDF for most land uses. For example, the net increase in the impact fee burden for new office use would be about \$.56/GSF, and retail development would experience a slight decrease in fees of about -\$0.16/GSF at the Base Case TSF levels. (Please refer back to Table 1 and Chapter III for more information regarding existing and proposed TSF levels.)

With TSP, residential development would be subject to a new development impact fee, which would increase development costs by \$6.19/GSF for the Base Case TSF scenario without consideration of fee credits or predevelopment savings. Based on a typical residential unit size of 950 net square feet,<sup>29</sup> this translates to a potential increase in fees for the Base Case TSF scenario of about \$7,400 per unit, or about 1-2% of direct construction cost depending on the type of construction and level of fee credits.

CEQA/LOS reform, once adopted, could help offset some of the financial impact of the TSF on new development or create an economic benefit for development. Based on the analysis presented in Chapter V, this streamlining could represent potential predevelopment cost and time savings for larger developments that currently require a transportation study as part of their environmental review in the following ways:

- Reduced City fees related to the current review of transportation studies.
- Reduced costs in professional services related to transportation and environmental analysis during the environmental process.
- Potential for reduced carrying costs (for private capital) on predevelopment expenses resulting from time savings of up to five months in the review process.<sup>30</sup>

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<sup>28</sup> As described in Chapter IV, the Base Case TSF scenario assumes the fee rates in the 2012 Draft TSF Ordinance, adjusted for inflation to 2015 dollars, taking into account the consolidation of non-residential fee categories.

<sup>29</sup> The fee is based on a gross residential square foot basis, and this typical unit size is assumed to be about 1188 GSF based on a typical 80% efficiency for low-rise and mid-rise developments, as indicated by this study. Building area (per gross and net square foot) does not include square footage related to parking.

<sup>30</sup> As described in Chapter IV, this analysis assumes predevelopment costs (including land) are equal to about 5% of development value, and the economic effect of predevelopment time savings is measured by multiplying the estimated predevelopment costs by a 12% annual equity carrying cost times the number of months saved divided by one year (i.e. 5 months/1 year or 42%) resulting in predevelopment savings at about 0.25% of development value, or about \$2500 per unit for a condominium development with an average value of \$1 million per unit.

Table 6 on the following page summarizes the economic evaluation of the TSP program under the Base Case TSF scenario. As it shows, the residual land values for most of the prototypes range from about 10-20% of revenues, which is consistent with many recent development pro formas that were reviewed for this study.<sup>31</sup> New development may not be currently feasible in City neighborhoods that have below-average price levels and rents, given the high cost of construction relative to potential revenues. The financial analysis indicates that this is the case for Prototype 3.<sup>32</sup> While the imposition of the Base Case TSF will not cause developments similar to Prototype 3 to be infeasible, the TSF further distances these areas from development feasibility as it lowers the potential RLV.

As Table 6 shows, five of the prototypes (due to their development size and location) are not anticipated to receive any CEQA streamlining benefits (Prototypes 1 through 4 and Prototype 6). The remaining five prototypes could potentially benefit from reduced transportation and environmental costs and 5 months in predevelopment time savings, which would lower predevelopment carry costs (Prototypes 5 and 7 through 10). For three of these prototypes (Prototypes 5, 7 and 10), the potential benefits from CEQA streamlining could more than offset the increase in impact fees, and this results in an increase in residual land value when predevelopment savings are assumed to occur (RLV with predevelopment savings). Without predevelopment savings, the RLV decreases for all prototypes, ranging from about -1% to -8%, which is within the -10% feasibility threshold.

As described in Chapter III, about half of new housing units are projected to be developed in larger developments within area plans, some of which may be eligible for a fee credit that would help offset a portion of the financial impact from the TSF. Four of the prototypes are located within area plans that would be eligible for an area plan fee credit for residential development (Prototypes 4, 5, 6 and 8). In summary, the impact on RLV varies among the prototypes depending on the following:

- **Land use:** non-residential prototypes (Prototypes 7 and 10) have the smallest increase in impact fees due to the TSF, as the Base Case TSF is about the same as the TIDF, while residential developments experience the greatest increase in impact fees under the TSP.
- **Environmental review & predevelopment savings:** larger developments could potentially benefit from reduced transportation and environmental costs plus decreased predevelopment carry costs as a result of time savings from CEQA/LOS reform (Prototypes 5 and 7 through 10). These potential financial benefits are modeled in the “with predevelopment savings” scenario, and they are not assumed to occur in the “without predevelopment savings” scenario.

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<sup>31</sup> Please refer to Chapter IV and Appendix A for further information regarding the methodology used in this analysis. Revenues are equal to potential sales prices for condominiums or development values for rental property less sales expenses.

<sup>32</sup> The RLV for Prototype 3 is below 5% of total development value and is less than \$40,000 per housing unit, which is below the typical asking prices for land in San Francisco and is less than land values for similarly located properties with existing uses. This finding indicates that similar developments in the outer neighborhoods may not generate sufficient development value to enable developers to pay for property at its current market value (particularly considering many infill sites have existing development that is generating rental income) or generate sufficient developer margin to warrant private investment.

**Table 6. Summary of Economic Impact of Transportation Sustainability Program Under Base Case TSF Scenario**

Prototype	Base Case TIDF		Fee Credit	Base Case TSF Fee Increase (Compared to Existing Fees Under Base Case TIDF) [b]	Impact on Residual Land Values (RLV) Under Base Case TSF Scenario						
	Base Case TIDF RLV [a]	Base Case TIDF RLV as % of Revenues			Predevelopment Savings (Credit)			RLV With Predevelopment Savings		RLV Without Predevelopment Savings	
					Environmental Cost Savings [c]	Time Savings (Predevelopment Carry Savings) [d]	Total Cost Savings [e=c+d]	Base Case TSF RLV [a-b-e]	% Change	Base Case TSF RLV [a-b]	% Change
<b>1. Geary Ave</b> (Small Res. Mixed-use)	\$2,050,200	23%	Prior Use	\$69,900	\$0	\$0	\$0	\$1,980,300	(3%)	\$1,980,300	(3%)
<b>2. Van Ness Ave</b> (Medium Res. Mixed-use)	\$7,017,300	10%	Prior Use	\$458,900	\$0	\$0	\$0	\$6,558,400	(7%)	\$6,558,400	(7%)
<b>3. Outer Mission</b> (Small Res. Mixed-use)	\$920,600	4%	Prior Use	\$42,400	\$0	\$0	\$0	\$878,200	(5%)	\$878,200	(5%)
<b>4. Mission</b> (Small Res. Mixed-use)	\$3,140,700	21%	Prior Use, Area Plan	\$23,600	\$0	\$0	\$0	\$3,117,100	(1%)	\$3,117,100	(1%)
<b>5. Central Waterfront</b> (Large Res. Mixed-use)	\$22,869,100	21%	Prior Use, Area Plan	\$249,900	(\$561,000)	(\$274,900)	(\$835,900)	\$23,455,100	3%	\$22,619,200	(1%)
<b>6. East SoMa</b> (Medium Res. Mixed-use)	\$6,339,100	14%	Prior Use, Area Plan	\$127,600	\$0	\$0	\$0	\$6,211,500	(2%)	\$6,211,500	(2%)
<b>7. East SoMa</b> (Large Office)	\$28,722,700	15%	Prior Use	\$122,700	(\$95,000)	(\$479,500)	(\$574,500)	\$29,174,500	2%	\$28,600,000	(0%)
<b>8. East SoMa</b> (Large Res. Mixed-use)	\$13,678,300	10%	Prior Use, Area Plan	\$639,200	(\$25,000)	(\$331,100)	(\$356,100)	\$13,395,200	(2%)	\$13,039,100	(5%)
<b>9. Transit Center</b> (Large Residential)	\$25,892,400	8%	None	\$2,059,700	(\$25,000)	(\$769,100)	(\$794,100)	\$24,626,800	(5%)	\$23,832,700	(8%)
<b>10. Transit Center</b> (Large Office)	\$42,188,700	13%	None	\$205,200	(\$50,000)	(\$824,500)	(\$874,500)	\$42,858,000	2%	\$41,983,500	(0%)

Notes: Numbers rounded to nearest \$100. Please refer to Chapters III and IV for further information on the prototype assumptions. (Table 3 summarizes the fee calculations for the Base Case TSF and Table 5 presents the environmental cost savings.)

Source: San Francisco Planning Department, 2015.

- **Area Plan fee credits:** residential developments located within certain Area Plans would be eligible for a partial fee credit (Prototypes 4, 5, 6 and 8) equivalent to the transit component of the Area Plan fee.
- **Prior use fee credits:** prototypes with existing buildings would be eligible to receive a fee credit for prior uses, which reduces the level of TIDF, TSF and area plan fees (Prototypes 1 through 8).

The financial analysis indicates that implementation of the proposed TSP at the Base Case TSF would have a modest financial impact on future development feasibility due to the combined effects described above under the potential development scenarios for each prototype:

- The difference in residual land values, with and without predevelopment savings, does not decrease by more than 10% for all prototypes.
- With predevelopment savings as a result of CEQA/LOS reform, residual land values could potentially increase under the TSP by about 2% to 3% where the streamlining benefits more than offset the increase in development costs with the TSP (Prototypes 5, 7 and 10).
  - If a project is currently required to undertake a transportation LOS analysis, the TSP will provide modest economic benefits if the level of environmental review remains the same. (As shown in this study, a transportation LOS analysis is typically required for larger sized developments.) In these cases, the elimination of LOS analysis could reduce consultant costs by \$25,000 to \$95,000 and result in a time savings of 5 months during the entitlement period, which would potentially decrease predevelopment carrying costs. This scenario applies to four of the ten prototypes (Prototypes 7 through 10) evaluated in this study. For the office prototypes (Prototypes 7 and 10), the combination of consultant cost savings and predevelopment savings could fully offset the impact of the Base Case TSF level.
  - Projects that would be eligible for a lesser level of environmental review as the result of CEQA/LOS reform would achieve the greatest economic benefit. For instance, one of the prototypes studied (Prototype 5) might be eligible for a Community Plan Exemption (CPE) under the TSP, as compared to a Focused Environmental Impact Report (FEIR) under current conditions. This could potentially result in direct cost savings of about \$560,000 in environmental consultant/Planning Department fees and predevelopment time savings of 5 months, which could fully offset the impact of the Base Case TSF level.
- Without predevelopment time savings, residual land values are projected to decrease between about 0% to -8% for all prototypes.<sup>33</sup> The greatest decrease in RLV occurs for residential projects located Outside Plan Areas or Inside Plan Areas where fee credits do not substantially offset the TSF (Prototypes 2, 3, 8 and 9).

As described above, the extent of the financial impact will vary depending on land use, whether or not the development is located in a Plan Area, whether it will benefit from the potential predevelopment time and cost savings and the level of fee credits. These findings are generally consistent with the prior (2012) economic analysis of the proposed TSP.

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<sup>33</sup> As no offsets to development costs are assumed from CEQA/LOS streamlining, the difference in RLV without predevelopment savings is directly attributable to the increase in development impact fees from the TSP.

## VII. Sensitivity Analysis of Alternative TSF Levels

The sensitivity analysis studies the effect of higher TSF levels, modeled at 125%, 150% and 250% of the Base Case TSF levels, which are within the maximum justified fee levels from the 2015 TSF Nexus Study. Table 7 summarizes and compares the fee levels for each scenario with the maximum justified fee amounts. The table indicates that the TSF fee levels evaluated in this sensitivity analysis would range from \$6.19 at the Base Case TSF to \$15.48/GSF at 250% TSF for residential development and from \$14.43 at the Base Case TSF to \$36.08/GSF at 250% TSF for non-residential development.

**Table 7. TSF Sensitivity Analysis Scenarios (2015 Dollars)**

Use	Base Case TSF (\$/GSF)	125% TSF (\$/GSF)	150% TSF (\$/GSF)	250% TSF (\$/GSF)	Maximum Justified Fee <sup>1</sup> (not modeled)
Residential	\$6.19	\$7.74	\$9.29	\$15.48	\$30.95
Non-residential	\$14.43	\$18.04	\$21.65	\$36.08	\$87.52
PDR <sup>2</sup>	\$7.61	n/a	n/a	n/a	\$26.09
<b>Note:</b>					
<sup>1</sup> Maximum Justified Fee is not modeled but is presented in the San Francisco Transportation Sustainability Fee Nexus Study (2015).					
<sup>2</sup> New development of PDR uses was not analyzed in the feasibility study.					

The financial results for each of these sensitivity analysis scenarios are summarized in tables that are presented at the end of this report:

- Table 8 summarizes the results from the sensitivity analysis, as measured by the percentage change in RLV for each of the four alternative TSF levels (Base Case TSF, 125% TSF, 150% TSF and 250% TSF) compared to current conditions without TSP (Base Case TIDF).
- Table 9 summarizes the key prototype characteristics and findings that contribute to the sensitivity analysis results shown in Table 8 and the supporting tables.
- Tables 10.1 through 10.10 present the financial results for each prototype, comparing the total revenues and development costs under current conditions without TSP (Base Case TIDF) to each of the alternative TSF fee scenarios.

### A. 125% TSF Scenario

Under the 125% TSF scenario, the TSF would increase by about \$1.60/GSF for residential and about \$3.60/GSF for non-residential development over the Base Case TSF, without consideration of any predevelopment savings or fee credits. Based on a typical residential unit size of 950 NSF, this translates to a potential increase in impact fees of about \$9,200 per unit (or about \$8/GSF) as compared to current conditions (Base Case TIDF) or about 1-2% of direct construction cost, depending on the type of construction and whether fee credits apply.

As described in the previous section, the proposed fees for non-residential development under the Base Case TSF scenario are about the same as the fees currently being charged (Base Case TIDF) on new development. Under the 125% TSF scenario, these fees would increase by about \$4/GSF over current fee

levels. This would represent a direct construction cost increase of about 1% or less, depending on the type of construction and whether fee credits apply.<sup>34</sup>

The results of the sensitivity analysis indicate that the financial impact on new development for the 125% TSF scenario are similar to the results that were found at the Base Case TSF levels.

- The decrease in residual land values, with and without predevelopment savings, is less than or equal to -10% for all prototypes.
- With predevelopment savings, only Prototype 5 would receive CEQA streamlining benefits that would more than offset the increase in development costs with the TSP (showing a 2% increase in RLV for Prototype 5). The RLV with predevelopment savings for all of the other prototypes decreases by -1% to -8%.
- Without predevelopment savings, the greatest decrease in RLV occurs for residential development where area plan fee credits would not be applied (-10% for Prototype 9 in TCDP), and for residential projects located Outside Plan Areas or Inside Plan Areas where fee credits do not substantially offset the TSF (Prototypes 2, 3 and 8).

## B. 150% TSF Scenario

Under the 150% TSF scenario, the TSF would increase by about \$3.10/GSF for residential and about \$ 7.20/GSF for non-residential development above the Base Case TSF level, without consideration of any predevelopment savings or fee credits.<sup>35</sup> For the majority of prototypes, the change in RLV with and without predevelopment savings is less than 10%. However, two prototypes are more heavily impacted by fees at the 150% TSF level: the change in RLV exceeds -10% for Prototype 2 (with and without predevelopment savings) and for Prototype 9 (without predevelopment savings). Thus, TSF levels at 150% of the Base Case TSF could inhibit development feasibility in some cases, particularly if revenues were not at pace with development costs and fee credits do not substantially offset the TSF.

## C. 250% TSF Scenario

Under the 250% TSF scenario, the TSF would increase by about \$9.30/GSF for residential and about \$21.65/GSF for non-residential development above the Base Case TSF level, without consideration of any predevelopment savings or fee credits.<sup>36</sup> TSF levels at 250% could significantly inhibit development feasibility, as the residual land values for most of the prototypes would decrease by 10% or more, with or without predevelopment savings. These higher TSF levels would not be offset by potential CEQA streamlining benefits for any of the prototypes. This level of impact fee increase would substantially increase development costs and exceed the typical contingency allowances for potential increases in development costs that developers include in their development pro formas.

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<sup>34</sup> As previously described, TSF fee levels for non-residential land uses are proposed to be consolidated. Thus, the fee change differs slightly for retail and office, and non-residential uses are not eligible for area plan fee credits.

<sup>35</sup> Under this 150% TSF scenario, development costs would increase by about \$9/GSF for residential and about \$8/GSF for non-residential compared to current conditions (Base Case TIDF) without consideration of fee credits or predevelopment savings, or an increase of about 2-3% of direct construction costs depending on the type of construction and whether fee credits apply.

<sup>36</sup> Under this 250% TSF scenario, development costs would increase by about \$15/GSF for residential and about \$22/GSF for non-residential as compared to current conditions (Base Case TIDF) without consideration of fee credits or predevelopment savings, or an increase of about 4-6% of direct construction costs depending on the type of construction and whether fee credits apply.

## **VIII. Conclusion**

The Transportation Sustainability Program is designed to fund transportation projects to serve new growth and help streamline the transportation component of the City's environmental review process. Overall, the TSF Economic Feasibility Study finds that the TSF does not significantly impact project viability at the Base Case TSF levels or at 125% of Base Case TSF, either with or without the anticipated predevelopment savings. New development in certain neighborhoods in the City that have lower than average price levels and rents may not be currently feasible given the high cost of construction relative to potential revenues. While the TSF itself will not cause these developments to be infeasible, the TSF further distances these areas from development feasibility.

The study also evaluated the impact of potential CEQA/LOS reform on development, which in some cases may partially or fully offset the impact of the TSF. Since transportation is only one of the potential environmental impacts to be analyzed during the environmental review process, the level of predevelopment savings a project will experience depends on whether or not CEQA/LOS reform results in substantial changes to the environmental review required. All projects that currently need to conduct a LOS analysis will experience modest economic benefits after this requirement is eliminated. For some projects, the benefit of CEQA/LOS reform will be more dramatic – in cases where the elimination of LOS analysis means that projects can undergo a lesser level of environmental review (for instance, going from a CPE plus Focused EIR to just a CPE), the potential time and cost savings are substantial.

For developments that do not currently need a transportation study (typically smaller developments), no direct predevelopment cost or time savings would likely occur as a result of CEQA/LOS reform. These developments would not receive a direct economic benefit from the TSP and would be subject to an increased impact fee burden under TSF. However, these types of developments may experience indirect benefits as CEQA/LOS reform may potentially shorten backlogs for City staff and streamline the environmental review process for all projects.

If the city's real estate market were to experience a downturn and future revenue growth is not sufficient to cover construction costs and other development costs, then financial feasibility of new development will become more difficult, and new development will be more sensitive to higher impact fees. For all of these reasons, the study findings indicate that the TSF should be initially established at no more than 125% of the Base Case TSF level.

**Table 8. Sensitivity Analysis Evaluating Economic Impact Under Alternative TSF Levels**

Prototype	Percentage Impact on Residual Land Values (RLV) as Compared to Base Case TIDF										
	Base Case TIDF (Financial Indicators)			TSF Scenarios With Predevelopment Savings				TSF Scenarios Without Predevelopment Savings			
	Revenues /NSF <sup>1</sup>	RLV/NSF	RLV as % of Revenues	Base Case TSF	125% TSF	150% TSF	250% TSF	Base Case TSF	125% TSF	150% TSF	250% TSF
<b>1. Geary Ave</b> (Small Res. Mixed-use)	\$857	\$193	23%	(3%)	(4%)	(6%)	(10%)	(3%)	(4%)	(6%)	(10%)
<b>2. Van Ness Ave</b> (Medium Res. Mixed-use)	\$922	\$97	10%	(7%)	(8%)	(10%)	(16%)	(7%)	(8%)	(10%)	(16%)
<b>3. Outer Mission</b> (Small Res. Mixed-use)	\$719	\$27	4%	(5%)	(6%)	(7%)	(12%)	(5%)	(6%)	(7%)	(12%)
<b>4. Mission</b> (Small Res. Mixed-use)	\$904	\$188	21%	(1%)	(1%)	(2%)	(3%)	(1%)	(1%)	(2%)	(3%)
<b>5. Central Waterfront</b> (Large Res. Mixed-use)	\$892	\$190	21%	3%	2%	2%	(0%)	(1%)	(2%)	(2%)	(4%)
<b>6. East SoMa</b> (Medium Res. Mixed-use)	\$913	\$130	14%	(2%)	(3%)	(4%)	(8%)	(2%)	(3%)	(4%)	(8%)
<b>7. East SoMa</b> (Large Office)	\$855	\$130	15%	2%	(1%)	(5%)	(17%)	(0%)	(3%)	(7%)	(19%)
<b>8. East SoMa</b> (Large Res. Mixed-use)	\$1,046	\$106	10%	(2%)	(4%)	(6%)	(13%)	(5%)	(7%)	(8%)	(16%)
<b>9. Transit Center</b> (Large Residential)	\$1,275	\$102	8%	(5%)	(7%)	(9%)	(17%)	(8%)	(10%)	(12%)	(20%)
<b>10. Transit Center</b> (Large Office)	\$1,030	\$134	13%	2%	(2%)	(5%)	(18%)	(0%)	(4%)	(7%)	(20%)

Notes: Please refer to supporting tables 10.1 to 10.10 for a summary of financial results for each prototype and attached appendices for more detailed results.

1. Revenues are equal to potential sales prices for condominiums or development values for rental property less sales expenses and assume compliance with San Francisco's affordable housing policies, as further described in Appendix A.



**Table 9. Summary of Findings From TSF Sensitivity Analysis for Each Prototype**

Prototype	Summary of Key Prototype Characteristics								Key Contributors to RLV Results Under TSF Sensitivity Scenarios
	Predominant Use	Affordable Housing	Retail	Building Height	Under Base Case TIDF <sup>1</sup>	Area Plan	Fee Credit	Potential Predevelopment Savings from CEQA/LOS Reform	
<b>1. Geary Ave</b> (Small Res. Mixed-use)	Residential Condominium	None	Ground Floor	45 Feet	Strong RLV	None	Prior Use	None	Strong RLV and prior use fee credit helps offset impact of TSF at all fee levels.
<b>2. Van Ness Ave</b> (Medium Res. Mixed-use)	Residential Condominium	Onsite	Ground Floor	80 Feet	Moderate RLV	None	Prior Use	None	While prior use fee credit helps offset impact of TSF, RLV is significantly reduced at 150% and 250% scenarios.
<b>3. Outer Mission</b> (Small Res. Mixed-use)	Residential Condominium	Onsite	Ground Floor	65 Feet	Low RLV (Development not likely feasible)	None	Prior Use	None	While prior use fee credit helps offset impact of TSF, lower revenues in this area coupled with higher, mid-rise construction costs hamper development feasibility.
<b>4. Mission</b> (Small Res. Mixed-use)	Residential Condominium	Onsite	Ground Floor	50 Feet	Strong RLV	Eastern Neighborhoods	Prior Use, Area Plan	None	Strong RLV and fee credits help offset impact of TSF at all fee levels.
<b>5. Central Waterfront</b> (Large Res. Mixed-use)	Residential Rental	Onsite	Ground Floor	65 Feet	Strong RLV	Eastern Neighborhoods	Prior Use, Area Plan	Significant	Strong RLV, predevelopment savings and fee credits help offset impact of TSF at all fee levels.
<b>6. East SoMa</b> (Medium Res. Mixed-use)	Residential Rental	Onsite	Ground Floor	85 Feet	Moderate RLV	Eastern Neighborhoods	Prior Use, Area Plan	None	Fee credits and moderate RLV help offset impact of TSF at all fee levels.
<b>7. East SoMa</b> (Large Office)	Office	Jobs-Housing Linkage Fee	Ground Floor	160 Feet	Moderate RLV	Eastern Neighborhoods	Prior Use	Moderate	Minimal impact at lower TSF levels as non-residential TIDF is close to Base Case TSF levels. TSF levels at 250% significantly reduce RLV.
<b>8. East SoMa</b> (Large Res. Mixed-use)	Residential Condominium	Onsite	Ground Floor	160 Feet	Moderate RLV	Eastern Neighborhoods	Prior Use, Area Plan	Moderate	Predevelopment savings help offset impact, but without predevelopment savings, TSF levels at 250% significantly reduce RLV despite fee credits.
<b>9. Transit Center</b> (Large Residential)	Residential Condominium	Affordable Housing Fee	None	400 Feet	Moderate RLV	Transit Center District Plan	None	Moderate	Predevelopment savings help offset impact, but without predevelopment savings, TSF levels at 150% and 250% significantly reduce RLV.
<b>10. Transit Center</b> (Large Office)	Office	Jobs-Housing Linkage Fee	Ground Floor	400 Feet	Moderate RLV	Transit Center District Plan	None	Moderate	Minimal impact at lower TSF levels as non-residential TIDF is close to Base Case TSF levels. TSF levels at 250% significantly reduce RLV.

Notes: Please refer to supporting tables 10.1 to 10.10 for a summary of financial results for each prototype and attached appendices for more detailed results.

1. Strong RLV indicates values exceeding 15% of revenues, Moderate RLV indicates values between about 5-15% of revenues, and Low RLV indicates values below 5% of revenues.

**Table 10.1**  
**Summary Comparison of Results at Alternate Fee Levels**  
**Prototype 1: Geary Small Residential Mixed-use**

<b>1: Geary Small Res. Mixed-use</b>	<b>Base Case TIDF</b>	<b>Base Case TSF</b>	<b>% Change from Base</b>	<b>125% TSF</b>	<b>% Change from Base</b>	<b>150% TSF</b>	<b>% Change from Base</b>	<b>250% TSF</b>	<b>% Change from Base</b>
<b>Revenues</b>									
Residential For-Sale	\$7,900,200	\$7,900,200	0%	\$7,900,200	0%	\$7,900,200	0%	\$7,900,200	0%
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$7,900,200	\$7,900,200	0%	\$7,900,200	0%	\$7,900,200	0%	\$7,900,200	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$870,900	\$870,900	0%	\$870,900	0%	\$870,900	0%	\$870,900	0%
Total Revenues	\$8,771,100	\$8,771,100	0%	\$8,771,100	0%	\$8,771,100	0%	\$8,771,100	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$3,788,400	\$3,788,400	0%	\$3,788,400	0%	\$3,788,400	0%	\$3,788,400	0%
Tenant Improvements/Lease Up Costs	\$144,000	\$144,000	0%	\$144,000	0%	\$144,000	0%	\$144,000	0%
Development Impact Fees/ Other Costs	\$64,700	\$134,600	108%	\$156,800	142%	\$179,000	177%	\$267,800	314%
Environmental/ Transportation Review	\$9,000	\$9,000	0%	\$9,000	0%	\$9,000	0%	\$9,000	0%
Construction Financing/ Predev. Carry	\$364,300	\$364,300	0%	\$364,300	0%	\$364,300	0%	\$364,300	0%
Other Soft Costs	\$947,100	\$947,100	0%	\$947,100	0%	\$947,100	0%	\$947,100	0%
Total Hard and Soft Costs	\$5,317,500	\$5,387,400	1%	\$5,409,600	2%	\$5,431,800	2%	\$5,520,600	4%
Developer Margin	\$1,403,400	\$1,403,400	0%	\$1,403,400	0%	\$1,403,400	0%	\$1,403,400	0%
Total Costs	\$6,720,900	\$6,790,800	1%	\$6,813,000	1%	\$6,835,200	2%	\$6,924,000	3%
Residual Land Value (RLV)	\$2,050,200	\$1,980,300	(3%)	\$1,958,100	(4%)	\$1,935,900	(6%)	\$1,847,100	(10%)
<i>Without Predevelopment Savings</i>	\$2,050,200	\$1,980,300	(3%)	\$1,958,100	(4%)	\$1,935,900	(6%)	\$1,847,100	(10%)
RLV as Percent of Revenues	23%	23%		19%		19%		19%	
<i>Without Predevelopment Savings</i>	23%	23%		19%		19%		19%	

*Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**Table 10.2**  
**Summary Comparison of Results at Alternate Fee Levels**  
**Prototype 2: Van Ness Medium Residential Mixed-use**

<b>2: Van Ness Medium Res. Mixed-use</b>	<b>Base Case TIDF</b>	<b>Base Case TSF</b>	<b>% Change from Base</b>	<b>125% TSF</b>	<b>% Change from Base</b>	<b>150% TSF</b>	<b>% Change from Base</b>	<b>250% TSF</b>	<b>% Change from Base</b>
<b>Revenues</b>									
Residential For-Sale	\$56,819,600	\$56,819,600	0%	\$56,819,600	0%	\$56,819,600	0%	\$56,819,600	0%
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$56,819,600	\$56,819,600	0%	\$56,819,600	0%	\$56,819,600	0%	\$56,819,600	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$5,740,900	\$5,740,900	0%	\$5,740,900	0%	\$5,740,900	0%	\$5,740,900	0%
Total Revenues	\$62,560,500	\$62,560,500	0%	\$62,560,500	0%	\$62,560,500	0%	\$62,560,500	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$31,216,600	\$31,216,600	0%	\$31,216,600	0%	\$31,216,600	0%	\$31,216,600	0%
Tenant Improvements/Lease Up Costs	\$808,700	\$808,700	0%	\$808,700	0%	\$808,700	0%	\$808,700	0%
Development Impact Fees/ Other Costs	\$403,600	\$862,500	114%	\$977,400	142%	\$1,092,300	171%	\$1,551,200	284%
Environmental/ Transportation Review	\$188,000	\$188,000	0%	\$188,000	0%	\$188,000	0%	\$188,000	0%
Construction Financing/ Predev. Carry	\$3,235,600	\$3,235,600	0%	\$3,235,600	0%	\$3,235,600	0%	\$3,235,600	0%
Other Soft Costs	\$7,804,200	\$7,804,200	0%	\$7,804,200	0%	\$7,804,200	0%	\$7,804,200	0%
Total Hard and Soft Costs	\$43,656,700	\$44,115,600	1%	\$44,230,500	1%	\$44,345,400	2%	\$44,804,300	3%
Developer Margin	\$11,886,500	\$11,886,500	0%	\$11,886,500	0%	\$11,886,500	0%	\$11,886,500	0%
Total Costs	\$55,543,200	\$56,002,100	1%	\$56,117,000	1%	\$56,231,900	1%	\$56,690,800	2%
Residual Land Value (RLV)	\$7,017,300	\$6,558,400	(7%)	\$6,443,500	(8%)	\$6,328,600	(10%)	\$5,869,700	(16%)
<i>Without Predevelopment Savings</i>	\$7,017,300	\$6,558,400	(7%)	\$6,443,500	(8%)	\$6,328,600	(10%)	\$5,869,700	(16%)
RLV as Percent of Revenues	11%	10%		10%		10%		9%	
<i>Without Predevelopment Savings</i>	11%	10%		10%		10%		9%	

*Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

Table 10.3

Summary Comparison of Results at Alternate Fee Levels  
 Prototype 3: Outer Mission Small Residential Mixed-use

3. Outer Mission Small Res. Mixed-use	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$21,895,900	\$21,895,900	0%	\$21,895,900	0%	\$21,895,900	0%	\$21,895,900	0%
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$21,895,900	\$21,895,900	0%	\$21,895,900	0%	\$21,895,900	0%	\$21,895,900	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$1,739,400	\$1,739,400	0%	\$1,739,400	0%	\$1,739,400	0%	\$1,739,400	0%
Total Revenues	\$23,635,300	\$23,635,300	0%	\$23,635,300	0%	\$23,635,300	0%	\$23,635,300	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$13,594,400	\$13,594,400	0%	\$13,594,400	0%	\$13,594,400	0%	\$13,594,400	0%
Tenant Improvements/Lease Up Costs	\$287,600	\$287,600	0%	\$287,600	0%	\$287,600	0%	\$287,600	0%
Development Impact Fees/ Other Costs	\$201,100	\$243,500	21%	\$254,200	26%	\$264,800	32%	\$307,300	53%
Environmental/ Transportation Review	\$27,000	\$27,000	0%	\$27,000	0%	\$27,000	0%	\$27,000	0%
Construction Financing/ Predev. Carry	\$1,188,000	\$1,188,000	0%	\$1,188,000	0%	\$1,188,000	0%	\$1,188,000	0%
Other Soft Costs	\$3,398,600	\$3,398,600	0%	\$3,398,600	0%	\$3,398,600	0%	\$3,398,600	0%
Total Hard and Soft Costs	\$18,696,700	\$18,739,100	0%	\$18,749,800	0%	\$18,760,400	0%	\$18,802,900	1%
Developer Margin	\$4,018,000	\$4,018,000	0%	\$4,018,000	0%	\$4,018,000	0%	\$4,018,000	0%
Total Costs	\$22,714,700	\$22,757,100	0%	\$22,767,800	0%	\$22,778,400	0%	\$22,820,900	0%
Residual Land Value (RLV)	\$920,600	\$878,200	(5%)	\$867,500	(6%)	\$856,900	(7%)	\$814,400	(12%)
<i>Without Predevelopment Savings</i>	\$920,600	\$878,200	(5%)	\$867,500	(6%)	\$856,900	(7%)	\$814,400	(12%)
RLV as Percent of Revenues	4%	4%		4%		4%		3%	
<i>Without Predevelopment Savings</i>	4%	4%		4%		4%		3%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

Table 10.4

Summary Comparison of Results at Alternate Fee Levels  
 Prototype 4: Mission Small Residential Mixed-use

4: Mission Small Res. Mixed-use	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$13,445,800	\$13,445,800	0%	\$13,445,800	0%	\$13,445,800	0%	\$13,445,800	0%
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$13,445,800	\$13,445,800	0%	\$13,445,800	0%	\$13,445,800	0%	\$13,445,800	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$1,530,900	\$1,530,900	0%	\$1,530,900	0%	\$1,530,900	0%	\$1,530,900	0%
Total Revenues	\$14,976,700	\$14,976,700	0%	\$14,976,700	0%	\$14,976,700	0%	\$14,976,700	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$6,614,500	\$6,614,500	0%	\$6,614,500	0%	\$6,614,500	0%	\$6,614,500	0%
Tenant Improvements/Lease Up Costs	\$225,000	\$225,000	0%	\$225,000	0%	\$225,000	0%	\$225,000	0%
Development Impact Fees/ Other Costs	\$270,000	\$293,600	9%	\$307,600	14%	\$321,500	19%	\$377,200	40%
Environmental/ Transportation Review	\$11,000	\$11,000	0%	\$11,000	0%	\$11,000	0%	\$11,000	0%
Construction Financing/ Predev. Carry	\$665,600	\$665,600	0%	\$665,600	0%	\$665,600	0%	\$665,600	0%
Other Soft Costs	\$1,653,600	\$1,653,600	0%	\$1,653,600	0%	\$1,653,600	0%	\$1,653,600	0%
Total Hard and Soft Costs	\$9,439,700	\$9,463,300	0%	\$9,477,300	0%	\$9,491,200	1%	\$9,546,900	1%
Developer Margin	\$2,396,300	\$2,396,300	0%	\$2,396,300	0%	\$2,396,300	0%	\$2,396,300	0%
Total Costs	\$11,836,000	\$11,859,600	0%	\$11,873,600	0%	\$11,887,500	0%	\$11,943,200	1%
Residual Land Value (RLV)	\$3,140,700	\$3,117,100	(1%)	\$3,103,100	(1%)	\$3,089,200	(2%)	\$3,033,500	(3%)
<i>Without Predevelopment Savings</i>	\$3,140,700	\$3,117,100	(1%)	\$3,103,100	(1%)	\$3,089,200	(2%)	\$3,033,500	(3%)
RLV as Percent of Revenues	21%	21%		21%		21%		20%	
<i>Without Predevelopment Savings</i>	21%	21%		21%		21%		20%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

Table 10.5

Summary Comparison of Results at Alternate Fee Levels  
 Prototype 5: Central Waterfront Large Residential Mixed-use

5: Central Waterfront Large Res. MU	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Residential Rental	\$106,807,000	\$106,807,000	0%	\$106,807,000	0%	\$106,807,000	0%	\$106,807,000	0%
Subtotal Residential	\$106,807,000	\$106,807,000	0%	\$106,807,000	0%	\$106,807,000	0%	\$106,807,000	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$3,126,600	\$3,126,600	0%	\$3,126,600	0%	\$3,126,600	0%	\$3,126,600	0%
Total Revenues	\$109,933,600	\$109,933,600	0%	\$109,933,600	0%	\$109,933,600	0%	\$109,933,600	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$50,999,200	\$50,999,200	0%	\$50,999,200	0%	\$50,999,200	0%	\$50,999,200	0%
Tenant Improvements/Lease Up Costs	\$450,000	\$450,000	0%	\$450,000	0%	\$450,000	0%	\$450,000	0%
Development Impact Fees/ Other Costs	\$2,421,400	\$2,671,300	10%	\$2,777,100	15%	\$2,882,700	19%	\$3,304,500	36%
Environmental/ Transportation Review	\$683,000	\$122,000	(82%)	\$122,000	(82%)	\$122,000	(82%)	\$122,000	(82%)
Construction Financing/ Predev. Carry	\$4,642,300	\$4,367,400	(6%)	\$4,367,400	(6%)	\$4,367,400	(6%)	\$4,367,400	(6%)
Other Soft Costs	\$9,179,900	\$9,179,900	0%	\$9,179,900	0%	\$9,179,900	0%	\$9,179,900	0%
Total Hard and Soft Costs	\$68,375,800	\$67,789,800	(1%)	\$67,895,600	(1%)	\$68,001,200	(1%)	\$68,423,000	0%
Developer Margin	\$18,688,700	\$18,688,700	0%	\$18,688,700	0%	\$18,688,700	0%	\$18,688,700	0%
Total Costs	\$87,064,500	\$86,478,500	(1%)	\$86,584,300	(1%)	\$86,689,900	0%	\$87,111,700	0%
Residual Land Value (RLV)	\$22,869,100	\$23,455,100	3%	\$23,349,300	2%	\$23,243,700	2%	\$22,821,900	0%
Without Predevelopment Savings	\$22,869,100	\$22,619,200	(1%)	\$22,513,400	(2%)	\$22,407,800	(2%)	\$21,986,000	(4%)
RLV as Percent of Revenues	21%	21%		21%		21%		21%	
Without Predevelopment Savings	21%	21%		20%		20%		20%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

Table 10.6

Summary Comparison of Results at Alternate Fee Levels  
 Prototype 6: East SoMa Medium Residential Mixed-use

6: East SoMa Medium Res. Mixed-use	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Residential Rental	\$40,092,100	\$40,092,100	0%	\$40,092,100	0%	\$40,092,100	0%	\$40,092,100	0%
Subtotal Residential	\$40,092,100	\$40,092,100	0%	\$40,092,100	0%	\$40,092,100	0%	\$40,092,100	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$3,382,800	\$3,382,800	0%	\$3,382,800	0%	\$3,382,800	0%	\$3,382,800	0%
Total Revenues	\$43,474,900	\$43,474,900	0%	\$43,474,900	0%	\$43,474,900	0%	\$43,474,900	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$21,266,900	\$21,266,900	0%	\$21,266,900	0%	\$21,266,900	0%	\$21,266,900	0%
Tenant Improvements/Lease Up Costs	\$450,000	\$450,000	0%	\$450,000	0%	\$450,000	0%	\$450,000	0%
Development Impact Fees/ Other Costs	\$1,443,400	\$1,571,000	9%	\$1,637,100	13%	\$1,703,100	18%	\$1,966,900	36%
Environmental/ Transportation Review	\$119,000	\$119,000	0%	\$119,000	0%	\$119,000	0%	\$119,000	0%
Construction Financing/ Predev. Carry	\$1,768,300	\$1,768,300	0%	\$1,768,300	0%	\$1,768,300	0%	\$1,768,300	0%
Other Soft Costs	\$3,828,000	\$3,828,000	0%	\$3,828,000	0%	\$3,828,000	0%	\$3,828,000	0%
Total Hard and Soft Costs	\$28,875,600	\$29,003,200	0%	\$29,069,300	1%	\$29,135,300	1%	\$29,399,100	2%
Developer Margin	\$8,260,200	\$8,260,200	0%	\$8,260,200	0%	\$8,260,200	0%	\$8,260,200	0%
Total Costs	\$37,135,800	\$37,263,400	0%	\$37,329,500	1%	\$37,395,500	1%	\$37,659,300	1%
Residual Land Value (RLV)	\$6,339,100	\$6,211,500	(2%)	\$6,145,400	(3%)	\$6,079,400	(4%)	\$5,815,600	(8%)
Without Predevelopment Savings	\$6,339,100	\$6,211,500	(2%)	\$6,145,400	(3%)	\$6,079,400	(4%)	\$5,815,600	(8%)
RLV as Percent of Revenues	15%	14%		14%		14%		13%	
Without Predevelopment Savings	15%	14%		14%		14%		13%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Table 10.7**  
**Summary Comparison of Results at Alternate Fee Levels**  
**Prototype 7: East SoMa Large Office**

7: East SoMa Large Office	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Office	\$174,558,100	\$174,558,100	0%	\$174,558,100	0%	\$174,558,100	0%	\$174,558,100	0%
Retail	\$17,231,000	\$17,231,000	0%	\$17,231,000	0%	\$17,231,000	0%	\$17,231,000	0%
Total Revenues	\$191,789,100	\$191,789,100	0%	\$191,789,100	0%	\$191,789,100	0%	\$191,789,100	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$73,265,500	\$73,265,500	0%	\$73,265,500	0%	\$73,265,500	0%	\$73,265,500	0%
Tenant Improvements/Lease Up Costs	\$19,410,500	\$19,410,500	0%	\$19,410,500	0%	\$19,410,500	0%	\$19,410,500	0%
Development Impact Fees/ Other Costs	\$14,705,700	\$14,828,400	1%	\$15,706,700	7%	\$16,585,000	13%	\$20,095,800	37%
Environmental/ Transportation Review	\$979,000	\$884,000	(10%)	\$884,000	(10%)	\$884,000	(10%)	\$884,000	(10%)
Construction Financing/ Predev. Carry	\$10,831,600	\$10,352,100	(4%)	\$10,352,100	(4%)	\$10,352,100	(4%)	\$10,352,100	(4%)
Other Soft Costs	\$13,187,800	\$13,187,800	0%	\$13,187,800	0%	\$13,187,800	0%	\$13,187,800	0%
Total Hard and Soft Costs	\$132,380,100	\$131,928,300	0%	\$132,806,600	0%	\$133,684,900	1%	\$137,195,700	4%
Developer Margin	\$30,686,300	\$30,686,300	0%	\$30,686,300	0%	\$30,686,300	0%	\$30,686,300	0%
Total Costs	\$163,066,400	\$162,614,600	0%	\$163,492,900	0%	\$164,371,200	1%	\$167,882,000	3%
Residual Land Value (RLV)	\$28,722,700	\$29,174,500	2%	\$28,296,200	(1%)	\$27,417,900	(5%)	\$23,907,100	(17%)
Without Predevelopment Savings	\$28,722,700	\$28,600,000	0%	\$27,721,700	(3%)	\$26,843,400	(7%)	\$23,332,600	(19%)
RLV as Percent of Revenues	15%	15%		15%		14%		12%	
Without Predevelopment Savings	15%	15%		14%		14%		12%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Table 10.8**  
**Summary Comparison of Results at Alternate Fee Levels**  
**Prototype 8: East SoMa Large Residential Mixed-use**

8: East SoMa Large Res. Mixed-use	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$127,277,500	\$127,277,500	0%	\$127,277,500	0%	\$127,277,500	0%	\$127,277,500	0%
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$127,277,500	\$127,277,500	0%	\$127,277,500	0%	\$127,277,500	0%	\$127,277,500	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$5,162,500	\$5,162,500	0%	\$5,162,500	0%	\$5,162,500	0%	\$5,162,500	0%
Total Revenues	\$132,440,000	\$132,440,000	0%	\$132,440,000	0%	\$132,440,000	0%	\$132,440,000	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$60,567,200	\$60,567,200	0%	\$60,567,200	0%	\$60,567,200	0%	\$60,567,200	0%
Tenant Improvements/Lease Up Costs	\$675,000	\$675,000	0%	\$675,000	0%	\$675,000	0%	\$675,000	0%
Development Impact Fees/ Other Costs	\$3,917,200	\$4,556,400	16%	\$4,817,200	23%	\$5,077,900	30%	\$6,119,300	56%
Environmental/ Transportation Review	\$144,000	\$119,000	(17%)	\$119,000	(17%)	\$119,000	(17%)	\$119,000	(17%)
Construction Financing/ Predev. Carry	\$9,179,700	\$8,848,600	(4%)	\$8,848,600	(4%)	\$8,848,600	(4%)	\$8,848,600	(4%)
Other Soft Costs	\$15,141,800	\$15,141,800	0%	\$15,141,800	0%	\$15,141,800	0%	\$15,141,800	0%
Total Hard and Soft Costs	\$89,624,900	\$89,908,000	0%	\$90,168,800	1%	\$90,429,500	1%	\$91,470,900	2%
Developer Margin	\$29,136,800	\$29,136,800	0%	\$29,136,800	0%	\$29,136,800	0%	\$29,136,800	0%
Total Costs	\$118,761,700	\$119,044,800	0%	\$119,305,600	0%	\$119,566,300	1%	\$120,607,700	2%
Residual Land Value (RLV)	\$13,678,300	\$13,395,200	(2%)	\$13,134,400	(4%)	\$12,873,700	(6%)	\$11,832,300	(13%)
Without Predevelopment Savings	\$13,678,300	\$13,039,100	(5%)	\$12,778,300	(7%)	\$12,517,600	(8%)	\$11,476,200	(16%)
RLV as Percent of Revenues	10%	10%		10%		10%		9%	
Without Predevelopment Savings	10%	10%		10%		9%		9%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Table 10.9**  
**Summary Comparison of Results at Alternate Fee Levels**  
**Prototype 9: Transit Center Large Residential**

9: Transit Center Large Residential	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$307,630,600	\$307,630,600	0%	\$307,630,600	0%	\$307,630,600	0%	\$307,630,600	0%
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$307,630,600	\$307,630,600	0%	\$307,630,600	0%	\$307,630,600	0%	\$307,630,600	0%
Office	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Retail	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Total Revenues	\$307,630,600	\$307,630,600	0%	\$307,630,600	0%	\$307,630,600	0%	\$307,630,600	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$132,220,000	\$132,220,000	0%	\$132,220,000	0%	\$132,220,000	0%	\$132,220,000	0%
Tenant Improvements/Lease Up Costs	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Development Impact Fees/ Other Costs	\$22,389,200	\$24,448,900	9%	\$24,964,700	12%	\$25,480,400	14%	\$27,540,200	23%
Environmental/ Transportation Review	\$149,000	\$124,000	(17%)	\$124,000	(17%)	\$124,000	(17%)	\$124,000	(17%)
Construction Financing/ Predev. Carry	\$26,246,300	\$25,477,200	(3%)	\$25,477,200	(3%)	\$25,477,200	(3%)	\$25,477,200	(3%)
Other Soft Costs	\$33,055,000	\$33,055,000	0%	\$33,055,000	0%	\$33,055,000	0%	\$33,055,000	0%
Total Hard and Soft Costs	\$214,059,500	\$215,325,100	1%	\$215,840,900	1%	\$216,356,600	1%	\$218,416,400	2%
Developer Margin	\$67,678,700	\$67,678,700	0%	\$67,678,700	0%	\$67,678,700	0%	\$67,678,700	0%
Total Costs	\$281,738,200	\$283,003,800	0%	\$283,519,600	1%	\$284,035,300	1%	\$286,095,100	2%
Residual Land Value (RLV)	\$25,892,400	\$24,626,800	(5%)	\$24,111,000	(7%)	\$23,595,300	(9%)	\$21,535,500	(17%)
<i>Without Predevelopment Savings</i>	\$25,892,400	\$23,832,700	(8%)	\$23,316,900	(10%)	\$22,801,200	(12%)	\$20,741,400	(20%)
RLV as Percent of Revenues	8%	8%		8%		8%		7%	
<i>Without Predevelopment Savings</i>	8%	8%		8%		7%		7%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Table 10.10**  
**Summary Comparison of Results at Alternate Fee Levels**  
**Prototype 10: Transit Center Large Office**

10: Transit Center Large Office	Base Case TIDF	Base Case TSF	% Change from Base	125% TSF	% Change from Base	150% TSF	% Change from Base	250% TSF	% Change from Base
<b>Revenues</b>									
Residential For-Sale	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Residential Rental	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Subtotal Residential	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Office	\$319,920,700	\$319,920,700	0%	\$319,920,700	0%	\$319,920,700	0%	\$319,920,700	0%
Retail	\$9,881,600	\$9,881,600	0%	\$9,881,600	0%	\$9,881,600	0%	\$9,881,600	0%
Total Revenues	\$329,802,300	\$329,802,300	0%	\$329,802,300	0%	\$329,802,300	0%	\$329,802,300	0%
<b>Hard and Soft Costs</b>									
Hard Construction Costs	\$127,821,800	\$127,821,800	0%	\$127,821,800	0%	\$127,821,800	0%	\$127,821,800	0%
Tenant Improvements/Lease Up Costs	\$32,030,000	\$32,030,000	0%	\$32,030,000	0%	\$32,030,000	0%	\$32,030,000	0%
Development Impact Fees/ Other Costs	\$30,290,600	\$30,495,800	1%	\$31,884,600	5%	\$33,273,300	10%	\$38,824,600	28%
Environmental/ Transportation Review	\$249,200	\$199,200	(20%)	\$199,200	(20%)	\$199,200	(20%)	\$199,200	(20%)
Construction Financing/ Predev. Carry	\$21,445,700	\$20,621,200	(4%)	\$20,621,200	(4%)	\$20,621,200	(4%)	\$20,621,200	(4%)
Other Soft Costs	\$23,007,900	\$23,007,900	0%	\$23,007,900	0%	\$23,007,900	0%	\$23,007,900	0%
Total Hard and Soft Costs	\$234,845,200	\$234,175,900	0%	\$235,564,700	0%	\$236,953,400	1%	\$242,504,700	3%
Developer Margin	\$52,768,400	\$52,768,400	0%	\$52,768,400	0%	\$52,768,400	0%	\$52,768,400	0%
Total Costs	\$287,613,600	\$286,944,300	0%	\$288,333,100	0%	\$289,721,800	1%	\$295,273,100	3%
Residual Land Value (RLV)	\$42,188,700	\$42,858,000	2%	\$41,469,200	(2%)	\$40,080,500	(5%)	\$34,529,200	(18%)
<i>Without Predevelopment Savings</i>	\$42,188,700	\$41,983,500	0%	\$40,594,700	(4%)	\$39,206,000	(7%)	\$33,654,700	(20%)
RLV as Percent of Revenues	13%	13%		13%		12%		10%	
<i>Without Predevelopment Savings</i>	13%	13%		12%		12%		10%	

Note: Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

## **Appendices**

- Appendix A: Methodology and Sources
  - Appendix Tables A-1 through A-10: Summary Results by Prototype
  - Appendix Tables B-1 through B-10: Summary Financial Pro Forma by Prototype
  - Appendix Tables C-1 through C-2: Development Revenue and Cost Assumptions by Prototype
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## Appendix A: Methodology and Sources

This appendix summarizes the methodology and sources used to evaluate the potential impact of the proposed Transportation Sustainability Program (TSP) on prototypical development types (prototypes) commonly found in San Francisco. As described in the main body of the report, a land residual analysis was performed to evaluate how the proposed Transportation Sustainability Fee (TSF) would increase development costs and affect overall development feasibility, as measured by changes in residual land value (RLV). This analysis also examines and models the potential economic benefits of streamlining the City's environmental review process as a result of California Environmental Quality Act (CEQA)/Level of Service (LOS) reform, which could result in predevelopment time and cost savings.

The financial analysis evaluates each prototype assuming that predevelopment cost and time savings would or would not occur as a result of TSP (with and without predevelopment savings). This reflects the possibility that no CEQA streamlining could occur if another type of environmental topic area (such as historic resources) would result in further intensification of environmental review.

Working in close collaboration with City staff, Seifel performed the following steps, each of which is further described below:

- A. Selection of Prototypes
- B. Preparation of Residual Land Value (RLV) Models
- C. Overview of Development Assumptions for RLV Analysis
- D. Information Sources

The following tables are included within this appendix and present the financial results for each prototype and the key development assumptions for each prototype used in the analysis:

- Appendix Tables A-1 through A-10 present the summary results for each prototype.
- Appendix Tables B-1 through B-10 present the summary financial pro forma for each prototype.
- Appendix Tables C-1 through C-2 present the development revenue and cost assumptions for each prototype.

### A. Selection of Prototypes

A variety of prototypical development types (prototypes) were evaluated for potential inclusion in the study, based on a review of development pipeline data and an analysis of infill sites that may be suitable for development (that are either currently vacant or with existing buildings that are 1-2 stories tall). Based on a comprehensive analysis of prototypical projects, 10 prototypes were selected for analysis, representing a variety of lot sizes, building heights, development sizes, land use, zoning designations and locations. Eight of these prototypes are residential (seven of which are mixed-use with retail on the ground floor) and two are office prototypes (each with retail on the ground floor). Chapter IV of this report summarizes the key characteristics of each of these prototypes.

#### 1. Definition of Development Program

A customized development program for each prototype was developed based on a typical site within a geographic area, which is considered to be generally representative of development opportunities in



that area.<sup>1</sup> The lot size and an assumed zoning designation were used to a) calculate the potential building envelope, b) define what would likely be built on the ground floor and on the upper floors, c) determine the likely location and number of parking spaces (including the potential use of stackers) and d) estimate gross and net building square footage, after taking account for key building requirements, including rear and/or side yard set backs that reduce the building footprint and vertical building step backs that reduce floor plates as the building increases in height. A brief overview of the prototypical building types, building efficiencies and parking is summarized below.

#### a. Building/Construction Type

Five building types, organized by height and construction type, encompass the majority of developments being built in San Francisco, and two prototypes were analyzed for each of these five building types:

- **Low-Rise 40-58 Feet:** Has the greatest geographic presence throughout the City and the greatest variety in size of development. Most Low-Rise development is residential, ranging from small projects with 5 or fewer units to large, 200-unit projects. Residential mixed-use Prototypes 1 and 4 represent this type of construction.
- **Mid-Rise 65-68 Feet:** Has become more prevalent in the City, particularly in the easternmost neighborhoods that are in Area Plans. Development for this building type is predominately residential (typically with 20 units or more) but some smaller office buildings are being built at this height. Residential mixed-use Prototypes 3 and 5 represent this type of construction.
- **Mid-Rise 80-85 Feet:** Has also become more prevalent in the easternmost neighborhoods. Development for this building type is predominately residential (typically with 50 units or more) but some smaller office buildings are being built at this height. Residential mixed-use Prototypes 2 and 6 represent this type of construction.
- **High-Rise 120-160 Feet:** Primarily allowed in the downtown, eastern SoMa and Mission Bay areas, and both office and residential buildings are being developed at this height. Office Prototype 7 and residential mixed-use Prototype 8 represent this type of construction.
- **High-Rise Above 240 Feet:** Only allowed in a few neighborhoods, primarily in the financial district and eastern SoMa areas. Residential Prototype 9 and office Prototype 10 represent this type of construction, both assumed to be located in the Transit Center District Plan Area.

#### b. Building Efficiency

Building efficiency refers to the percentage of building square footage that is sellable or rentable (net square footage or NSF) as compared to overall gross building square feet (GSF), reflecting a deduction for common area space such as lobbies, hallways and community spaces. Smaller projects tend to have lower efficiencies due to the high proportion of common area, and high-rise projects also tend to have lower efficiencies due to life safety measures and slim building profiles. Building efficiencies range from 73 percent (%) to 80% for the residential prototypes, with high-rise construction being the least efficient. Building efficiencies for the office prototypes range from 83% to 90%.<sup>2</sup>

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<sup>1</sup> Although soft sites were analyzed in order to develop and test key development assumptions related to development capacity, the prototypes are designed to generally reflect what may be developed within each area (e.g. Prototype 1 reflects what might be prototypically developed along Geary Avenue).

<sup>2</sup> For the purposes of this analysis, the calculated building efficiencies were used to represent the leasable square footage for both residential and office uses. In the case of office, this is likely a conservative assumption as often a portion of common area, such as bathrooms, are included within the leasable area that is used to calculate the rent a tenant must pay. Based on a review of the development pro formas and discussions with office developers, the assumed efficiencies are within the range of what is typically being used by developers.

### c. Parking

Building heights, the number of units and the applicable zoning requirements for parking affect the overall amount of parking provided and parking related construction costs. In order to best represent the variety of parking development options currently being utilized, the prototypes include parking that is constructed at-grade (podium parking) and below grade (underground parking). In recent years, developers have been increasingly using mechanical lift equipment that enables multiple parking spaces to be located in the same parking space footprint, referred to as parking “stackers.” In addition, the ratio of parking spaces per unit/SF has decreased over the past decade as a result of changes in City zoning, as well as changes in consumer preference and development feasibility.

Based on these factors, only the Low-Rise Residential Mixed-Use Prototypes 1 and 4 have a parking ratio of 1.0 parking space per unit with the remaining residential prototypes having parking ratios ranging from 0.5 to 0.75 parking spaces per unit. Given their assumed zoning, parking square footage in the two office prototypes is limited to 7% of the gross floor area.

## B. Preparation of Residual Land Value (RLV) Models

The residual land value (RLV) is the difference between what a developer expects to receive in revenues, (e.g., sale of condominium units after taking into account sales related expenses) less all costs associated with developing the buildings (e.g., predevelopment costs, hard construction costs, financing, developer overhead, marketing/sales costs, other soft construction costs and developer margin or return). Land residual models for each prototype were created to compare the potential financial impact on RLV of the TSF at various fee levels under two underlying economic benefit scenarios: with and without predevelopment savings from CEQA/LOS reform.

In summary, the RLV is calculated using the following formula, which represents a static basis for determining project feasibility:

**Revenues** (based on sales prices for condominiums or development value for rental property less sales-related costs)

**Less: Basic Development Costs** (including hard construction, tenant improvements, development impact fees, other development related costs, financing and other soft costs)

**Less: Developer Margin** (which represents the margin (or return) that needs to be achieved in order for the project to be considered potentially feasible by the development community)

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= Residual Land Value

## C. Overview of Development Assumptions for RLV Analysis

The next four sections describe how the revenues, basic development costs, developer margin and RLV were projected for each prototype. Appendix Tables C-1 and C-2 present the key development assumptions used to analyze each prototype.

Sensitivity analysis was performed during 2014 and 2015 on various development assumptions, and the RLV results were compared to data on land sales comparables in order to inform the analysis presented in the appendix tables. These findings are considered to be generally representative of real estate feasibility given a long-range view of real estate cycles in San Francisco.

## 1. Revenues

Development revenues were developed based on a review of market data for condominium sales and for apartment, office and retail rental property in San Francisco, interviews with developers and market professionals, as well as a review of numerous developer pro formas. The Concord Group, Polaris Pacific, The Mark Company and RealAnswers (formerly RealFacts) were key sources of market data for residential products, while CBRE, Colliers International and DTZ Retail Terranomics were key sources of market data for office and retail products. While many economists project continued growth in sales values and rental rates in the coming years, development revenues for the financial analysis are based on Winter 2014/Spring 2015 market values and have not been trended upwards to reflect improving future market conditions. Revenues are equal to potential sales prices for condominiums or development values for rental property less sales expenses, as further described below.<sup>3</sup>

### a. Condominium

Condominium sales prices vary based on location, amenities associated with the building and whether or not units have a view premium. (Buildings with higher heights generally command higher prices due to potential view premiums.) Sales prices for each development prototype are based on anticipated sales value per net square foot for a typical new development of comparable height and target market for each neighborhood where the prototype is located. Condominium market sales prices range from \$850/NSF (mid-rise, outer neighborhoods) to \$1350/NSF (high-rise in the TCDP). All but one (Prototype 9, which is a high-rise in the TCDP) of the residential condominium prototypes are assumed to provide below market rate (BMR) housing units on-site, affordable to households at 90% Areawide Median Income (at a BMR purchase price of about \$286,000). No parking revenues are assumed from condominium units.

### b. Apartment

Residential rental revenues for apartments are based on the potential market value for each rental prototype based on stabilized net operating income (NOI) divided by a market capitalization rate. NOI equals gross income from the rental of apartments and parking spaces, less a vacancy allowance of 5% and less operating expenses, which are estimated at 30% of rental revenues. Capitalization rates are assumed at 4.5%, which is 0.5% above the current going in cap rate for San Francisco Class A multifamily developments, according to Integra Realty Resources (IRR) Viewpoint 2015. This cap rate cushion is used for all three rental prototypes and takes into account potential changes in interest rates and measures of risk by the investment community.

The monthly rental rate for the rental prototypes is assumed to range from \$5.50/NSF to \$5.75/NSF (\$66/NSF to \$69/NSF per year) based on market comparables for institutional grade properties in the eastern neighborhoods where most new apartments are located (the two residential rental Prototypes 4 and 5 are located in the eastern neighborhoods). All of the apartment prototypes are assumed to provide below market rate (BMR) housing units on-site, affordable to households at 55% Areawide Median Income (at a BMR monthly rent of \$1139). Parking revenues are assumed to be \$350 per space per month based on discussions with developers and pro forma review.

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<sup>3</sup> Although soft sites were analyzed in order to develop and test key development assumptions, potential revenues for each prototype are designed to generally reflect potential prices and rents within the broader geographic areas and were also tested against minimum development feasibility thresholds provided by the development community.

**c. Office**

Office revenues are based on the potential market value for office based on stabilized net operating income (NOI) divided by a market capitalization rate. Given the significant demand from larger, technology-oriented tenants, pro formas for office developments are now more commonly using triple net rents (NNN) or something akin to modified gross (MG) rather than full service (FS) rents to calculate NOI. For purposes of this analysis, the following assumptions are made based on interviews with office developers and a review of pro formas for downtown office buildings submitted in response to the Transbay Joint Powers Authority developer solicitations.

Office NOI equals gross income from rents and parking spaces. Office NOI is calculated based on eastern SoMa and downtown office rents ranging from \$54/NSF to \$66/NSF per year less a vacancy allowance of 10% and less landlord operating expenses/contingency at 10% of rental revenues. (NOI ranges from \$43/NSF to \$53/NSF.) Parking revenues are assumed to be \$450 per space per month with parking operating expenses at 30% of parking revenues. Capitalization rates are assumed at 5%, which is 0.5% above the current going in cap rate for San Francisco Class A CBD office, according to IRR Viewpoint 2015.

**d. Retail**

Retail revenues are based on the potential market value for office based on stabilized net operating income (NOI) divided by a market capitalization rate. Similar NOI equals gross income from rents and parking spaces, less a vacancy allowance of 5% and less operating expenses, which are estimated at 30% of rental revenues.

Retail rental rates range from \$4.00/NSF to \$5.00/NSF (\$48/NSF to \$60/NSF per year), which recognizes that some developments are likely to occur in areas that do not currently have established retail districts, and developers may need to incentivize occupancy with free rent or tenant improvement concessions. Retail NOI is calculated based on these rents less a vacancy allowance of 10% and less landlord operating expenses/contingency at 10% of rental revenues. (NOI ranges from \$38/NSF to \$48/NSF.) Monthly parking revenues range from \$100 to \$150 per space, with parking operating expenses at 30% of parking revenues, reflecting the fact that retail parking revenues are not anticipated to represent a significant source of income. Capitalization rates are assumed at 6%, which is 0.5% above the current going in cap rate for San Francisco Class A neighborhood retail according to IRR Viewpoint 2015.

**e. Sales Expenses**

Sales expenses include brokerage fees and City transfer taxes, and these expenses are deducted from the sales and rental revenue proceeds in order to generate net development revenues for the financial analysis. Transfer taxes are based on the City's transfer tax schedule, which is calculated according to building value, and are assumed to be paid by the developer. All of the condominium prototypes are assumed to have sales expenses equal to 5.5% of sales price, representing an allowance for sales related expenses and transfer tax. Office and apartment prototypes are assumed to have sales expenses equal to 3.5% percent of sales price, representing an allowance for transfer tax and brokerage fees. Sales expenses for retail space are assumed to be the same as the major land use type for each prototype, i.e. if retail is located on the ground floor of an apartment building, the sales expenses are equal to 3.5% of sales price.

## 2. Development Costs

Development costs consist of five key categories: hard construction costs and tenant improvements (collectively referred to as direct costs); development impact fees and other costs; environmental and transportation review costs; construction financing; and other soft costs. Land costs are calculated based on the RLV, as described above. Direct construction costs represent the majority of development costs.<sup>4</sup>

### a. Direct Construction Costs

Direct construction costs include hard construction costs related to building, parking and site work (including general contractor overhead, profit and general conditions) plus tenant improvements. As the type and location of parking varies significantly across building types, parking hard construction costs are estimated separately from the hard construction costs for the residential, retail and/or office components. The parking costs were then added to the hard construction costs for each land use by prototype and compared with developer pro formas and contractor estimates for projects in this building type, as well as information on construction costs provided by the San Francisco Department of Building Inspection. These costs were also compared to the residential construction cost estimates assembled for the Mayor's Office of Housing in 2012, and the costs were found to be generally consistent, after taking into account an inflationary adjustment of 15-20% since 2012, reflecting the rapid increase in construction costs over the past three years.

Tenant improvements are assumed to be the landlord or developer's share of what is required to be installed in order to accommodate occupancy by retail and/or office tenants. The following costs for each building and land use type were developed based on interviews with a range of developers and general contractors, recent development pro formas and information on construction costs provided by the San Francisco Department of Building Inspection.

#### Hard Construction Cost Contingency

- A 10% contingency was added to all hard construction cost estimates, including parking.

#### Parking Hard Construction

- Podium Parking (at-grade or partially below grade at \$120/GSF of Parking Area).
- Underground Parking (1 level below grade at \$140/GSF of Parking Area).
- Underground Parking (2 level below grade at \$160/GSF of Parking Area).
- Stackers (assumes puzzle stackers at cost of \$15,000 per space for parking lift system plus additional costs related to mechanical and electrical systems, plus site accommodations).

#### Residential Hard Construction

- **Low-Rise 40-58 Feet:** Type V over Type I podium construction at \$240/GSF to \$260/GSF of Residential Area.<sup>5</sup>
- **Mid-Rise 65-68 Feet:** Type III/Modified Type III construction at \$270/GSF of Residential Area.
- **Mid-Rise 80-85 Feet:** Type I construction at \$300/GSF of Residential Area.

<sup>4</sup> Development cost information was provided by the San Francisco Department of Building Inspection and a range of real estate professionals, including developer members of the Urban Land Institute, SPUR and San Francisco Housing Action Coalition, as well as general contractors (including Webcor, Cahill, Swinerton and Build GC).

<sup>5</sup> This construction cost range assumes construction labor at prevailing wages and takes into account the fact that there may be site constraints, such as the need for pilings. The two low-rise prototypes have different heights and significantly different unit sizes as well as potential site conditions, given their locations. Citywide, low-rise developments may be able to achieve greater efficiencies and have significantly lower costs for wood frame development.

- **High-Rise 120-160 Feet:** Type I construction at \$320/GSF of Residential Area (reflects added life safety requirements plus construction premium for smaller sized upper floors).
- **High-Rise Above 240 Feet:** Type I construction at \$340/GSF of Residential Area (reflects added life safety requirements plus construction premium for additional smaller sized upper floors).

*With parking construction costs, direct construction costs for the residential prototypes (including ground floor retail and associated tenant improvements) range from \$290/GSF to \$400/GSF, or between about \$380/NSF to \$550/NSF.*

According to interviews with general contractors and developers, condominiums typically cost about 5% or more per square foot of residential building area than apartments because they have higher finishes and amenities, and some of this additional cost may be recaptured during the sales process as unit upgrades. Rental units are typically smaller in size than condominium developments and therefore typically cost more per square foot due to the higher ratio of kitchen and bathrooms to overall square footage. Based on reviewing numerous developer pro formas for both condominium and rental units, the above construction costs are assumed to be within the range of current construction costs for both condominium and rental units. In addition, as separately noted below, a contingency allowance of 10% is added to these costs to reflect the preliminary nature of these estimates.

#### Retail Hard Construction and Tenant Improvements

- **Retail on Ground Floor:** Podium construction at \$225/GSF plus landlord paid Tenant Improvements at \$100/NSF

#### Office Hard Construction and Tenant Improvements

- **High-Rise 160 Feet:** Type I construction with added life safety requirements at \$250/GSF plus landlord paid tenant improvements at \$85/NSF)
- **High-Rise 400 Feet:** Type I construction with added life safety requirements at \$300/GSF, which takes in to account significant building step backs on the upper floors that translates to higher costs per GSF on upper floors, plus landlord paid tenant Improvements at \$85/NSF)

*With parking construction costs and contingency, hard construction costs for the office prototypes range from about \$290/GSF to \$330/GSF. With ground floor retail and associated tenant improvements, direct construction costs for the office prototypes range from \$400/NSF to \$500/NSF.*

#### **b. Development Impact Fees/Other Costs**

Development impact fees and other costs include water and wastewater capacity fees, school fees, citywide and area plan specific impact fees and are calculated based on the 2014 Planning Department Fee Schedule. All but one prototype assumes the onsite provision of affordable housing; High-Rise Prototype 9 assumes the payment of an affordable housing fee. The two office prototypes, as well as ground floor retail uses, include the payment of a jobs-housing linkage fee.

For each prototype, the model assumes a variable level of development impact fees under the following scenarios:

- Base Case TIDF, which reflects current conditions without implementation of the TSP and continuation of TIDF.

- Base Case TSF, which assumes the TSP is implemented and assumes TSF fee rates based on the 2012 Draft TSF Ordinance Levels.<sup>6</sup>
- Sensitivity analysis at three alternative fee levels at 125%, 150% and 250% of Base Case TSF.

Where applicable, area plan and prior use fee credits were calculated and credited in the model of each TSF scenario.

Prototypes 9 and 10 are located in the Transit Center District Plan and are assumed to be part of its Mello Roos Community Facilities District. For Prototype 9, which is a residential condominium, the developer is assumed to pay the Mello Roos special tax starting at Certificate of Occupancy until the units are sold and then the homeowners would fully assume the annual special tax burden. For Prototype 10, the developer or landlord is also assumed to pay the Mello Roos special tax starting at Certificate of Occupancy until the office is leased. Upon lease-up, the landlord is assumed to either pass the special tax on to the tenants through a NNN lease or incorporate the special tax into its operating expenses (the operating expense allowance of \$6.60/NSF would more than cover the \$4.36/SF Mello Roos special tax for a 30 story office building).

### **c. Environmental and Transportation Review Costs**

As described in Chapter V, City staff documented the level of environmental review and associated costs that would likely be currently required (i.e. before consideration of the TSP or Base Case TIDF) and what would be required with the adoption of the TSP (Base Case TSF). Then, the potential costs and time spent on environmental review for each of these prototypes was compared under these two cases in order to understand the potential direct economic benefits from the adoption of the TSP. The analysis also analyzes each prototype with and without predevelopment savings, which takes into account the possibility that no CEQA streamlining could occur if another type of environmental topic area (such as historic resources) would result in further intensification of environmental review.

### **d. Construction Financing and Predevelopment Carry Savings**

Construction financing typically represents the major source of capital that pays for development costs during construction. Construction terms vary depending on market conditions, developer financial capacity, developer track record and the construction lender. The construction interest rate is assumed at 5.5% for all prototypes with a loan fee of 1-1.25%, depending on loan size. The loan amount is based on about a 60-65% loan to development cost (considered to be approximately equal to a 50% loan to value) at an average outstanding balance of 60% of development costs. The term of the construction loan is directly related to project timing, as the construction loan is the primary source of capital during the construction and absorption phase (sales for condominiums and lease-up for rentals).

The construction period for each prototype increases according to development size and complexity: with construction on the small residential projects assumed to occur in 18 months, construction on medium sized projects assumed at 21 months, and construction on the larger and high-rise developments taking 24-30 months. Absorption for each prototype is based on recent market trends and interviews with developers, with average unit absorption per month for condominiums ranging from about 2 (for small developments) to 9 (for 100-200 unit developments) and 20 units per month for apartments. Office absorption is assumed to average 200,000-250,000 square feet per year, with a small amount of pre-leasing assumed for office, retail and apartments.

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<sup>6</sup> As described in Chapter III, the Base Case TSF scenario assumes the fee rates in the 2012 Draft TSF Ordinance, adjusted for inflation to 2015 dollars, taking into account the consolidation of non-residential fee categories.

As described in the main body of the report, predevelopment time savings due to CEQA/LOS reform are considered to reduce private carrying costs related to those developments that may benefit from CEQA streamlining. Consistent with the prior 2012 analysis, the study assumes predevelopment costs (including land) are equal to about 5% of development value (typically within a range of 5-15% of development value or total development cost according to the Urban Land Institute).<sup>7</sup>

Predevelopment cost savings are measured by multiplying these estimated predevelopment costs by a 12% annual equity carrying cost (conservative assumption as equity during entitlement period typically achieves a higher return threshold) times the number of months saved divided by one year (i.e. 5 months/1 year).<sup>8</sup>

*5% of revenues multiplied by 12% carrying cost multiplied by 42% (5/12 months) = .252% of revenues*

While predevelopment costs vary by development (e.g. whether land is purchased up front or purchased at the end of an option period, with option payments made in the interim, and the extent of upfront predevelopment costs), this estimate is considered to be generally representative of a potential predevelopment carry scenario.

#### e. Other Soft Costs

Other soft costs include all other indirect construction costs such as architectural design, engineering, legal fees, building permit fees, marketing and other sales/leasing related development costs. These costs are calculated as a percentage of hard construction costs based on a review of pro formas and interviews with developers and real estate professionals. Other soft costs for the residential condominium prototypes are assumed at 25% of hard construction costs while rental prototypes (both residential and commercial) that have less extensive sales and marketing costs are assumed at 18% of hard construction costs.

### 3. Developer Margin

Developers, lenders and investors evaluate and measure returns in several ways. Based on input from real estate developers, equity investors and lenders, and discussions with City staff, developer margin is measured in the following ways.

- Residential: Target developer margin, as measured by return on development cost and return on net sales price for condominiums:
  - **Low-Rise 40-58 Feet:** 15-20% return on total development cost (assumed at 19% return on development cost, or 16% threshold for return on net sales for condominiums)
  - **Mid-Rise 65 Feet:** 20-22% on total development cost (assumed at 21% return on development cost, or 17% threshold for return on net sales for condominiums)
  - **Mid-Rise and High-Rise, 80-160 Feet:** 22-24% on total development cost (assumed at 23% return on development cost, or 19% threshold for return on net sales for condominiums)
  - **High-Rise above 240 Feet:** 28-30% on total development cost (assumed at 29% return on development cost, or 22% threshold for return on net sales for condominiums)

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<sup>7</sup> Refer to Chapters 2 and 3, Finance for Real Estate Development, Charles Long, Urban Land Institute, 2011.

<sup>8</sup> Conceptually, this means a five month time savings would translate to predevelopment savings of about \$2,520/unit for a typically priced \$1,000,000 condominium, which is approximately equal 0.5% of direct construction costs.



- Office: Target developer margin as measured by return on development cost at 19% or 16% on return on net value. (These returns take in to account the size and scale of development, as well as the building's long term cash flow potential.)
- Retail: Target returns in mixed-use projects are assumed to be the same as the predominant land use.

For rental property, typically the more important static return measure is referred to as Yield to Cost or Return on Cost, which is measured based on Net Operating Income (NOI, equal to rental income less vacancy less operating expenses) divided by total development costs. The target Yield (Return) on Cost for apartments in San Francisco is 5-7% while office return thresholds range between 6-7%, based on a review of project pro formas and discussions with developers and equity investors.

#### 4. Residual Land Value (With and Without Predevelopment Savings)

As described above, the residual land value (RLV) is the difference between what a developer expects to receive in revenues less all costs associated with developing the buildings. Land residual models for each prototype were created to compare the potential financial impact on RLV of the TSF at various fee levels and under two underlying economic benefit scenarios: with and without predevelopment savings from CEQA/LOS reform. In summary, the Residual Land Value (RLV) is calculated using the following formula, which represents a static basis for determining project feasibility:

**Revenues**

**Less: Basic Development Costs** (taking into account the varying levels of development impact fees under the TSF scenarios, as well as potential predevelopment savings with the TSP)

**Less: Developer Margin**

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**= Residual Land Value** (calculated for each scenario, with and without predevelopment savings)

## **D. Information Sources**

Association of Bay Area Government (ABAG), Projections 2013.

Clifford Advisory, Land Value in Eastern Neighborhoods, April 14, 2008, plus updated data on land sales comparables and guidance on residual land value calculations provided during 2014 and 2015.

Integra Realty Resources, Viewpoint, 2015 Real Estate Value Trends.

Interviews with residential and office developers, as well as a range of general contractors, many of whom are members of the Urban Land Institute, SPUR and San Francisco Housing Action Coalition.

Interviews supplemented by reports on market trends: The Concord Group, Polaris Pacific, The Mark Company, RealAnswers (formerly RealFacts), CBRE, Colliers International and DTZ Retail Terranomics.

Keyser Marston Associates, Citywide Inclusionary Housing Study, July 2006.

Keyser Marston Associates, Sensitivity Analysis of New Development Impact Fees on Project Economics, August 12, 2008.

San Francisco Office of Community Investment and Infrastructure (OCII), staff reports to OCII Board regarding review of development proposals for Transbay Blocks 5, 6-7 and 8.

San Francisco Planning Department, Development Pipeline Data, Q3 2014.

San Francisco Planning Department, Housing Inventory Report, 2014.

San Francisco Planning Department and San Francisco Redevelopment Agency, Draft Transit Center District Plan, November 2009.

Seifel Consulting, Eastern Neighborhoods Impact Fee and Affordable Housing Analysis, May 2008.

Seifel Consulting, Inclusionary Housing Financial Analysis, December 2012

Urban Land Institute, Finance for Real Estate Development, Charles Long, 2011.

### **San Francisco City Departments**

- San Francisco Department of Building Inspection (SFDBI)
- San Francisco Planning Department (Planning Department)
- San Francisco Mayor's Office of Housing and Community Development
- San Francisco Municipal Transportation Agency (SFMTA)
- San Francisco Office of the Controller
- San Francisco Office of Economic and Workforce Development (OEWD)
- San Francisco Planning Department (Planning Department)
- San Francisco Public Utilities Commission (SFPUC)

**Appendix Table A-1**  
**Prototype 1 Summary Results**  
**Comparison for Base Case TIDF and Base Case TSF**

**1a. Summary of Development Program - Geary Small Residential Mixed-use**

<b>Site Area and Constraints</b>	
Lot Size	5,000 SF
Existing Prior Use	600 GSF
<b>Development Program</b>	
Description	Low-Rise
Maximum Height	45 Feet
Residential Units	8 Units
Average Unit Size (NSF)	1,100 NSF
Residential Density	70 Units per acre
Building Size (NSF)	10,240 NSF
Building Size GSF (without parking)	12,950 GSF
FAR	3.3
Residential Parking Ratio	1.0 Spaces per Unit
Total Parking Spaces	8
Parking Construction Type (# of levels)	Podium (1)

**1b. Summary of Financial Analysis - Geary Small Residential Mixed-use**

Prototype 1	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	TSF Total	% of Revenues	Total	% Change
<b>1: Geary Small Res. Mixed-use</b>						
<b>Revenues</b>						
Residential For-Sale	\$7,900,200	90%	\$7,900,200	90%	\$0	0.0%
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	<u>\$7,900,200</u>	<u>90%</u>	<u>\$7,900,200</u>	<u>90%</u>	<u>\$0</u>	<u>0.0%</u>
Office	\$0	0%	\$0	0%	\$0	-
Retail	<u>\$870,900</u>	<u>10%</u>	<u>\$870,900</u>	<u>10%</u>	<u>\$0</u>	<u>0.0%</u>
Total Revenues	<b>\$8,771,100</b>	<b>100%</b>	<b>\$8,771,100</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$3,788,400	43%	\$3,788,400	43%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$144,000	2%	\$144,000	2%	\$0	0.0%
Development Impact Fees/Other Costs	\$64,700	1%	\$134,600	2%	\$69,900	108%
Environmental/Transportation Review	\$9,000	0%	\$9,000	0%	\$0	0.0%
Construction Financing/Predev. Carry	\$364,300	4%	\$364,300	4%	\$0	0.0%
<b>Other Soft Costs</b>	<u>\$947,100</u>	<u>11%</u>	<u>\$947,100</u>	<u>11%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$5,317,500</b>	<b>61%</b>	<b>\$5,387,400</b>	<b>61%</b>	<b>\$69,900</b>	<b>1.3%</b>
<b>Developer Margin</b>	<u>\$1,403,400</u>	<u>16%</u>	<u>\$1,403,400</u>	<u>16%</u>	<u>\$0</u>	<u>0.0%</u>
Total Costs	<b>\$6,720,900</b>	<b>77%</b>	<b>\$6,790,800</b>	<b>77%</b>	<b>\$69,900</b>	<b>1.0%</b>
<b>Residual Land Value</b>	<b>\$2,050,200</b>	<b>23%</b>	<b>\$1,980,300</b>	<b>23%</b>	<b>(\$69,900)</b>	<b>(3.4%)</b>
<i>Without Predevelopment Savings</i>	<u>\$2,050,200</u>	<u>23%</u>	<u>\$1,980,300</u>	<u>23%</u>	<u>(\$69,900)</u>	<u>(3.4%)</u>
<b>Developer Margin/ Total Dev. Costs</b>	<b>19%</b>		<b>19%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**1c. Summary of Financial Indicators - Geary Small Residential Mixed-use**

Prototype 1		Base Case TIDF			
1: Geary Small Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF (w/o Parking)	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$7,900,200		\$610	\$772	\$987,525
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$7,900,200		\$610	\$772	\$987,525
Office	\$0		\$0	\$0	\$0
Retail	\$870,900		\$67	\$85	\$108,863
Total Revenues	<b>\$8,771,100</b>		<b>\$677</b>	<b>\$857</b>	<b>\$1,096,388</b>
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$3,788,400	100%	\$293	\$370	\$473,550
Tenant Improvements/Lease Up Costs	\$144,000		\$11	\$14	\$18,000
Development Impact Fees/Other Costs	\$64,700	2%	\$5	\$6	\$8,088
Environmental/Transportation Review	\$9,000	0%	\$1	\$1	\$1,125
Construction Financing/Predev. Carry	\$364,300	10%	\$28	\$36	\$45,538
<b>Other Soft Costs</b>	\$947,100	25%	\$73	\$92	\$118,388
Total Hard and Soft Costs	<b>\$5,317,500</b>		<b>\$411</b>	<b>\$519</b>	<b>\$664,688</b>
<b>Developer Margin</b>	<b>\$1,403,400</b>		<b>\$108</b>	<b>\$137</b>	<b>\$175,425</b>
Total Costs	<b>\$6,720,900</b>		<b>\$519</b>	<b>\$656</b>	<b>\$840,113</b>
<b>Residual Land Value</b>	<b>\$2,050,200</b>		<b>\$158</b>	<b>\$200</b>	<b>\$256,300</b>
<i>Without Predevelopment Savings</i>	<i>\$2,050,200</i>		<i>\$158</i>	<i>\$200</i>	<i>\$256,300</i>
<b>Prototype 1</b>		<b>Base Case TSF</b>			
1: Geary Small Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF (w/o Parking)	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$7,900,200		\$610	\$772	\$987,525
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$7,900,200		\$610	\$772	\$987,525
Office	\$0		\$0	\$0	\$0
Retail	\$870,900		\$67	\$85	\$108,863
Total Revenues	<b>\$8,771,100</b>		<b>\$677</b>	<b>\$857</b>	<b>\$1,096,388</b>
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$3,788,400	100%	\$293	\$370	\$473,550
Tenant Improvements/Lease Up Costs	\$144,000	4%	\$11	\$14	\$18,000
Development Impact Fees/Other Costs	\$134,600	4%	\$10	\$13	\$16,825
Environmental/Transportation Review	\$9,000	0%	\$1	\$1	\$1,125
Construction Financing/Predev. Carry	\$364,300	10%	\$28	\$36	\$45,538
<b>Other Soft Costs</b>	\$947,100	25%	\$73	\$92	\$118,388
Total Hard and Soft Costs	<b>\$5,387,400</b>		<b>\$416</b>	<b>\$526</b>	<b>\$673,425</b>
<b>Developer Margin</b>	<b>\$1,403,400</b>		<b>\$108</b>	<b>\$137</b>	<b>\$175,425</b>
Total Costs	<b>\$6,790,800</b>		<b>\$524</b>	<b>\$663</b>	<b>\$848,850</b>
<b>Residual Land Value</b>	<b>\$1,980,300</b>		<b>\$153</b>	<b>\$193</b>	<b>\$247,500</b>
<i>Without Predevelopment Savings</i>	<i>\$1,980,300</i>		<i>\$153</i>	<i>\$193</i>	<i>\$247,500</i>

**Appendix Table A-2  
 Prototype 2 Summary Results  
 Comparison for Base Case TIDF and Base Case TSF**

**2a. Summary of Development Program - Van Ness Medium Residential Mixed-use**

<b>Site Area and Constraints</b>	
Lot Size	24,300 SF
Existing Prior Use	11,000 GSF
<b>Development Program</b>	
Description	Mid-Rise
Maximum Height	80 Feet
Residential Units	60 Units
Average Unit Size	997 NSF
Residential Density	108 Units/Acre
Building Size (NSF)	67,887 NSF
Building Size GSF (without parking)	86,124 GSF
FAR	3.6
Residential Parking Ratio	0.75 Spaces per Unit
Total Parking Spaces	64
Parking Construction Type (# of levels)	Underground (1)

**2b. Summary of Financial Analysis - Van Ness Medium Residential Mixed-use**

2: Van Ness Medium Res. Mixed-use	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	TSF Total	% of Revenues	Total	% Change
<b>Revenues</b>						
Residential For-Sale	\$56,819,600	91%	\$56,819,600	91%	\$0	0.0%
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	<u>\$56,819,600</u>	<u>91%</u>	<u>\$56,819,600</u>	<u>91%</u>	<u>\$0</u>	<u>0.0%</u>
Office	\$0	0%	\$0	0%	\$0	-
Retail	<u>\$5,740,900</u>	<u>9%</u>	<u>\$5,740,900</u>	<u>9%</u>	<u>\$0</u>	<u>0.0%</u>
Total Revenues	<b>\$62,560,500</b>	<b>100%</b>	<b>\$62,560,500</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Costs</b>						
Hard Construction Costs	\$31,216,553	50%	\$31,216,553	50%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$808,747	1%	\$808,747	1%	\$0	0.0%
Development Impact Fees/Other Costs	\$403,600	1%	\$862,500	1%	\$458,900	114%
Environmental/Transportation Review	\$188,000	0%	\$188,000	0%	\$0	0.0%
Construction Financing/Predev. Carry	\$3,235,600	5%	\$3,235,600	5%	\$0	0.0%
<b>Other Soft Costs</b>	<u>\$7,804,200</u>	<u>12%</u>	<u>\$7,804,200</u>	<u>12%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$43,656,700</b>	<b>70%</b>	<b>\$44,115,600</b>	<b>71%</b>	<b>\$458,900</b>	<b>1.1%</b>
<b>Developer Margin</b>	<u>\$11,886,500</u>	<u>19%</u>	<u>\$11,886,500</u>	<u>19%</u>	<u>\$0</u>	<u>0.0%</u>
Total Costs	<b>\$55,543,200</b>	<b>89%</b>	<b>\$56,002,100</b>	<b>90%</b>	<b>\$458,900</b>	<b>0.8%</b>
<b>Residual Land Value</b>	<b>\$7,017,300</b>	<b>11%</b>	<b>\$6,558,400</b>	<b>10%</b>	<b>(\$458,900)</b>	<b>(6.5%)</b>
<i>Without Predevelopment Savings</i>	<i>\$7,017,300</i>	<i>11%</i>	<i>\$6,558,400</i>	<i>10%</i>	<i>(\$458,900)</i>	<i>(6.5%)</i>
<b>Developer Margin/ Total Dev. Costs</b>	<b>23%</b>		<b>23%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

2c. Summary of Financial Indicators - Van Ness Medium Residential Mixed-use

Prototype 2		Base Case TIDF			
2: Van Ness Medium Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$56,819,600		\$660	\$837	\$946,993
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$56,819,600		\$660	\$837	\$946,993
Office	\$0		\$0	\$0	\$0
Retail	\$5,740,900		\$67	\$85	\$95,682
Total Revenues	\$62,560,500		\$726	\$922	\$1,042,675
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$31,216,553	100%	\$362	\$460	\$520,276
Tenant Improvements/Lease Up Costs	\$808,747	3%	\$9	\$12	\$13,479
Development Impact Fees/Other Costs	\$403,600	1%	\$5	\$6	\$6,727
Environmental/Transportation Review	\$188,000	1%	\$2	\$3	\$3,133
Construction Financing/Predev. Carry	\$3,235,600	10%	\$38	\$48	\$53,927
<b>Other Soft Costs</b>	\$7,804,200	25%	\$91	\$115	\$130,070
Total Hard and Soft Costs	\$43,656,700		\$507	\$643	\$727,612
<b>Developer Margin</b>	\$11,886,500		\$138	\$175	\$198,108
Total Costs	\$55,543,200		\$645	\$818	\$925,720
<b>Residual Land Value</b>	\$7,017,300		\$81	\$103	\$117,000
<i>Without Predevelopment Savings</i>	\$7,017,300		\$81	\$103	\$117,000
Prototype 2		Base Case TSF			
2: Van Ness Medium Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$56,819,600		\$660	\$837	\$946,993
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$56,819,600		\$660	\$837	\$946,993
Office	\$0		\$0	\$0	\$0
Retail	\$5,740,900		\$67	\$85	\$95,682
Total Revenues	\$62,560,500		\$726	\$922	\$1,042,675
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$31,216,553	100%	\$362	\$460	\$520,276
Tenant Improvements/Lease Up Costs	\$808,747	3%	\$9	\$12	\$13,479
Development Impact Fees/Other Costs	\$862,500	3%	\$10	\$13	\$14,375
Environmental/Transportation Review	\$188,000	1%	\$2	\$3	\$3,133
Construction Financing/Predev. Carry	\$3,235,600	10%	\$38	\$48	\$53,927
<b>Other Soft Costs</b>	\$7,804,200	25%	\$91	\$115	\$130,070
Total Hard and Soft Costs	\$44,115,600		\$512	\$650	\$735,260
<b>Developer Margin</b>	\$11,886,500		\$138	\$175	\$198,108
Total Costs	\$56,002,100		\$650	\$825	\$933,368
<b>Residual Land Value</b>	\$6,558,400		\$76	\$97	\$109,300
<i>Without Predevelopment Savings</i>	\$6,558,400		\$76	\$97	\$109,300

**Appendix Table A-3  
 Prototype 3 Summary Results  
 Comparison for Base Case TIDF and Base Case TSF**

**3a. Summary of Development Program - Outer Mission Small Residential Mixed-use**

<b>Site Area and Constraints</b>	
Lot Size	14,420 SF
Existing Prior Use	17,438 SF
<b>Development Program</b>	
Description	Mid-Rise
Maximum Height	65 Feet
Residential Units	24 Units
Average Unit Size	1,250 NSF
Residential Density	72 Units/Acre
Building Size (NSF)	32,876 NSF
Building Size GSF (without parking)	41,784 GSF
FAR	3.6
Residential Parking Ratio	1 Spaces per Unit
Total Parking Spaces	24
Parking Construction Type (# of levels)	Podium (1)

**3b. Summary of Financial Analysis - Outer Mission Small Residential Mixed-use**

Prototype 3	Base Case TIDF		Base Case TSF		Difference	
3. Outer Mission Small Res. Mixed-use	Total	% of Revenues	TSF Total	% of Revenues	Total	% Change
<b>Revenues</b>						
Residential For-Sale	\$21,895,900	93%	\$21,895,900	93%	\$0	0.0%
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	<u>\$21,895,900</u>	<u>93%</u>	<u>\$21,895,900</u>	<u>93%</u>	<u>\$0</u>	<u>0.0%</u>
Office	\$0	0%	\$0	0%	\$0	-
Retail	<u>\$1,739,400</u>	<u>7%</u>	<u>\$1,739,400</u>	<u>7%</u>	<u>\$0</u>	<u>0.0%</u>
Total Revenues	<b>\$23,635,300</b>	<b>100%</b>	<b>\$23,635,300</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$13,594,400	58%	\$13,594,400	58%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$287,600	1%	\$287,600	1%	\$0	0.0%
Development Impact Fees/Other Costs	\$201,100	1%	\$243,500	1%	\$42,400	21%
Environmental/Transportation Review	\$27,000	0%	\$27,000	0%	\$0	0.0%
Construction Financing/Predev. Carry	\$1,188,000	5%	\$1,188,000	5%	\$0	0.0%
<b>Other Soft Costs</b>	<u>\$3,398,600</u>	<u>14%</u>	<u>\$3,398,600</u>	<u>14%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$18,696,700</b>	<b>79%</b>	<b>\$18,739,100</b>	<b>79%</b>	<b>\$42,400</b>	<b>0.2%</b>
<b>Developer Margin</b>	<u>\$4,018,000</u>	<u>17%</u>	<u>\$4,018,000</u>	<u>17%</u>	<u>\$0</u>	<u>0.0%</u>
Total Costs	<b>\$22,714,700</b>	<b>96%</b>	<b>\$22,757,100</b>	<b>96%</b>	<b>\$42,400</b>	<b>0.2%</b>
<b>Residual Land Value</b>	<b>\$920,600</b>	<b>4%</b>	<b>\$878,200</b>	<b>4%</b>	<b>(\$42,400)</b>	<b>(4.6%)</b>
<i>Without Predevelopment Savings</i>	<i>\$920,600</i>	<i>4%</i>	<i>\$878,200</i>	<i>4%</i>	<i>(\$42,400)</i>	<i>(4.6%)</i>
<b>Developer Margin/ Total Dev. Costs</b>	<b>20%</b>		<b>20%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

3c. Summary of Financial Indicators - Outer Mission Small Residential Mixed-use

Prototype 3	Base Case TIDF				
3. Outer Mission Small Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$21,895,900		\$524	\$666	\$912,329
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$21,895,900		\$524	\$666	\$912,329
Office	\$0		\$0	\$0	\$0
Retail	\$1,739,400		\$42	\$53	\$72,475
Total Revenues	\$23,635,300		\$566	\$719	\$984,804
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$13,594,400	100%	\$325	\$414	\$566,433
Tenant Improvements/Lease Up Costs	\$287,600	2%	\$7	\$9	\$11,983
Development Impact Fees/Other Costs	\$201,100	1%	\$5	\$6	\$8,379
Environmental/Transportation Review	\$27,000	0%	\$1	\$1	\$1,125
Construction Financing/Predev. Carry	\$1,188,000	9%	\$28	\$36	\$49,500
<b>Other Soft Costs</b>	\$3,398,600	25%	\$81	\$103	\$141,608
Total Hard and Soft Costs	\$18,696,700		\$447	\$569	\$779,029
<b>Developer Margin</b>	\$4,018,000		\$96	\$122	\$167,417
Total Costs	\$22,714,700		\$544	\$691	\$946,446
<b>Residual Land Value</b>	\$920,600		\$22	\$28	\$38,400
<i>Without Predevelopment Savings</i>	\$920,600		\$22	\$28	\$38,400
<b>Prototype 3</b>					
<b>Base Case TSF</b>					
3. Outer Mission Small Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$21,895,900		\$524	\$666	\$912,329
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$21,895,900		\$524	\$666	\$912,329
Office	\$0		\$0	\$0	\$0
Retail	\$1,739,400		\$42	\$53	\$72,475
Total Revenues	\$23,635,300		\$566	\$719	\$984,804
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$13,594,400	100%	\$325	\$414	\$566,433
Tenant Improvements/Lease Up Costs	\$287,600	2%	\$7	\$9	\$11,983
Development Impact Fees/Other Costs	\$243,500	2%	\$6	\$7	\$10,146
Environmental/Transportation Review	\$27,000	0%	\$1	\$1	\$1,125
Construction Financing/Predev. Carry	\$1,188,000	9%	\$28	\$36	\$49,500
<b>Other Soft Costs</b>	\$3,398,600	25%	\$81	\$103	\$141,608
Total Hard and Soft Costs	\$18,739,100		\$448	\$570	\$780,796
<b>Developer Margin</b>	\$4,018,000		\$96	\$122	\$167,417
Total Costs	\$22,757,100		\$545	\$692	\$948,213
<b>Residual Land Value</b>	\$878,200		\$21	\$27	\$36,600
<i>Without Predevelopment Savings</i>	\$878,200		\$21	\$27	\$36,600



**Appendix Table A-4  
 Prototype 4 Summary Results  
 Comparison for Base Case TIDF and Base Case TSF**

**4a. Summary of Development Program - Mission Small Residential Mixed Use**

<b>Site Area and Constraints</b>	
Lot Size	6,000 SF
Existing Prior Use	13,500 GSF
<b>Development Program</b>	
Description	Low-Rise
Maximum Height	55 Feet
Residential Units	15 Units
Average Unit Size	955 NSF
Residential Density	109 Units/Acre
Building Size (NSF)	16,575 NSF
Building Size GSF (without parking)	22,264 GSF
FAR	4.0
Residential Parking Ratio	0.5 Spaces per Unit
Total Parking Spaces	8
Parking Construction Type (# of levels)	Podium (1)

**4b. Summary of Financial Analysis - Mission Small Residential Mixed Use**

Prototype 4	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	TSF Total	% of Revenues	Total	% Change
<b>4: Mission Small Res. Mixed-use</b>						
<b>Revenues</b>						
Residential For-Sale	\$13,445,800	90%	\$13,445,800	90%	\$0	0.0%
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	<u>\$13,445,800</u>	<u>90%</u>	<u>\$13,445,800</u>	<u>90%</u>	<u>\$0</u>	<u>0.0%</u>
Office	\$0	0%	\$0	0%	\$0	-
Retail	<u>\$1,530,900</u>	<u>10%</u>	<u>\$1,530,900</u>	<u>10%</u>	<u>\$0</u>	<u>0.0%</u>
Total Revenues	<b>\$14,976,700</b>	<b>100%</b>	<b>\$14,976,700</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Costs</b>						
Hard Construction Costs	\$6,614,500	44%	\$6,614,500	44%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$225,000	2%	\$225,000	2%	\$0	0.0%
Development Impact Fees/Other Costs	\$270,000	2%	\$293,600	2%	\$23,600	8.7%
Environmental/Transportation Review	\$11,000	0%	\$11,000	0%	\$0	0.0%
Construction Financing/Predev. Carry	\$665,600	4%	\$665,600	4%	\$0	0.0%
<b>Other Soft Costs</b>	<u>\$1,653,600</u>	<u>11%</u>	<u>\$1,653,600</u>	<u>11%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$9,439,700</b>	<b>63%</b>	<b>\$9,463,300</b>	<b>63%</b>	<b>\$23,600</b>	<b>0.3%</b>
<b>Developer Margin</b>	<b>\$2,396,300</b>	<b>16%</b>	<b>\$2,396,300</b>	<b>16%</b>	<b>\$0</b>	<b>0.0%</b>
Total Costs	<b>\$11,836,000</b>	<b>79%</b>	<b>\$11,859,600</b>	<b>79%</b>	<b>\$23,600</b>	<b>0.2%</b>
<b>Residual Land Value</b>	<b>\$3,140,700</b>	<b>21%</b>	<b>\$3,117,100</b>	<b>21%</b>	<b>(\$23,600)</b>	<b>(0.8%)</b>
<i>Without Predevelopment Savings</i>	<i>\$3,140,700</i>	<i>21%</i>	<i>\$3,117,100</i>	<i>21%</i>	<i>(\$23,600)</i>	<i>(0.8%)</i>
<b>Developer Margin/ Total Dev. Costs</b>	<b>19%</b>		<b>19%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer' payment for TDR purchase and Mello Roos special tax.*

4c. Summary Proforma - Mission Small Residential Mixed Use

Prototype 4		Base Case TIDF			
4: Mission Small Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$13,445,800		\$604	\$811	\$896,387
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$13,445,800		\$604	\$811	\$896,387
Office	\$0		\$0	\$0	\$0
Retail	\$1,530,900		\$69	\$92	\$102,060
Total Revenues	\$14,976,700		\$673	\$904	\$998,447
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$6,614,500	100%	\$297	\$399	\$440,967
Tenant Improvements/Lease Up Costs	\$225,000	3%	\$10	\$14	\$15,000
Development Impact Fees/Other Costs	\$270,000	4%	\$12	\$16	\$18,000
Environmental/Transportation Review	\$11,000	0%	\$0	\$1	\$733
Construction Financing/Predev. Carry	\$665,600	10%	\$30	\$40	\$44,373
<b>Other Soft Costs</b>	\$1,653,600	25%	\$74	\$100	\$110,240
Total Hard and Soft Costs	\$9,439,700		\$424	\$570	\$629,313
<b>Developer Margin</b>	\$2,396,300		\$108	\$145	\$159,753
Total Costs	\$11,836,000		\$532	\$714	\$789,067
<b>Residual Land Value</b>	\$3,140,700		\$141	\$189	\$209,400
<i>Without Predevelopment Savings</i>	\$3,140,700		\$141	\$189	\$209,400
Prototype 4		Base Case TSF			
4: Mission Small Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$13,445,800		\$604	\$811	\$896,387
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$13,445,800		\$604	\$811	\$896,387
Office	\$0		\$0	\$0	\$0
Retail	\$1,530,900		\$69	\$92	\$102,060
Total Revenues	\$14,976,700		\$673	\$904	\$998,447
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$6,614,500	100%	\$297	\$399	\$440,967
Tenant Improvements/Lease Up Costs	\$225,000	3%	\$10	\$14	\$15,000
Development Impact Fees/Other Costs	\$293,600	4%	\$13	\$18	\$19,573
Environmental/Transportation Review	\$11,000	0%	\$0	\$1	\$733
Construction Financing/Predev. Carry	\$665,600	10%	\$30	\$40	\$44,373
<b>Other Soft Costs</b>	\$1,653,600	25%	\$74	\$100	\$110,240
Total Hard and Soft Costs	\$9,463,300		\$425	\$571	\$630,887
<b>Developer Margin</b>	\$2,396,300		\$108	\$145	\$159,753
Total Costs	\$11,859,600		\$533	\$716	\$790,640
<b>Residual Land Value</b>	\$3,117,100		\$140	\$188	\$207,800
<i>Without Predevelopment Savings</i>	\$3,117,100		\$140	\$188	\$207,800

**Appendix Table A-5**  
**Prototype 5 Summary Results**  
**Comparison for Base Case TIDF and Base Case TSF**

**5a. Summary of Development Program - Central Waterfront Large Residential MU**

<b>Site Area and Constraints</b>	
Lot Size	35,000 SF
Existing Prior Use	40,000 GSF
<b>Development Program</b>	
Description	Mid-Rise
Maximum Height	65 Feet
Residential Units	156 Units
Average Unit Size	762 NSF
Residential Density	194 Units/Acre
Building Size (NSF)	123,300 NSF
Building Size GSF (without parking)	154,720 GSF
FAR	4.5
Parking Ratio	0.71 Spaces per Unit
Total Parking Spaces	111
Parking Construction Type (# of levels)	Underground (1)

**5b. Summary of Financial Analysis - Central Waterfront Large Residential MU**

Prototype 5	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	Base Case TSF Total	% of Revenues	Total	% Change
<b>5: Central Waterfront Large Res. MU</b>						
<b>Revenues</b>						
Residential For-Sale	\$0	0%	\$0	0%	\$0	-
Residential Rental	\$106,807,000	97%	\$106,807,000	97%	\$0	0%
Subtotal Residential	\$106,807,000	97%	\$106,807,000	97%	\$0	0%
Office	\$0	0%	\$0	0%	\$0	-
Retail	\$3,126,600	2.8%	\$3,126,600	2.8%	\$0	0%
Total Revenues	\$109,933,600	100%	\$109,933,600	100%	\$0	0%
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$50,999,200	46%	\$50,999,200	46%	\$0	0%
Tenant Improvements/Lease Up Costs	\$450,000	0%	\$450,000	0%	\$0	0%
Development Impact Fees/Other Costs	\$2,421,400	2%	\$2,671,300	2%	\$249,900	10%
Environmental/Transportation Review	\$683,000	1%	\$122,000	0%	(\$561,000)	(82%)
Construction Financing/Predev. Carry	\$4,642,300	4%	\$4,367,400	4%	(\$274,900)	(5.9%)
<b>Other Soft Costs</b>	\$9,179,900	8%	\$9,179,900	8%	\$0	0.0%
Total Hard and Soft Costs	\$68,375,800	62%	\$67,789,800	62%	(\$586,000)	(0.9%)
<b>Developer Margin</b>	\$18,688,700	17%	\$18,688,700	17%	\$0	0.0%
Total Costs	\$87,064,500	79%	\$86,478,500	79%	(\$586,000)	(0.7%)
<b>Residual Land Value</b>	\$22,869,100	21%	\$23,455,100	21%	\$586,000	2.6%
<i>Without Predevelopment Savings</i>	\$22,869,100	21%	\$22,619,200	21%	(\$249,900)	(1.1%)
<b>Return (Yield) on Cost</b>	5.7%		5.7%			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

5c. Summary of Financial Indicators - Central Waterfront Large Residential MU

Prototype 5	Base Case TIDF				
5: Central Waterfront Large Res. MU	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	\$0
Residential Rental	\$106,807,000		\$690	\$866	\$684,660
Subtotal Residential	\$106,807,000		\$690	\$866	\$684,660
Office	\$0		\$0	\$0	\$0
Retail	\$3,126,600		\$20	\$25	\$20,042
Total Revenues	\$109,933,600		\$711	\$892	\$704,703
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$50,999,200	100%	\$330	\$414	\$326,918
Tenant Improvements/Lease Up Costs	\$450,000	1%	\$3	\$4	\$2,885
Development Impact Fees/Other Costs	\$2,421,400	5%	\$16	\$20	\$15,522
Environmental/Transportation Review	\$683,000	1%	\$4	\$6	\$4,378
Construction Financing/Predev. Carry	\$4,642,300	9%	\$30	\$38	\$29,758
Other Soft Costs	\$9,179,900	18%	\$59	\$74	\$58,846
Total Hard and Soft Costs	\$68,375,800		\$442	\$555	\$438,306
Developer Margin	\$18,688,700		\$121	\$152	\$119,799
Total Costs	\$87,064,500		\$563	\$706	\$558,106
Residual Land Value	\$22,869,100		\$148	\$185	\$146,600
<i>Without Predevelopment Savings</i>	\$22,869,100		\$148	\$185	\$146,600
<b>Prototype 5</b>					
<b>Base Case TSF</b>					
5: Central Waterfront Large Res. MU	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$711	\$0	\$0
Residential Rental	\$106,807,000		\$690	\$866	\$684,660
Subtotal Residential	\$106,807,000		\$690	\$866	\$684,660
Office	\$0		\$0	\$0	\$0
Retail	\$3,126,600		\$20	\$25	\$20,042
Total Revenues	\$109,933,600		\$711	\$892	\$704,700
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$50,999,200	100%	\$330	\$414	\$326,918
Tenant Improvements/Lease Up Costs	\$450,000	1%	\$3	\$4	\$2,885
Development Impact Fees/Other Costs	\$2,671,300	5%	\$17	\$22	\$17,124
Environmental/Transportation Review	\$122,000	0%	\$1	\$1	\$782
Construction Financing/Predev. Carry	\$4,367,400	9%	\$28	\$35	\$27,996
Other Soft Costs	\$9,179,900	18%	\$59	\$74	\$58,846
Total Hard and Soft Costs	\$67,789,800		\$438	\$550	\$434,550
Developer Margin	\$18,688,700		\$121	\$152	\$119,799
Total Costs	\$86,478,500		\$559	\$701	\$554,349
Residual Land Value	\$23,455,100		\$152	\$190	\$150,400
<i>Without Predevelopment Savings</i>	\$22,619,200		\$146	\$183	\$145,000

**Appendix Table A-6**  
**Prototype 6 Summary Results**  
**Comparison for Base Case TIDF and Base Case TSF**

**6a. Summary of Development Program - East SoMa Medium Residential Mixed-use**

<b>Site Area and Constraints</b>	
Lot Size	10,000 SF
Existing Prior Use	62,500 GSF
<b>Development Program</b>	
Description	Mid-Rise
Maximum Height	85 Feet
Residential Units	60 Units
Average Unit Size	719 NSF
Residential Density	261 Units/Acre
Building Size (NSF)	47,625 NSF
Building Size GSF (without parking)	60,550 GSF
FAR	6.3
Parking Ratio	0.50 Spaces per Unit
Total Parking Spaces	36
Parking Construction Type (# of levels)	Underground (1)

**6b. Summary of Financial Analysis - East SoMa Medium Residential Mixed-use**

Prototype 6	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	Base Case TSF Total	% of Revenues	Total	% Change
<b>6: East SoMa Medium Res. Mixed-use</b>						
<b>Revenues</b>						
Residential For-Sale	\$0	0%	\$0	0%	\$0	-
<u>Residential Rental</u>	<u>\$40,092,100</u>	<u>92%</u>	<u>\$40,092,100</u>	<u>92%</u>	<u>\$0</u>	<u>0.0%</u>
Subtotal Residential	\$40,092,100	92%	\$40,092,100	92%	\$0	0.0%
Office	\$0	0%	\$0	0%	\$0	-
Retail	<u>\$3,382,800</u>	<u>8%</u>	<u>\$3,382,800</u>	<u>8%</u>	<u>\$0</u>	<u>0.0%</u>
Total Revenues	<b>\$43,474,900</b>	<b>100%</b>	<b>\$43,474,900</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$21,266,900	49%	\$21,266,900	49%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$450,000	1%	\$450,000	1%	\$0	0.0%
Development Impact Fees/Other Costs	\$1,443,400	3%	\$1,571,000	4%	\$127,600	8.8%
Environmental/Transportation Review	\$119,000	0%	\$119,000	0%	\$0	0.0%
Construction Financing/Predev. Carry	\$1,768,300	4%	\$1,768,300	4%	\$0	0.0%
<b>Other Soft Costs</b>	<u>\$3,828,000</u>	<u>9%</u>	<u>\$3,828,000</u>	<u>9%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$28,875,600</b>	<b>66%</b>	<b>\$29,003,200</b>	<b>67%</b>	<b>\$127,600</b>	<b>0.4%</b>
<b>Developer Margin</b>	<u>\$8,260,200</u>	<u>19%</u>	<u>\$8,260,200</u>	<u>19%</u>	<u>\$0</u>	<u>0.0%</u>
Total Costs	<b>\$37,135,800</b>	<b>85%</b>	<b>\$37,263,400</b>	<b>86%</b>	<b>\$127,600</b>	<b>0.3%</b>
<b>Residual Land Value</b>	<u>\$6,339,100</u>	<u>15%</u>	<u>\$6,211,500</u>	<u>14%</u>	<u>(\$127,600)</u>	<u>(2.0%)</u>
<i>Without Predevelopment Savings</i>	<i>\$6,339,100</i>	<i>15%</i>	<i>\$6,211,500</i>	<i>14%</i>	<i>(\$127,600)</i>	<i>(2.0%)</i>
<b>Return (Yield) on Cost</b>	<b>5.9%</b>		<b>5.9%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

6c. Summary of Financial Indicators - East SoMa Medium Residential Mixed-use

Prototype 6	Base Case TIDF				
6: East SoMa Medium Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	\$0
Residential Rental	<u>\$40,092,100</u>		\$662	\$842	\$668,202
Subtotal Residential	\$40,092,100		\$662	\$842	\$668,202
Office	\$0		\$0	\$0	\$0
Retail	<u>\$3,382,800</u>		<u>\$56</u>	<u>\$71</u>	<u>\$56,380</u>
Total Revenues	<b>\$43,474,900</b>		<b>\$718</b>	<b>\$913</b>	<b>\$724,582</b>
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$21,266,900	100%	\$351	\$447	\$354,448
Tenant Improvements/Lease Up Costs	\$450,000	2%	\$7	\$9	\$7,500
Development Impact Fees/Other Costs	\$1,443,400	7%	\$24	\$30	\$24,057
Environmental/Transportation Review	\$119,000	1%	\$2	\$2	\$1,983
Construction Financing/Predev. Carry	\$1,768,300	8%	\$29	\$37	\$29,472
Other Soft Costs	<u>\$3,828,000</u>	18%	<u>\$63</u>	<u>\$80</u>	<u>\$63,800</u>
Total Hard and Soft Costs	<b>\$28,875,600</b>		<b>\$477</b>	<b>\$606</b>	<b>\$481,260</b>
Developer Margin	<u>\$8,260,200</u>		<u>\$136</u>	<u>\$173</u>	<u>\$137,670</u>
Total Costs	<b>\$37,135,800</b>		<b>\$613</b>	<b>\$780</b>	<b>\$618,930</b>
Residual Land Value	<u>\$6,339,100</u>		<u>\$105</u>	<u>\$133</u>	<u>\$105,700</u>
<i>Without Predevelopment Savings</i>	<i>\$6,339,100</i>		<i>\$105</i>	<i>\$133</i>	<i>\$105,700</i>
Prototype 6	Base Case TSF				
6: East SoMa Medium Res. Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	\$0
Residential Rental	<u>\$40,092,100</u>		\$662	\$842	\$668,202
Subtotal Residential	\$40,092,100		\$662	\$842	\$668,202
Office	\$0		\$0	\$0	\$0
Retail	<u>\$3,382,800</u>		<u>\$56</u>	<u>\$71</u>	<u>\$56,380</u>
Total Revenues	<b>\$43,474,900</b>		<b>\$718</b>	<b>\$913</b>	<b>\$724,582</b>
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$21,266,900	100%	\$351	\$447	\$354,448
Tenant Improvements/Lease Up Costs	\$450,000	2%	\$7	\$9	\$7,500
Development Impact Fees/Other Costs	\$1,571,000	7%	\$26	\$33	\$26,183
Environmental/Transportation Review	\$119,000	1%	\$2	\$2	\$1,983
Construction Financing/Predev. Carry	\$1,768,300	8%	\$29	\$37	\$29,472
Other Soft Costs	<u>\$3,828,000</u>	18%	<u>\$63</u>	<u>\$80</u>	<u>\$63,800</u>
Total Hard and Soft Costs	<b>\$29,003,200</b>		<b>\$479</b>	<b>\$609</b>	<b>\$483,387</b>
Developer Margin	<u>\$8,260,200</u>		<u>\$136</u>	<u>\$173</u>	<u>\$137,670</u>
Total Costs	<b>\$37,263,400</b>		<b>\$615</b>	<b>\$782</b>	<b>\$621,057</b>
Residual Land Value	<u>\$6,211,500</u>		<u>\$103</u>	<u>\$130</u>	<u>\$103,500</u>
<i>Without Predevelopment Savings</i>	<i>\$6,211,500</i>		<i>\$103</i>	<i>\$130</i>	<i>\$103,500</i>

**Appendix Table A-7  
 Prototype 7 Summary Results  
 Comparison for Base Case TIDF and Base Case TSF**

**7a. Summary of Development Program - East SoMa Large Office**

<b>Site Area and Constraints</b>	
Lot Size	35,000 SF
Existing Prior Use	6,000 GSF
<b>Development Program</b>	
Description	High-Rise
Maximum Height	160 Feet
Residential Units	N/A Units
Average Unit Size	N/A
Residential Density	0 Units/Acre
Building Size (Leaseable SF)	224,420 LSF
Building Size GSF (without parking)	249,300 GSF
FAR	6.7
Parking Ratio	N/A Spaces per Unit
Total Parking Spaces	86
Parking Construction Type (# of levels)	Underground (1)

**7b. Summary of Financial Analysis - East SoMa Large Office**

Prototype 7  7: East SoMa Large Office	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	Base Case TSF Total	% of Revenues	Total	% Change
<b>Revenues</b>						
Residential For-Sale	\$0	0%	\$0	0%	\$0	-
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	\$0	0%	\$0	0%	\$0	-
Office	\$174,558,100	91%	\$174,558,100	91%	\$0	0%
Retail	\$17,231,000	9.0%	\$17,231,000	9.0%	\$0	0%
Total Revenues	<b>\$191,789,100</b>	<b>100%</b>	<b>\$191,789,100</b>	<b>100%</b>	<b>\$0</b>	<b>0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$73,265,500	38%	\$73,265,500	38%	\$0	0%
Tenant Improvements	\$19,410,500	10%	\$19,410,500	10%	\$0	0%
Development Impact Fees/Other Costs	\$14,705,700	8%	\$14,828,400	8%	\$122,700	0.8%
Environmental/Transportation Review	\$979,000	1%	\$884,000	0%	(\$95,000)	(9.7%)
Construction Financing/Predev. Carry	\$10,831,600	6%	\$10,352,100	5%	(\$479,500)	(4.4%)
<b>Other Soft Costs</b>	\$13,187,800	7%	\$13,187,800	7%	\$0	0.0%
Total Hard and Soft Costs	<b>\$132,380,100</b>	<b>69%</b>	<b>\$131,928,300</b>	<b>69%</b>	<b>(\$451,800)</b>	<b>(0.3%)</b>
<b>Developer Margin</b>	\$30,686,300	16%	\$30,686,300	16%	\$0	0.0%
Total Costs	<b>\$163,066,400</b>	<b>85%</b>	<b>\$162,614,600</b>	<b>85%</b>	<b>(\$451,800)</b>	<b>(0.3%)</b>
<b>Residual Land Value</b>	<b>\$28,722,700</b>	<b>15%</b>	<b>\$29,174,500</b>	<b>15%</b>	<b>\$451,800</b>	<b>1.6%</b>
Without Predevelopment Savings	\$28,722,700	15%	\$28,600,000	15%	(\$122,700)	(0.4%)
<b>Return (Yield) on Cost</b>	<b>6.3%</b>		<b>6.3%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer' payment for TDR purchase and Mello Roos special tax.*

7c. Summary of Financial Indicators - East SoMa Large Office

Prototype 7	Base Case TIDF				
7: East SoMa Large Office	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg LSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	N/A
Residential Rental	\$0		\$0	\$0	N/A
Subtotal Residential	\$0		\$0	\$0	N/A
Office	\$174,558,100		\$700	\$778	N/A
Retail	\$17,231,000		\$69	\$77	N/A
Total Revenues	\$191,789,100		\$769	\$855	N/A
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$73,265,500	100%	\$294	\$326	N/A
Tenant Improvements	\$19,410,500	26%	\$78	\$86	N/A
Development Impact Fees/Other Costs	\$14,705,700	20%	\$59	\$66	N/A
Environmental/Transportation Review	\$979,000	1%	\$4	\$4	N/A
Construction Financing/Predev. Carry	\$10,831,600	15%	\$43	\$48	N/A
<b>Other Soft Costs</b>	\$13,187,800	18%	\$53	\$59	N/A
Total Hard and Soft Costs	\$132,380,100		\$531	\$590	N/A
<b>Developer Margin</b>	\$30,686,300		\$123	\$137	N/A
Total Costs	\$163,066,400		\$654	\$727	N/A
<b>Residual Land Value</b>	\$28,722,700		\$115	\$128	N/A
<i>Without Predevelopment Savings</i>	\$28,722,700		\$115	\$128	N/A
<b>Prototype 7</b>					
	Base Case TSF				
7: East SoMa Large Office	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg LSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	N/A
Residential Rental	\$0		\$0	\$0	N/A
Subtotal Residential	\$0		\$0	\$0	N/A
Office	\$174,558,100		\$700	\$778	N/A
Retail	\$17,231,000		\$69	\$77	N/A
Total Revenues	\$191,789,100		\$769	\$855	N/A
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$73,265,500	100%	\$294	\$326	N/A
Tenant Improvements	\$19,410,500	26%	\$78	\$86	N/A
Development Impact Fees/Other Costs	\$14,828,400	20%	\$59	\$66	N/A
Environmental/Transportation Review	\$884,000	1%	\$4	\$4	N/A
Construction Financing/Predev. Carry	\$10,352,100	14%	\$42	\$46	N/A
<b>Other Soft Costs</b>	\$13,187,800	18%	\$53	\$59	N/A
Total Hard and Soft Costs	\$131,928,300		\$529	\$588	N/A
<b>Developer Margin</b>	\$30,686,300		\$123	\$137	N/A
Total Costs	\$162,614,600		\$652	\$725	N/A
<b>Residual Land Value</b>	\$29,174,500		\$117	\$130	N/A
<i>Without Predevelopment Savings</i>	\$28,600,000		\$115	\$127	N/A



**Appendix Table A-8**  
**Prototype 8 Summary Results**  
**Comparison for Base Case TIDF and Base Case TSF**

**8a. Summary of Development Program - East SoMa Large Residential Mixed-use**

<b>Site Area and Constraints</b>	
Lot Size	15,000 SF
Existing Prior Use	0 GSF
<b>Development Program</b>	
Description	High-Rise
Maximum Height	160 Feet
Residential Units	128 Units
Average Unit Size (NSF)	942 NSF
Residential Density	372 Units per acre
Building Size (NSF)	126,575 NSF
Building Size GSF (without parking)	160,950 GSF
FAR	10.7
Parking Ratio	0.7 Spaces per unit
Total Parking Spaces	38
Parking Construction Type (# of levels)	Underground (1)

**8b. Summary of Financial Analysis - East SoMa Large Residential Mixed-use**

8: East SoMa Large Res. Mixed-use	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	TSF Total	% of Revenues	Total	% Change
<b>Revenues</b>						
Residential For-Sale	\$127,277,500	96%	\$127,277,500	96%	\$0	0%
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	\$127,277,500	96%	\$127,277,500	96%	\$0	0%
Office	\$0	0%	\$0	0%	\$0	-
Retail	\$5,162,500	3.9%	\$5,162,500	3.9%	\$0	0%
Total Revenues	<b>\$132,440,000</b>	<b>100%</b>	<b>\$132,440,000</b>	<b>100%</b>	<b>\$0</b>	<b>0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$60,567,200	46%	\$60,567,200	46%	\$0	0%
Tenant Improvements/Lease Up Costs	\$675,000	1%	\$675,000	1%	\$0	0%
Development Impact Fees/Other Costs	\$3,917,200	3%	\$4,556,400	3%	\$639,200	16%
Environmental/Transportation Review	\$144,000	0%	\$119,000	0%	(\$25,000)	(17%)
Construction Financing/Predev. Carry	\$9,179,700	7%	\$8,848,600	7%	(\$331,100)	(3.6%)
<b>Other Soft Costs</b>	<u>\$15,141,800</u>	<u>11%</u>	<u>\$15,141,800</u>	<u>11%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$89,624,900</b>	<b>68%</b>	<b>\$89,908,000</b>	<b>68%</b>	<b>\$283,100</b>	<b>0.3%</b>
<b>Developer Margin</b>	\$29,136,800	22%	\$29,136,800	22%	\$0	0%
Total Costs	<b>\$118,761,700</b>	<b>90%</b>	<b>\$119,044,800</b>	<b>90%</b>	<b>\$283,100</b>	<b>0.2%</b>
<b>Residual Land Value</b>	<b>\$13,678,300</b>	<b>10%</b>	<b>\$13,395,200</b>	<b>10%</b>	<b>(\$283,100)</b>	<b>(2.1%)</b>
<i>Without Predevelopment Savings</i>	<i>\$13,678,300</i>	<i>10%</i>	<i>\$13,039,100</i>	<i>10%</i>	<i>(\$639,200)</i>	<i>(4.7%)</i>
<b>Developer Margin/ Total Dev. Costs</b>	<b>28%</b>		<b>28%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer' payment for TDR purchase and Mello Roos special tax.*

**8c. Summary of Financial Indicators - East SoMa Large Residential Mixed-use**

Prototype 8	Base Case TIDF				
8: East SoMa Large Residential Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Total Net Revenues</b>					
Residential For-Sale	\$127,277,500		\$804	\$1,006	\$994,355
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$127,277,500		\$804	\$1,006	\$994,355
Office	\$0		\$0	\$0	\$0
Retail	\$5,162,500		\$33	\$41	\$40,332
Total Revenues	\$132,440,000		\$837	\$1,046	\$1,034,688
<b>Development Costs</b>					
Hard Construction Costs	\$60,567,200	100%	\$383	\$479	\$473,181
Tenant Improvements/Lease Up Costs	\$675,000	1%	\$4	\$5	\$5,273
Development Impact Fees/Other Costs	\$3,917,200	6%	\$25	\$31	\$30,603
Environmental/Transportation Review	\$144,000	0%	\$1	\$1	\$1,125
Construction Financing/Predev. Carry	\$9,179,700	15%	\$58	\$73	\$71,716
<b>Other Soft Costs</b>	\$15,141,800	25%	\$96	\$120	\$118,295
Total Hard and Soft Costs	\$89,624,900		\$566	\$708	\$700,195
<b>Developer Margin</b>	\$29,136,800		\$184	\$230	\$227,631
Total Costs	\$118,761,700		\$750	\$938	\$927,826
<b>Residual Land Value</b>	\$13,678,300		\$86	\$108	\$106,900
<i>Without Predevelopment Savings</i>	\$13,678,300		\$86	\$108	\$106,900
<b>Base Case TSF</b>					
Prototype 8	Base Case TSF				
8: East SoMa Large Residential Mixed-use	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Total Net Revenues</b>					
Residential For-Sale	\$127,277,500		\$804	\$1,006	\$994,355
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$127,277,500		\$804	\$1,006	\$994,355
Office	\$0		\$0	\$0	\$0
Retail	\$5,162,500		\$33	\$41	\$40,332
Total Revenues	\$132,440,000		\$1,046	\$1,046	\$1,034,688
<b>Development Costs</b>					
Hard Construction Costs	\$60,567,200	100%	\$383	\$479	\$473,181
Tenant Improvements/Lease Up Costs	\$675,000	1%	\$4	\$5	\$5,273
Development Impact Fees/Other Costs	\$4,556,400	8%	\$29	\$36	\$35,597
Environmental/Transportation Review	\$119,000	0%	\$1	\$1	\$930
Construction Financing/Predev. Carry	\$8,848,600	15%	\$56	\$70	\$69,130
<b>Other Soft Costs</b>	\$15,141,800	25%	\$96	\$120	\$118,295
Total Hard and Soft Costs	\$89,908,000		\$568	\$710	\$702,406
<b>Developer Margin</b>	\$29,136,800		\$184	\$230	\$227,631
Total Costs	\$119,044,800		\$752	\$941	\$930,038
<b>Residual Land Value</b>	\$13,395,200		\$85	\$106	\$104,700
<i>Without Predevelopment Savings</i>	\$13,039,100		\$82	\$103	\$101,900

**Appendix Table A-9**  
**Prototype 9 Summary Results**  
**Comparison for Base Case TIDF and Base Case TSF**

**9a. Summary Development Pro Forma - Transit Center Large Residential**

<b>Site Area and Constraints</b>	
Lot Size	15,000 SF
Existing Prior Use	0 GSF
<b>Development Program</b>	
Description	High-Rise
Maximum Height	400 Feet
Residential Units (Size)	229 Units
Average Unit Size (NSF)	1,053 NSF
Residential Density	665 Units per acre
Building Size (NSF)	241,250 NSF
Building Size GSF (without parking)	332,750 GSF
FAR	22.5
Parking Ratio	0.7 Spaces per unit
Total Parking Spaces	163
Parking Construction Type (# of levels)	Underground (2)

**9b. Summary of Financial Analysis - Transit Center Large Residential**

Prototype 9	Base Case TIDF		Base Case TSF		Difference	
	Total	% of Revenues	TSF Total	% of Revenues	Total	% Change
<b>9: Transit Center Large Residential</b>						
<b>Revenues</b>						
Residential For-Sale	\$307,630,600	100%	\$307,630,600	100%	\$0	0.0%
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	<u>\$307,630,600</u>	<u>100%</u>	<u>\$307,630,600</u>	<u>100%</u>	<u>\$0</u>	<u>0.0%</u>
Office	\$0	0%	\$0	0%	\$0	-
Retail	\$0	0%	\$0	0%	\$0	-
Total Revenues	<b>\$307,630,600</b>	<b>100%</b>	<b>\$307,630,600</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$132,220,000	43%	\$132,220,000	43%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$0	0%	\$0	0%	\$0	-
Development Impact Fees/Other Costs	\$22,389,200	7%	\$24,448,900	8%	\$2,059,700	9.2%
Environmental/Transportation Review	\$149,000	0%	\$124,000	0%	(\$25,000)	(17%)
Construction Financing/Predev. Carry	\$26,246,300	9%	\$25,477,200	8%	(\$769,100)	(2.9%)
<b>Other Soft Costs</b>	<u>\$33,055,000</u>	<u>11%</u>	<u>\$33,055,000</u>	<u>11%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$214,059,500</b>	<b>70%</b>	<b>\$215,325,100</b>	<b>70%</b>	<b>\$1,265,600</b>	<b>0.6%</b>
<b>Developer Margin</b>	<u>\$67,678,700</u>	<u>22%</u>	<u>\$67,678,700</u>	<u>22%</u>	<u>\$0</u>	<u>0.0%</u>
Total Costs	<b>\$281,738,200</b>	<b>92%</b>	<b>\$283,003,800</b>	<b>92%</b>	<b>\$1,265,600</b>	<b>0.4%</b>
<b>Residual Land Value</b>	<b>\$25,892,400</b>	<b>8%</b>	<b>\$24,626,800</b>	<b>8%</b>	<b>(\$1,265,600)</b>	<b>(4.9%)</b>
<i>Without Predevelopment Savings</i>	<i>\$25,892,400</i>	<i>8%</i>	<i>\$23,832,700</i>	<i>8%</i>	<i>(\$2,059,700)</i>	<i>(8.0%)</i>
<b>Developer Margin/ Total Dev. Costs</b>	<b>28%</b>		<b>28%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer' payment for TDR purchase and Mello Roos special tax.*

9c. Summary of Financial Indicators - Transit Center Large Residential

Prototype 9	Base Case TIDF				
9: Transit Center Large Residential	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$307,630,600		\$925	\$1,275	\$1,343,365
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$307,630,600		\$925	\$1,275	\$1,343,365
Office	\$0		\$0	\$0	\$0
Retail	\$0		\$0	\$0	\$0
Total Revenues	\$307,630,600		\$925	\$1,275	\$1,343,365
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$132,220,000	100%	\$397	\$548	\$577,380
Tenant Improvements/Lease Up Costs	\$0	0%	\$0	\$0	\$0
Development Impact Fees/Other Costs	\$22,389,200	17%	\$67	\$93	\$97,769
Environmental/Transportation Review	\$149,000	0%	\$0	\$1	\$651
Construction Financing/Predev. Carry	\$26,246,300	20%	\$79	\$109	\$114,613
Other Soft Costs	\$33,055,000	25%	\$99	\$137	\$144,345
Total Hard and Soft Costs	\$214,059,500		\$643	\$887	\$934,758
Developer Margin	\$67,678,700		\$203	\$281	\$295,540
Total Costs	\$281,738,200		\$847	\$1,168	\$1,230,298
Residual Land Value	\$25,892,400		\$78	\$107	\$113,100
<i>Without Predevelopment Savings</i>	\$25,892,400		\$78	\$107	\$113,100
Prototype 9	Base Case TSF				
9: Transit Center Large Residential	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$307,630,600		\$925	\$1,275	\$1,343,365
Residential Rental	\$0		\$0	\$0	\$0
Subtotal Residential	\$307,630,600		\$925	\$1,275	\$1,343,365
Office	\$0		\$0	\$0	\$0
Retail	\$0		\$0	\$0	\$0
Total Revenues	\$307,630,600		\$925	\$1,275	\$1,343,365
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$132,220,000	100%	\$397	\$548	\$577,380
Tenant Improvements/Lease Up Costs	\$0	0%	\$0	\$0	\$0
Development Impact Fees/Other Costs	\$24,448,900	18%	\$73	\$101	\$106,764
Environmental/Transportation Review	\$124,000	0%	\$0	\$1	\$541
Construction Financing/Predev. Carry	\$25,477,200	19%	\$77	\$106	\$111,254
Other Soft Costs	\$33,055,000	25%	\$99	\$137	\$144,345
Total Hard and Soft Costs	\$215,325,100		\$647	\$893	\$940,284
Developer Margin	\$67,678,700		\$203	\$281	\$295,540
Total Costs	\$283,003,800		\$850	\$1,173	\$1,235,824
Residual Land Value	\$24,626,800		\$74	\$102	\$107,500
<i>Without Predevelopment Savings</i>	\$23,832,700		\$72	\$99	\$104,100

**Appendix Table A-10**  
**Prototype 10 Summary Results**  
**Comparison for Base Case TIDF and Base Case TSF**

**10a. Summary of Development Program - Transit Center Large Office**

<b>Site Area and Constraints</b>	
Lot Size	20,000 SF
Existing Prior Use	0 GSF
<b>Development Program</b>	
Description	High-Rise
Maximum Height	400 Feet
Residential Units	N/A Units
Average Unit Size	N/A NSF
Residential Density	0 Units/Acre
Building Size (Leaseable SF)	320,300 LSF
Building Size GSF (without parking)	384,700 GSF
FAR	19.39
Parking Ratio	N/A Spaces per Unit
Total Parking Spaces	93
Parking Construction Type (# of levels)	Underground (2)

**10b. Summary of Financial Analysis - Transit Center Large Office**

Prototype 10	Base Case TIDF		Base Case TSF		Difference	
10: Transit Center Large Office	Total	% of Revenues	Base Case TSF Total	% of Revenues	Total	% Change
<b>Revenues</b>						
Residential For-Sale	\$0	0%	\$0	0%	\$0	-
Residential Rental	\$0	0%	\$0	0%	\$0	-
Subtotal Residential	<u>\$0</u>	<u>0%</u>	<u>\$0</u>	<u>0%</u>	<u>\$0</u>	<u>-</u>
Office	\$319,920,700	97%	\$319,920,700	97%	\$0	0.0%
Retail	\$9,881,600	3%	\$9,881,600	3%	\$0	0.0%
Total Revenues	<b>\$329,802,300</b>	<b>100%</b>	<b>\$329,802,300</b>	<b>100%</b>	<b>\$0</b>	<b>0.0%</b>
<b>Hard and Soft Costs</b>						
Hard Construction Costs	\$127,821,800	39%	\$127,821,800	39%	\$0	0.0%
Tenant Improvements/Lease Up Costs	\$32,030,000	10%	\$32,030,000	10%	\$0	0.0%
Development Impact Fees/Other Costs	\$30,290,600	9%	\$30,495,800	9%	\$205,200	0.7%
Environmental/Transportation Review	\$249,200	0%	\$199,200	0%	(\$50,000)	(20%)
Construction Financing/Predev. Carry	\$21,445,700	7%	\$20,621,200	6%	(\$824,500)	(3.8%)
<b>Other Soft Costs</b>	<u>\$23,007,900</u>	<u>7%</u>	<u>\$23,007,900</u>	<u>7%</u>	<u>\$0</u>	<u>0.0%</u>
Total Hard and Soft Costs	<b>\$234,845,200</b>	<b>71%</b>	<b>\$234,175,900</b>	<b>71%</b>	<b>(\$669,300)</b>	<b>(0.3%)</b>
<b>Developer Margin</b>	<u>\$52,768,400</u>	<u>16%</u>	<u>\$52,768,400</u>	<u>16%</u>	<u>\$0</u>	<u>0.0%</u>
Total Costs	<b>\$287,613,600</b>	<b>87%</b>	<b>\$286,944,300</b>	<b>87%</b>	<b>(\$669,300)</b>	<b>(0.2%)</b>
<b>Residual Land Value</b>	<b>\$42,188,700</b>	<b>13%</b>	<b>\$42,858,000</b>	<b>13%</b>	<b>\$669,300</b>	<b>1.6%</b>
<i>Without Predevelopment Savings</i>	<i>\$42,188,700</i>	<i>13%</i>	<i>\$41,983,500</i>	<i>13%</i>	<i>(\$205,200)</i>	<i>(0.5%)</i>
<b>Return (Yield) on Cost</b>	<b>6.2%</b>		<b>6.2%</b>			

*Note: Numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer' payment for TDR purchase and Mello Roos special tax.*

**10c. Summary of Financial Indicators - Transit Center Large Office**

Prototype 10		Base Case TIDF			
10: Transit Center Large Office	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	N/A
Residential Rental	\$0		\$0	\$0	N/A
Subtotal Residential	\$0		\$0	\$0	N/A
Office	\$319,920,700		\$832	\$999	N/A
Retail	\$9,881,600		\$26	\$31	N/A
Total Revenues	\$329,802,300		\$857	\$1,030	N/A
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$127,821,800	100%	\$332	\$399	N/A
Tenant Improvements/Lease Up Costs	\$32,030,000	25%	\$83	\$100	N/A
Development Impact Fees/Other Costs	\$30,290,600	24%	\$79	\$95	N/A
Environmental/Transportation Review	\$249,200	0%	\$1	\$1	N/A
Construction Financing/Predev. Carry	\$21,445,700	17%	\$56	\$67	N/A
<b>Other Soft Costs</b>	\$23,007,900	18%	\$60	\$72	N/A
Total Hard and Soft Costs	\$234,845,200		\$610	\$733	N/A
<b>Developer Margin</b>	\$52,768,400		\$137	\$165	N/A
Total Costs	\$287,613,600		\$748	\$898	N/A
<b>Residual Land Value</b>	\$42,188,700		\$110	\$132	N/A
<i>Without Predevelopment Savings</i>	\$42,188,700		\$110	\$132	N/A
<b>Prototype 10</b>					
Prototype 10		Base Case TSF			
10: Transit Center Large Office	Total	Soft Cost as % of HCC	Per Bldg GSF	Per Bldg NSF	Per Unit
<b>Revenues</b>					
Residential For-Sale	\$0		\$0	\$0	N/A
Residential Rental	\$0		\$0	\$0	N/A
Subtotal Residential	\$0		\$0	\$0	N/A
Office	\$319,920,700		\$832	\$999	N/A
Retail	\$9,881,600		\$26	\$31	N/A
Total Revenues	\$329,802,300		\$857	\$1,030	N/A
<b>Hard and Soft Costs</b>					
Hard Construction Costs	\$127,821,800	100%	\$332	\$399	N/A
Tenant Improvements/Lease Up Costs	\$32,030,000	25%	\$83	\$100	N/A
Development Impact Fees/Other Costs	\$30,495,800	24%	\$79	\$95	N/A
Environmental/Transportation Review	\$199,200	0%	\$1	\$1	N/A
Construction Financing/Predev. Carry	\$20,621,200	16%	\$54	\$64	N/A
<b>Other Soft Costs</b>	\$23,007,900	18%	\$60	\$72	N/A
Total Hard and Soft Costs	\$234,175,900		\$609	\$731	N/A
<b>Developer Margin</b>	\$52,768,400		\$137	\$165	N/A
Total Costs	\$286,944,300		\$746	\$896	N/A
<b>Residual Land Value</b>	\$42,858,000		\$111	\$134	N/A
<i>Without Predevelopment Savings</i>	\$41,983,500		\$109	\$131	N/A

**Appendix Table B-1  
 Prototype 1 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**1d. Summary Development Pro Forma - Geary Small Residential Mixed-use**

1: Geary Small Res. Mixed-use	Prototype 1			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$7,900,200	\$7,900,200	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$870,900	\$870,900	\$0	0.0%
<b>Total Revenues</b>	<b>\$8,771,100</b>	<b>\$8,771,100</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Costs</b>				
<b>Hard Construction Costs</b>	<b>\$3,788,400</b>	<b>\$3,788,400</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$2,724,000	\$2,724,000	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$360,000	\$360,000	\$0	0.0%
Parking	\$360,000	\$360,000	\$0	0.0%
Hard Cost Contingency	\$344,400	\$344,400	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$144,000</b>	<b>\$144,000</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$0	\$0	\$0	-
Retail	\$144,000	\$144,000	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$3,932,400</b>	<b>\$3,932,400</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>0.0%</b>
Transportation Component	\$0	\$0	\$0	-
Environmental Review	\$9,000	\$9,000	\$0	0.0%
<b>Development Impact Fees/ Other Costs</b>	<b>\$64,700</b>	<b>\$134,600</b>	<b>\$69,900</b>	<b>108%</b>
Transit Impact Development Fee	\$23,344	\$0	(\$23,344)	-
TIDF Prior Use Credit	(\$4,476)	\$0	\$4,476	-
Transportation Sustainability Fee	\$0	\$93,345	\$93,345	-
TSF Prior Use Credit	\$0	(\$4,566)	(\$4,566)	-
Area Plan Impact Fees	\$0	\$0	\$0	-
Area Plan TSF Credit	\$0	\$0	\$0	-
TDR Purchase for FAR Increase	\$0	\$0	\$0	-
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$0	\$0	\$0	-
Childcare Requirement	\$0	\$0	\$0	-
Downtown Parks	\$0	\$0	\$0	-
Public Art Fee	\$0	\$0	\$0	-
School Impact Fee	\$33,417	\$33,417	\$0	0.0%
Wastewater/Water Capacity Charges	\$12,367	\$12,367	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$364,300</b>	<b>\$364,300</b>	<b>\$0</b>	<b>0.0%</b>
Predevelopment Carry (Savings)	\$0	\$0	\$0	-
Construction Loan Interest	\$306,293	\$306,293	\$0	0.0%
Construction Loan Fees (Points)	\$58,010	\$58,010	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$947,100</b>	<b>\$947,100</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$1,403,400</b>	<b>\$1,403,400</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$6,720,900</b>	<b>\$6,790,800</b>	<b>\$69,900</b>	<b>1.0%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$2,050,200	\$1,980,300	(\$69,900)	(3.4%)
Per Gross Building Square Foot	\$158 /GSF	\$153 /GSF	(\$5)	(3.4%)
Per Net Building Square Foot	\$200 /NSF	\$193 /NSF	(\$7)	(3.4%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$2,050,200	\$1,980,300	(\$69,900)	(3.4%)
Per Gross Building Square Foot	\$158 /GSF	\$153 /GSF	(\$5)	(3.4%)
Per Net Building Square Foot	\$200 /NSF	\$193 /NSF	(\$7)	(3.4%)

*Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**Appendix Table B-2  
 Prototype 2 Proforma Comparison for  
 Base Case and Base Case TSF**

**2d. Summary Development Pro Forma - Van Ness Medium Residential Mixed-use**

2: Van Ness Medium Res. Mixed-use	Prototype 2			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$56,819,600	\$56,819,600	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$5,740,900	\$5,740,900	\$0	0.0%
<b>Total Revenues</b>	<b>\$62,560,500</b>	<b>\$62,560,500</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Cost</b>				
<b>Hard Construction Costs</b>	<b>\$31,216,600</b>	<b>\$31,216,600</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$22,759,200	\$22,759,200	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$1,819,681	\$1,819,681	\$0	0.0%
Parking	\$3,799,880	\$3,799,880	\$0	0.0%
Hard Cost Contingency	\$2,837,876	\$2,837,876	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$808,747</b>	<b>\$808,747</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$0	\$0	\$0	-
Retail	\$808,747	\$808,747	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$32,025,300</b>	<b>\$32,025,300</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$188,000</b>	<b>\$188,000</b>	<b>\$0</b>	<b>0.0%</b>
Transportation Component	\$28,000	\$28,000	\$0	0.0%
Environmental Review	\$160,000	\$160,000	\$0	0.0%
<b>Development Impact Fees/ Other Costs</b>	<b>\$403,600</b>	<b>\$862,500</b>	<b>\$458,900</b>	<b>114%</b>
Transit Impact Development Fee	\$149,693	\$0	(\$149,693)	
TIDF Prior Use Credit	(\$149,693)	\$0	\$149,693	
Transportation Sustainability Fee	\$0	\$617,650	\$617,650	
TSF Prior Use Credit	\$0	(\$158,730)	(\$158,730)	
Area Plan Impact Fees	\$0	\$0	\$0	
Area Plan TSF Credit	\$0	\$0	\$0	
TDR Purchase for FAR Increase	\$0	\$0	\$0	
Affordable Housing Fee	\$0	\$0	\$0	
Jobs-Housing Linkage Fee	\$0	\$0	\$0	
Childcare Requirement	\$0	\$0	\$0	
Downtown Parks	\$0	\$0	\$0	
Public Art Fee	\$0	\$0	\$0	
School Impact Fee	\$223,257	\$223,257	\$0	0.0%
Wastewater/Water Capacity Charges	\$180,298	\$180,298	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$3,235,600</b>	<b>\$3,235,600</b>	<b>\$0</b>	<b>0.0%</b>
Predevelopment Carry (Savings)	\$0	\$0	\$0	
Construction Loan Interest	\$2,821,839	\$2,821,839	\$0	0.0%
Construction Loan Fees (Points)	\$413,759	\$413,759	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$7,804,200</b>	<b>\$7,804,200</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$11,886,500</b>	<b>\$11,886,500</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$55,543,200</b>	<b>\$56,002,100</b>	<b>\$458,900</b>	<b>0.8%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$7,017,300	\$6,558,400	(\$458,900)	(6.5%)
Per Gross Building Square Foot	\$81 /GSF	\$76 /GSF	(\$5)	(6.5%)
Per Net Building Square Foot	\$103 /NSF	\$97 /NSF	(\$7)	(6.5%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$7,017,300	\$6,558,400	(\$458,900)	(6.5%)
Per Gross Building Square Foot	\$81 /GSF	\$76 /GSF	(\$5)	(6.5%)
Per Net Building Square Foot	\$103 /NSF	\$97 /NSF	(\$7)	(6.5%)

*Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*



**Appendix Table B-3  
 Prototype 3 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**3d. Summary Development Pro Forma - Outer Mission Small Residential Mixed-use**

3. Outer Mission Small Res. Mixed-use	Prototype 3			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$21,895,900	\$21,895,900	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$1,739,400	\$1,739,400	\$0	0.0%
<b>Total Revenues</b>	<b>\$23,635,300</b>	<b>\$23,635,300</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Cost</b>				
<b>Hard Construction Costs</b>	<b>13,594,400</b>	<b>13,594,400</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$10,458,180	\$10,458,180	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$647,100	\$647,100	\$0	0.0%
Parking	\$1,253,280	\$1,253,280	\$0	0.0%
Hard Cost Contingency	\$1,235,856	\$1,235,856	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$287,600</b>	<b>\$287,600</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$0	\$0	\$0	-
Retail	\$287,600	\$287,600	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$13,882,000</b>	<b>\$13,882,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$0</b>	<b>0.0%</b>
Transportation Component	\$0	\$0	\$0	-
Environmental Review	\$27,000	\$27,000	\$0	0.0%
<b>Development Impact Fees/ Other Costs</b>	<b>\$201,100</b>	<b>\$243,500</b>	<b>\$42,400</b>	<b>21%</b>
Transit Impact Development Fee	\$44,500	\$0	(\$44,500)	-
TIDF Prior Use Credit	(\$44,500)	\$0	\$44,500	-
Transportation Sustainability Fee	\$0	\$283,775	\$283,775	-
TSF Prior Use Credit	\$0	(\$241,330)	(\$241,330)	-
Area Plan Impact Fees	\$0	\$0	\$0	-
Area Plan TSF Credit	\$0	\$0	\$0	-
TDR Purchase for FAR Increase	\$0	\$0	\$0	-
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$0	\$0	\$0	-
Childcare Requirement	\$0	\$0	\$0	-
Downtown Parks	\$0	\$0	\$0	-
Public Art Fee	\$0	\$0	\$0	-
School Impact Fee	\$113,457	\$113,457	\$0	0.0%
Wastewater/Water Capacity Charges	\$87,598	\$87,598	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$1,188,000</b>	<b>\$1,188,000</b>	<b>\$0</b>	<b>0.0%</b>
Predevelopment Carry (Savings)	\$0	\$0	\$0	-
Construction Loan Interest	\$1,031,699	\$1,031,699	\$0	0.0%
Construction Loan Fees (Points)	\$156,318	\$156,318	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$3,398,600</b>	<b>\$3,398,600</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$4,018,000</b>	<b>\$4,018,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$22,714,700</b>	<b>\$22,757,100</b>	<b>\$42,400</b>	<b>0.2%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$920,600	\$878,200	(\$42,400)	(4.6%)
Per Gross Building Square Foot	\$22	\$21 /GSF	(\$1)	(4.6%)
Per Net Building Square Foot	\$28	\$27 /NSF	(\$1)	(4.6%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$920,600	\$878,200	(\$42,400)	(4.6%)
Per Gross Building Square Foot	\$22	\$21 /GSF	(\$1)	(4.6%)
Per Net Building Square Foot	\$28	\$27 /NSF	(\$1)	(4.6%)

*Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**Appendix Table B-4  
 Prototype 4 Proforma Comparison for  
 Base Case and Base Case TSF**

**4d. Summary Development Pro Forma - Mission Small Residential Mixed Use**

4: Mission Small Res. Mixed-use	Prototype 4			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$13,445,800	\$13,445,800	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$1,530,900	\$1,530,900	\$0	0.0%
<b>Total Revenues</b>	<b>\$14,976,700</b>	<b>\$14,976,700</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Cost</b>				
<b>Hard Construction Costs</b>	<b>\$6,614,500</b>	<b>\$6,614,500</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$5,138,640	\$5,138,640	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$562,500	\$562,500	\$0	0.0%
Parking	\$312,000	\$312,000	\$0	0.0%
Hard Cost Contingency	\$601,314	\$601,314	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$0	\$0	\$0	-
Retail	\$225,000	\$225,000	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$6,839,500</b>	<b>\$6,839,500</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$11,000</b>	<b>\$11,000</b>	<b>\$0</b>	<b>0.0%</b>
Transportation Component	\$0	\$0	\$0	-
Environmental Review	\$11,000	\$11,000	\$0	0.0%
<b>Development Impact Fees/ Other Costs</b>	<b>\$270,000</b>	<b>\$293,600</b>	<b>\$23,600</b>	<b>9%</b>
Transit Impact Development Fee	\$36,475	\$0	(\$36,475)	-
TIDF Prior Use Credit	(\$18,650)	\$0	\$18,650	-
Transportation Sustainability Fee	\$0	\$158,414	\$158,414	-
TSF Prior Use Credit	\$0	(\$102,735)	(\$102,735)	-
Area Plan Impact Fees	\$160,968	\$160,968	\$0	0.0%
Area Plan TSF Credit	\$0	(\$14,277)	(\$14,277)	-
TDR Purchase for FAR Increase	\$0	\$0	\$0	-
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$0	\$0	\$0	-
Childcare Requirement	\$0	\$0	\$0	-
Downtown Parks	\$0	\$0	\$0	-
Public Art (% of Hard cost)	\$0	\$0	\$0	-
School Impact Fee	\$58,121	\$58,121	\$0	0.0%
Wastewater/Water Capacity Charge	\$33,099	\$33,099	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$665,600</b>	<b>\$665,600</b>	<b>\$0</b>	<b>0.0%</b>
Predevelopment Carry (Savings)	\$0	\$0	\$0	-
Construction Loan Interest	\$566,578	\$566,578	\$0	0.0%
Construction Loan Fees (Points)	\$99,052	\$99,052	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$1,653,600</b>	<b>\$1,653,600</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$2,396,300</b>	<b>\$2,396,300</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$11,836,000</b>	<b>\$11,859,600</b>	<b>\$23,600</b>	<b>0.2%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$3,140,700	\$3,117,100	(\$23,600)	(0.8%)
Per Gross Building Square Foot	\$141	\$140 /GSF	(\$1)	(0.8%)
Per Net Building Square Foot	\$189	\$188 /NSF	(\$1)	(0.8%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$3,140,700	\$3,117,100	(\$23,600)	(0.8%)
Per Gross Building Square Foot	\$141	\$140 /GSF	(\$1)	(0.8%)
Per Net Building Square Foot	\$189	\$188 /NSF	(\$1)	(0.8%)

Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Appendix Table B-5  
 Prototype 5 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**5d. Summary Development Pro Forma - Central Waterfront Large Residential MU**

5: Central Waterfront Large Res. MU	Prototype 5			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$106,807,000	\$106,807,000	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$3,126,600	\$3,126,600	\$0	0.0%
<b>Total Revenues</b>	<b>\$109,933,600</b>	<b>\$109,933,600</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Cost</b>				
<b>Hard Construction Costs</b>	<b>\$50,999,200</b>	<b>\$50,999,200</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$40,424,400	\$40,424,400	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$1,012,500	\$1,012,500	\$0	0.0%
Parking	\$4,926,000	\$4,926,000	\$0	0.0%
Hard Cost Contingency	\$4,636,290	\$4,636,290	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$0	\$0	\$0	-
Retail	\$450,000	\$450,000	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$51,449,200</b>	<b>\$51,449,200</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$683,000</b>	<b>\$122,000</b>	<b>(\$561,000)</b>	<b>(82%)</b>
Transportation Analysis	\$128,000	\$103,000	(\$25,000)	(20%)
Environmental Review	\$555,000	\$19,000	(\$536,000)	(97%)
<b>Development Impact Fees/ Other Costs</b>	<b>\$2,421,400</b>	<b>\$2,671,300</b>	<b>\$249,900</b>	<b>10%</b>
Transit Impact Development Fee	\$72,950	\$0	(\$72,950)	-
TIDF Prior Use Credit	(\$69,350)	\$0	\$69,350	-
Transportation Sustainability Fee	\$0	\$998,917	\$998,917	-
TSF Prior Use Credit	\$0	(\$577,200)	(\$577,200)	-
Area Plan Impact Fees	\$1,682,573	\$1,682,573	\$0	0.0%
Area Plan TSF Credit	\$0	(\$168,257)	(\$168,257)	-
TDR Purchase for FAR Increase	\$0	\$0	\$0	-
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$0	\$0	\$0	-
Childcare Requirement	\$0	\$0	\$0	-
Downtown Parks	\$0	\$0	\$0	-
Public Art Fee	\$0	\$0	\$0	-
School Impact Fee	\$436,900	\$436,900	\$0	0.0%
Wastewater/Water Capacity Charges	\$298,371	\$298,371	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$4,642,300</b>	<b>\$4,367,400</b>	<b>(\$274,900)</b>	<b>(5.9%)</b>
Predevelopment Carry (Savings)	\$0	(\$274,834)	(\$274,834)	-
Construction Loan Interest	\$4,072,668	\$4,072,668	\$0	0.0%
Construction Loan Fees (Points)	\$569,604	\$569,604	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$9,179,900</b>	<b>\$9,179,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$18,688,700</b>	<b>\$18,688,700</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$87,064,500</b>	<b>\$86,478,500</b>	<b>(\$586,000)</b>	<b>(0.7%)</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$22,869,100	\$23,455,100	\$586,000	2.6%
Per Gross Building Square Foot	\$148	\$152 /GSF	\$4	2.6%
Per Net Building Square Foot	\$185	\$190 /NSF	\$5	2.6%
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$22,869,100	\$22,619,200	(\$249,900)	(1.1%)
Per Gross Building Square Foot	\$148	\$146 /GSF	(\$2)	(1.1%)
Per Net Building Square Foot	\$185	\$183 /NSF	(\$2)	(1.1%)

*Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**Appendix Table B-6  
 Prototype 6 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**6d. Summary Development Pro Forma - East SoMa Medium Residential Mixed-use**

6: East SoMa Medium Res. Mixed-use	Prototype 6			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$40,092,100	\$40,092,100	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$3,382,800	\$3,382,800	\$0	0.0%
<b>Total Revenues</b>	<b>\$43,474,900</b>	<b>\$43,474,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Cost</b>				
<b>Hard Construction Costs</b>	<b>\$21,266,900</b>	<b>\$21,266,900</b>	<b>\$0</b>	<b>0.0%</b>
<i>Residential</i>	<i>\$16,665,000</i>	<i>\$16,665,000</i>	<i>\$0</i>	<i>0.0%</i>
<i>Office</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Retail</i>	<i>\$1,012,500</i>	<i>\$1,012,500</i>	<i>\$0</i>	<i>0.0%</i>
<i>Parking</i>	<i>\$1,656,000</i>	<i>\$1,656,000</i>	<i>\$0</i>	<i>0.0%</i>
<i>Hard Cost Contingency</i>	<i>\$1,933,350</i>	<i>\$1,933,350</i>	<i>\$0</i>	<i>0.0%</i>
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>0.0%</b>
<i>Office</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Retail</i>	<i>\$450,000</i>	<i>\$450,000</i>	<i>\$0</i>	<i>0.0%</i>
<b>Subtotal: Direct Costs</b>	<b>\$21,716,900</b>	<b>\$21,716,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$119,000</b>	<b>\$119,000</b>	<b>\$0</b>	<b>0.0%</b>
<i>Transportation Component</i>	<i>\$103,000</i>	<i>\$103,000</i>	<i>\$0</i>	<i>0.0%</i>
<i>Environmental Review</i>	<i>\$16,000</i>	<i>\$16,000</i>	<i>\$0</i>	<i>0.0%</i>
<b>Development Impact Fees/ Other Costs</b>	<b>\$1,443,400</b>	<b>\$1,571,000</b>	<b>\$127,600</b>	<b>8.8%</b>
<i>Transit Impact Development Fee</i>	<i>\$72,950</i>	<i>\$0</i>	<i>(\$72,950)</i>	<i>-</i>
<i>TIDF Prior Use Credit</i>	<i>(\$37,300)</i>	<i>\$0</i>	<i>\$37,300</i>	<i>-</i>
<i>Transportation Sustainability Fee</i>	<i>\$0</i>	<i>\$416,005</i>	<i>\$416,005</i>	<i>-</i>
<i>TSF Prior Use Credit</i>	<i>\$0</i>	<i>(\$152,200)</i>	<i>(\$152,200)</i>	<i>-</i>
<i>Area Plan Impact Fees</i>	<i>\$1,090,931</i>	<i>\$1,090,936</i>	<i>\$5</i>	<i>0.0%</i>
<i>Area Plan TSF Credit</i>	<i>\$0</i>	<i>(\$100,589)</i>	<i>(\$100,589)</i>	<i>-</i>
<i>TDR Purchase for FAR Increase</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Affordable Housing Fee</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Jobs-Housing Linkage Fee</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Childcare Requirement</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Downtown Parks</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Public Art Fee</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>School Impact Fee</i>	<i>\$162,866</i>	<i>\$162,866</i>	<i>\$0</i>	<i>0.0%</i>
<i>Wastewater/Water Capacity Charge</i>	<i>\$153,983</i>	<i>\$153,983</i>	<i>\$0</i>	<i>0.0%</i>
<b>Construction Financing/ Predev. Carry</b>	<b>\$1,768,300</b>	<b>\$1,768,300</b>	<b>\$0</b>	<b>0.0%</b>
<i>Predevelopment Carry (Savings)</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Construction Loan Interest</i>	<i>\$1,486,706</i>	<i>\$1,486,706</i>	<i>\$0</i>	<i>0.0%</i>
<i>Construction Loan Fees (Points)</i>	<i>\$281,573</i>	<i>\$281,573</i>	<i>\$0</i>	<i>0.0%</i>
<b>Other Soft Costs</b>	<b>\$3,828,000</b>	<b>\$3,828,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$8,260,200</b>	<b>\$8,260,200</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$37,135,800</b>	<b>\$37,263,400</b>	<b>\$127,600</b>	<b>0.3%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$6,339,100	\$6,211,500	(\$127,600)	(2.0%)
Per Gross Building Square Foot	\$104.69	\$103 /GSF	(\$2)	(2.0%)
Per Net Building Square Foot	\$133	\$130 /NSF	(\$3)	(2.0%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$6,339,100	\$6,211,500	(\$127,600)	(2.0%)
Per Gross Building Square Foot	\$105	\$103 /GSF	(\$2)	(2.0%)
Per Net Building Square Foot	\$133	\$130 /NSF	(\$3)	(2.0%)

*Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**Appendix Table B-7**  
**Prototype 7 Proforma Comparison for**  
**Base Case TIDF and Base Case TSF**

**7d. Summary Development Pro Forma - East SoMa Large Office**

7: East SoMa Large Office	Prototype 7			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$0	\$0	\$0	-
Office	\$174,558,100	\$174,558,100	\$0	0.0%
Retail	<u>\$17,231,000</u>	<u>\$17,231,000</u>	<u>\$0</u>	0.0%
<b>Total Revenues</b>	<b>\$191,789,100</b>	<b>\$191,789,100</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Costs</b>				
<b>Hard Construction Costs</b>	<b>\$73,265,500</b>	<b>\$73,265,500</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$0	\$0	\$0	-
Office	\$56,125,000	\$56,125,000	\$0	0.0%
Retail (and PDR Space)	\$5,580,000	\$5,580,000	\$0	0.0%
Parking	\$4,900,000	\$4,900,000	\$0	0.0%
Hard Cost Contingency	\$6,660,500	\$6,660,500	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$19,410,500</b>	<b>\$19,410,500</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$17,178,500	\$17,178,500	\$0	0.0%
Retail	<u>\$2,232,000</u>	<u>\$2,232,000</u>	<u>\$0</u>	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$92,676,000</b>	<b>\$92,676,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$979,000</b>	<b>\$884,000</b>	<b>(\$95,000)</b>	<b>(10%)</b>
Transportation Component	\$228,000	\$178,000	(\$50,000)	(22%)
Environmental Review	\$751,000	\$706,000	(\$45,000)	(6.0%)
<b>Development Impact Fees/ Other Costs</b>	<b>\$14,705,700</b>	<b>\$14,828,400</b>	<b>\$122,700</b>	<b>0.8%</b>
Transit Impact Development Fee	\$3,475,647	\$0	(\$3,475,647)	-
TIDF Prior Use Credit	(\$87,540)	\$0	\$87,540	-
Transportation Sustainability Fee	\$0	\$3,597,399	\$3,597,399	-
TSF Prior Use Credit	\$0	(\$86,580)	(\$86,580)	-
Area Plan Impact Fees	\$4,133,667	\$4,133,667	\$0	0.0%
Area Plan TSF Credit	\$0	\$0	\$0	-
TDR Purchase for FAR Increase	\$0	\$0	\$0	-
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$5,816,231	\$5,816,231	\$0	0.0%
Childcare Requirement	\$271,645	\$271,645	\$0	0.0%
Downtown Parks	\$0	\$0	\$0	-
Public Art Fee	\$732,655	\$732,655	\$0	0.0%
School Impact Fee	\$93,357	\$93,357	\$0	0.0%
Wastewater/Water Capacity Charges	\$270,026	\$270,026	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$10,831,600</b>	<b>\$10,352,100</b>	<b>(\$479,500)</b>	<b>(4.4%)</b>
Predevelopment Carry (Savings)	\$0	(\$479,473)	(\$479,473)	-
Construction Loan Interest	\$9,837,887	\$9,837,887	\$0	0.0%
Construction Loan Fees (Points)	\$993,726	\$993,726	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$13,187,800</b>	<b>\$13,187,800</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$30,686,300</b>	<b>\$30,686,300</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$163,066,400</b>	<b>\$162,614,600</b>	<b>(\$451,800)</b>	<b>(0.3%)</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$28,722,700	\$29,174,500	\$451,800	1.6%
Per Gross Building Square Foot	\$115	\$117	\$2	1.6%
Per Net Building Square Foot	\$128	\$130	\$2	1.6%
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$28,722,700	\$28,600,000	(\$122,700)	(0.4%)
Per Gross Building Square Foot	\$115	\$115	(\$0)	(0.4%)
Per Net Building Square Foot	\$128	\$127	(\$1)	(0.4%)

Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Appendix Table B-8  
 Prototype 8 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**8d. Summary Development Pro Forma - East SoMa Large Residential**

8: East SoMa Large Res. Mixed-use	Prototype 8			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$127,277,500	\$127,277,500	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$5,162,500	\$5,162,500	\$0	0.0%
<b>Total Revenues</b>	<b>\$132,440,000</b>	<b>\$132,440,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Cost</b>			\$0	-
<b>Hard Construction Costs</b>	<b>\$60,567,200</b>	<b>\$60,567,200</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$48,243,200	\$48,243,200	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$1,687,500	\$1,687,500	\$0	0.0%
Parking	\$5,130,400	\$5,130,400	\$0	0.0%
Hard Cost Contingency	\$5,506,110	\$5,506,110	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$0	\$0	\$0	-
Retail	\$675,000	\$675,000	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$61,242,200</b>	<b>\$61,242,200</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$144,000</b>	<b>\$119,000</b>	<b>(\$25,000)</b>	<b>(17%)</b>
Transportation Component	\$128,000	\$103,000	(\$25,000)	(20%)
Environmental Review	\$16,000	\$16,000	\$0	0.0%
<b>Development Impact Fees/ Other Costs</b>	<b>\$3,917,200</b>	<b>\$4,556,400</b>	<b>\$639,200</b>	<b>16%</b>
Transit Impact Development Fee	\$109,425	\$0	(\$109,425)	(100%)
TIDF Prior Use Credit	\$0	\$0	\$0	-
Transportation Sustainability Fee	\$0	\$1,041,429	\$1,041,429	-
TSF Prior Use Credit	\$0	\$0	\$0	-
Area Plan Impact Fees	\$3,055,184	\$3,055,189	\$5	0.0%
Area Plan TSF Credit	\$0	(\$292,776)	(\$292,776)	-
TDR Purchase for FAR Increase	\$0	\$0	\$0	-
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$0	\$0	\$0	-
Childcare Requirement	\$0	\$0	\$0	-
Downtown Parks	\$0	\$0	\$0	-
Public Art Fee	\$0	\$0	\$0	-
School Impact Fee	\$440,534	\$440,534	\$0	0.0%
Wastewater/Water Capacity Charges	\$312,023	\$312,023	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$9,179,700</b>	<b>\$8,848,600</b>	<b>(\$331,100)</b>	<b>(3.6%)</b>
Predevelopment Carry (Savings)	\$0	(\$331,100)	(\$331,100)	-
Construction Loan Interest	\$8,478,963	\$8,478,963	\$0	0.0%
Construction Loan Fees (Points)	\$700,741	\$700,741	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$15,141,800</b>	<b>\$15,141,800</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$29,136,800</b>	<b>\$29,136,800</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>118,761,700</b>	<b>119,044,800</b>	<b>\$283,100</b>	<b>0.2%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$13,678,300	\$13,395,200	(\$283,100)	(2.1%)
Per Gross Building Square Foot	\$86	\$85 /GSF	(\$2)	(2.1%)
Per Net Building Square Foot	\$108	\$106 /NSF	(\$2)	(2.1%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$13,678,300	\$13,039,100	(\$639,200)	(4.7%)
Per Gross Building Square Foot	\$86	\$82 /GSF	(\$4)	(4.7%)
Per Net Building Square Foot	\$108	\$103 /NSF	(\$5)	(4.7%)

Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.

**Appendix Table B-9  
 Prototype 9 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**9d. Summary of Financial Indicators - Transit Center Large Residential**

9: Transit Center Large Residential	Prototype 9			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$307,630,600	\$307,630,600	\$0	0.0%
Office	\$0	\$0	\$0	-
Retail	\$0	\$0	\$0	-
<b>Total Revenues</b>	<b>\$307,630,600</b>	<b>\$307,630,600</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Costs</b>				
<b>Hard Construction Costs</b>	<b>\$132,220,000</b>	<b>\$132,220,000</b>	<b>\$0</b>	<b>0.0%</b>
<i>Residential</i>	<i>\$113,135,000</i>	<i>\$113,135,000</i>	<i>\$0</i>	<i>0.0%</i>
<i>Office</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Retail</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Parking</i>	<i>\$7,065,000</i>	<i>\$7,065,000</i>	<i>\$0</i>	<i>0.0%</i>
<i>Hard Cost Contingency</i>	<i>\$12,020,000</i>	<i>\$12,020,000</i>	<i>\$0</i>	<i>0.0%</i>
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<i>Office</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Retail</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<b>Subtotal: Direct Costs</b>	<b>\$132,220,000</b>	<b>\$132,220,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$149,000</b>	<b>\$124,000</b>	<b>(\$25,000)</b>	<b>(20%)</b>
<i>Transportation Component</i>	<i>\$128,000</i>	<i>\$103,000</i>	<i>(\$25,000)</i>	<i>(24%)</i>
<i>Environmental Review</i>	<i>\$21,000</i>	<i>\$21,000</i>	<i>\$0</i>	<i>0.0%</i>
<b>Development Impact Fees/ Other Costs</b>	<b>\$22,389,200</b>	<b>\$24,448,900</b>	<b>\$2,059,700</b>	<b>8.4%</b>
<i>Transit Impact Development Fee</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>TIDF Prior Use Credit</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Transportation Sustainability Fee</i>	<i>\$0</i>	<i>\$2,059,723</i>	<i>\$2,059,723</i>	<i>100%</i>
<i>TSF Prior Use Credit</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Area Plan Impact Fees</i>	<i>\$3,879,437</i>	<i>\$3,879,444</i>	<i>\$7</i>	<i>0.0%</i>
<i>Area Plan TSF Credit</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>TDR Purchase for FAR Increase</i>	<i>\$1,350,000</i>	<i>\$1,350,000</i>	<i>\$0</i>	<i>0.0%</i>
<i>Affordable Housing Fee</i>	<i>\$12,117,716</i>	<i>\$12,117,716</i>	<i>\$0</i>	<i>0.0%</i>
<i>Jobs-Housing Linkage Fee</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Childcare Requirement</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Downtown Parks</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-</i>
<i>Public Art Fee</i>	<i>\$1,256,090</i>	<i>\$1,256,090</i>	<i>\$0</i>	<i>0.0%</i>
<i>School Impact Fee</i>	<i>\$968,303</i>	<i>\$968,303</i>	<i>\$0</i>	<i>0.0%</i>
<i>Wastewater/Water Capacity Charges</i>	<i>\$477,622</i>	<i>\$477,622</i>	<i>\$0</i>	<i>0.0%</i>
<i>Mello Roos Special Tax Contribution</i>	<i>\$2,340,019</i>	<i>\$2,340,019</i>	<i>\$0</i>	<i>0.0%</i>
<b>Construction Financing/ Predev. Carry</b>	<b>\$26,246,300</b>	<b>\$25,477,200</b>	<b>(\$769,100)</b>	<b>(3.0%)</b>
<i>Predevelopment Carry</i>	<i>\$0</i>	<i>(\$769,077)</i>	<i>(\$769,077)</i>	<i>100%</i>
<i>Construction Loan Interest</i>	<i>\$24,618,584</i>	<i>\$24,618,584</i>	<i>\$0</i>	<i>0.0%</i>
<i>Construction Loan Fees (Points)</i>	<i>\$1,627,675</i>	<i>\$1,627,675</i>	<i>\$0</i>	<i>0.0%</i>
<b>Other Soft Costs</b>	<b>\$33,055,000</b>	<b>\$33,055,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$67,678,700</b>	<b>\$67,678,700</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$281,738,200</b>	<b>\$283,003,800</b>	<b>\$1,265,600</b>	<b>0.4%</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$25,892,400	\$24,626,800	(\$1,265,600)	(5.1%)
Per Gross Building Square Foot	\$78	\$74 /GSF	(\$4)	(5.1%)
Per Net Building Square Foot	\$107	\$102 /NSF	(\$5)	(5.1%)
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$25,892,400	\$23,832,700	(\$2,059,700)	(8.6%)
Per Gross Building Square Foot	\$78	\$72 /GSF	(\$6)	(8.6%)
Per Net Building Square Foot	\$107	\$99 /NSF	(\$9)	(8.6%)

*Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.*

**Appendix Table B-10  
 Prototype 10 Proforma Comparison for  
 Base Case TIDF and Base Case TSF**

**10d. Summary Development Pro Forma - Transit Center Large Office**

10: Transit Center Large Office	Prototype 10			
	Base Case TIDF	Base Case TSF	Difference	Percent
<b>Revenues</b>				
Residential	\$0	\$0	\$0	-
Office	\$319,920,700	\$319,920,700	\$0	0.0%
Retail	\$9,881,600	\$9,881,600	\$0	0.0%
<b>Total Revenues</b>	<b>\$329,802,300</b>	<b>\$329,802,300</b>	<b>\$0</b>	<b>0.0%</b>
<b>Development Costs</b>				
<b>Hard Construction Costs</b>	<b>\$127,821,800</b>	<b>\$127,821,800</b>	<b>\$0</b>	<b>0.0%</b>
Residential	\$0	\$0	\$0	-
Office	\$111,150,000	\$111,150,000	\$0	0.0%
Retail	\$2,880,000	\$2,880,000	\$0	0.0%
Parking	\$2,171,680	\$2,171,680	\$0	0.0%
Hard Cost Contingency	\$11,620,168	\$11,620,168	\$0	0.0%
<b>Tenant Improvements/Lease Up Costs</b>	<b>\$32,030,000</b>	<b>\$32,030,000</b>	<b>\$0</b>	<b>0.0%</b>
Office	\$30,750,000	\$30,750,000	\$0	0.0%
Retail	\$1,280,000	\$1,280,000	\$0	0.0%
<b>Subtotal: Direct Costs</b>	<b>\$159,851,800</b>	<b>\$159,851,800</b>	<b>\$0</b>	<b>0.0%</b>
<b>Soft Costs</b>				
<b>Environmental and Transportation Review</b>	<b>\$249,200</b>	<b>\$199,200</b>	<b>(\$50,000)</b>	<b>(25%)</b>
Transportation Component	\$228,000	\$178,000	(\$50,000)	(28%)
Environmental Review	\$21,239	\$21,239	\$0	0.0%
<b>Development Impact Fees/ Other Costs</b>	<b>\$30,290,600</b>	<b>\$30,495,800</b>	<b>\$205,200</b>	<b>0.7%</b>
Transit Impact Development Fee	\$5,346,013	\$0	(\$5,346,013)	-
TIDF Prior Use Credit	\$0	\$0	\$0	-
Transportation Sustainability Fee	\$0	\$5,551,221	\$5,551,221	100%
TSF Prior Use Credit	\$0	\$0	\$0	-
Area Plan Impact Fees	\$9,182,904	\$9,182,908	\$4	0.0%
Area Plan TSF Credit	\$0	\$0	\$0	-
TDR Purchase for FAR Increase	\$1,800,000	\$1,800,000	\$0	0.0%
Affordable Housing Fee	\$0	\$0	\$0	-
Jobs-Housing Linkage Fee	\$9,221,479	\$9,221,479	\$0	0.0%
Childcare Requirement	\$448,305	\$448,305	\$0	0.0%
Downtown Parks	\$900,315	\$900,315	\$0	0.0%
Public Art Fee	\$1,278,218	\$1,278,218	\$0	0.0%
School Impact Fee	\$147,575	\$147,575	\$0	0.0%
Wastewater/Water Capacity Charges	\$292,972	\$292,972	\$0	0.0%
Mello Roos Special Tax Contribution	\$1,672,808	\$1,672,808	\$0	0.0%
<b>Construction Financing/ Predev. Carry</b>	<b>\$21,445,700</b>	<b>\$20,621,200</b>	<b>(\$824,500)</b>	<b>(4.0%)</b>
Predevelopment Carry (Savings)	\$0	(\$824,506)	(\$824,506)	100%
Construction Loan Interest	\$19,736,871	\$19,736,871	\$0	0.0%
Construction Loan Fees (Points)	\$1,708,820	\$1,708,820	\$0	0.0%
<b>Other Soft Costs</b>	<b>\$23,007,900</b>	<b>\$23,007,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Developer Margin</b>	<b>\$52,768,400</b>	<b>\$52,768,400</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Cost</b>	<b>\$287,613,600</b>	<b>\$286,944,300</b>	<b>(\$669,300)</b>	<b>(0.2%)</b>
<b>Residual Land Value (RLV)</b>				
<b>With Predevelopment Savings</b>				
Residual Land Value	\$42,188,700	\$42,858,000	\$669,300	1.6%
Per Gross Building Square Foot	\$110	\$111 /GSF	\$2	1.6%
Per Net Building Square Foot	\$132	\$134 /NSF	\$2	1.6%
<b>Without Predevelopment Savings</b>				
Residual Land Value	\$42,188,700	\$41,983,500	(\$205,200)	(0.5%)
Per Gross Building Square Foot	\$110	\$109 /GSF	(\$1)	(0.5%)
Per Net Building Square Foot	\$132	\$131 /NSF	(\$1)	(0.5%)

Note: Key numbers rounded to nearest \$100. Development Impact Fees/ Other Costs include all applicable impact fees (including TIDF or TSF), plus any upfront developer payment for TDR purchase and Mello Roos special tax.



**Appendix Table C-1a  
Revenue Assumptions**

<b>General Development Assumptions (Height)</b>	<b>Prototype 1 45'</b>	<b>Prototype 2 80'</b>	<b>Prototype 3 65'</b>	<b>Prototype 4 55'</b>	<b>Prototype 5 65'</b>
Primary Land Use Type	Residential Low-Rise	Residential Mid-Rise	Residential Mid-Rise	Residential Low-Rise	Residential Mid-Rise
Construction Type	Geary	Van Ness	Outer Mission	Mission	Central Waterfront
Geography	Mixed-use	Mixed-use	Mixed-use	Mixed-use	Mixed-use
Land Use	Owner	Owner	Owner	Owner	Rental
Housing Type / Units or Nonresidential SF	8	60	24	15	156
<b>Revenue Assumptions</b>					
Typical Residential Unit Size	1,100 NSF	997 NSF	1,250 NSF	955 NSF	762 NSF
Sale Price Per Unit	\$1,045,000 Per Unit	\$1,096,700 Per Unit	\$1,062,500 Per Unit	\$1,050,500 Per Unit	- Per Unit
Sales Price / NSF	\$950 /NSF	\$1,100 /NSF	\$850 /NSF	\$1,100 /NSF	- /NSF
Sales Expense Rate	5.5%	5.5%	5.5%	5.5%	3.5%
Residential Rental					
Annual Lease Rate/SF					\$66.00 /NSF
Net Operating Income					\$42.90 /NSF
Capitalization Rate					4.5%
Typical Market Value/SF					\$953 /NSF
Office					
Annual Lease Rate/SF (NNN)					
Net Operating Income					
Capitalization Rate					
Typical Market Value/SF					
Retail					
Annual Lease Rate/SF	\$48.00 /NSF	\$54.00 /NSF	\$48.00 /NSF	\$54.00 /NSF	\$54.00 /NSF
Net Operating Income	\$38.40 /NSF	\$43.20 /NSF	\$38.40 /NSF	\$43.20 /NSF	\$43.20 /NSF
Capitalization Rate	6.0%	6.0%	6.0%	6.0%	6.0%
Typical Market Value/SF	\$640 /NSF	\$720 /NSF	\$640 /NSF	\$720 /NSF	\$720 /NSF
Parking Revenue/Space/year					
Residential					\$4,200
Retail	\$1,200	\$1,200	\$1,200	\$1,200	\$1,800
Office					

Source: San Francisco Planning Department, San Francisco Municipal Transportation Agency, San Francisco Office of the Controller, San Francisco Office of Economic and Workforce Development, San Francisco Mayor's Office of Housing and Community Development, San Francisco Unified School District, San Francisco Public Utilities Commission, Keyser Marston Associates, The Concord Group, Polaris Pacific, The Mark Company, CBRE, Colliers International and DTZ Retail Terranomics, Clifford Advisory and Seifel Consulting Inc.

**Appendix Table C-1b  
Revenue Assumptions**

<b>General Development Assumptions (Height)</b>	<b>Prototype 6 85'</b>	<b>Prototype 7 160'</b>	<b>Prototype 8 160'</b>	<b>Prototype 9 400'</b>	<b>Prototype 10 400'</b>
Primary Land Use Type	Residential	Office	Residential	Residential	Office
Construction Type	Mid-Rise	High-Rise	High-Rise	High-Rise	High-Rise
Geography	East SoMa	East SoMa Office	East SoMa	Transit Center	Transit Center
Land Use	Mixed-use	Office	Mixed-use	Residential	Office
Housing Type / Units or Nonresidential SF	Rental 60	N/A 224,420	Owner 128	Owner 229	N/A 320,300
<b>Revenue Assumptions</b>					
Typical Residential Unit Size	719 NSF	-	942 NSF	1,053 NSF	-
Sale Price Per Unit	- Per Unit	-	\$1,153,950 Per Unit	\$1,421,550 Per Unit	-
Sales Price / NSF	- /NSF	-	\$1,225 /NSF	\$1,350 /NSF	- /NSF
Sales Expense Rate	3.5%	3.5%	5.5%	5.5%	3.5%
<b>Residential Rental</b>					
Annual Lease Rate/SF	\$69.00 /NSF	-			
Net Operating Income	\$44.85 /NSF				
Capitalization Rate	4.5%				
Typical Market Value/SF	\$997 /NSF				
<b>Office</b>					
Annual Lease Rate/SF (NNN)		\$54.00 /NSF			\$66.00 /NSF
Net Operating Income		\$43.20 /NSF			\$52.80 /NSF
Capitalization Rate		5.0%			5.0%
Typical Market Value/SF		\$864 /NSF			\$1,056 /NSF
<b>Retail</b>					
Annual Lease Rate/SF	\$54.00 /NSF	\$60.00 /NSF	\$60.00 /NSF	\$60.00 /NSF	\$60.00 /NSF
Net Operating Income	\$43.20 /NSF	\$48.00 /NSF	\$48.00 /NSF	\$48.00 /NSF	\$48.00 /NSF
Capitalization Rate	6.0%	6.0%	6.0%	6.0%	6.0%
Typical Market Value/SF	\$720 /NSF	\$800 /NSF	\$800 /NSF	\$800 /NSF	\$800 /NSF
<b>Parking Revenue/Space/year</b>					
Residential	\$4,200				
Retail	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Office		\$5,400			\$5,400

Source: San Francisco Planning Department, San Francisco Municipal Transportation Agency, San Francisco Office of the Controller, San Francisco Office of Economic and Workforce Development, San Francisco Mayor's Office of Housing and Community Development, San Francisco Unified School District, San Francisco Public Utilities Commission, Keyser Marston Associates, The Concord Group, Polaris Pacific, The Mark Company, CBRE, Colliers International and DTZ Retail Terranomics, Clifford Advisory and Seifel Consulting Inc.

**Appendix Table C-2a  
Development Cost Assumptions**

<b>General Development Assumptions (Height)</b>	<b>Prototype 1 45'</b>	<b>Prototype 2 80'</b>	<b>Prototype 3 65'</b>	<b>Prototype 4 55'</b>	<b>Prototype 5 65'</b>
Primary Land Use Type	Residential	Residential	Residential	Residential	Residential
Construction Type	Low-Rise	Mid-Rise	Mid-Rise	Low-Rise	Mid-Rise
Geography	Geary	Van Ness	Outer Mission	Mission	Central Waterfront
Land Use	Mixed-use	Mixed-use	Mixed-use	Mixed-use	Mixed-use
Housing Type / Units or Nonresidential SF	Owner 8	Owner 60	Owner 24	Owner 15	Rental 156
<b>Development Costs</b>					
<b>Hard Construction Costs</b>					
Residential	\$240	\$300	\$270	\$260	\$270
Office					
Retail	\$225 /GSF	\$225 /GSF	\$225 /GSF	\$225 /GSF	\$225 /GSF
Parking	\$120 /GSF	\$140 /GSF	\$120 /GSF	\$120 /GSF	\$140 /GSF
Stacker cost	\$15,000 /space	\$15,000 /space	\$15,000 /space	\$15,000 /space	\$15,000 /space
Parking Construction Type	Podium (1)	Underground (1)	Podium (1)	Podium (1)	Underground (1)
<b>Hard Construction Costs/ GSF</b>	<b>\$293 /GSF</b>	<b>\$362 /GSF</b>	<b>\$325 /GSF</b>	<b>\$297 /GSF</b>	<b>\$330 /GSF</b>
Office Tenant Improvements/Lease Up Costs	\$85 /LSF	\$85 /LSF	\$85 /LSF	\$85 /LSF	\$85 /LSF
Retail Tenant Improvements/Lease Up Costs	\$100 /LSF	\$100 /LSF	\$100 /LSF	\$100 /LSF	\$100 /LSF
<b>Direct Construction Costs/ NSF</b>	<b>\$384 /NSF</b>	<b>\$472 /NSF</b>	<b>\$422 /NSF</b>	<b>\$413 /NSF</b>	<b>\$417 /NSF</b>
<b>Direct Construction Costs/ Unit</b>	<b>\$491,550 /Unit</b>	<b>\$533,755 /Unit</b>	<b>\$578,417 /Unit</b>	<b>\$440,967 /Unit</b>	<b>\$329,803 /Unit</b>
<b>Soft Costs</b>					
Transportation and Environmental Review					
Transportation Review					
SF Planning	\$0 Value	\$23,365 Value	\$0 Value	\$0 Value	\$23,365 Value
SFMTA	\$0 Value	\$4,494 Value	\$0 Value	\$0 Value	\$4,494 Value
Transp. Consultant	\$0 Value	\$0 Value	\$0 Value	\$0 Value	\$100,000 Value
TSP Cost Savings	\$0 Value	\$0 Value	\$0 Value	\$0 Value	\$25,000 Value
Environmental Review					
SF Planning	\$9,295 Value	\$84,855 Value	\$27,347 Value	\$11,466 Value	\$405,346 Value
TSP Cost Savings	\$0 Value	\$0 Value	\$0 Value	\$0 Value	\$386,280 Value
CEQA Consultant	\$0 Value	\$75,000 Value	\$0 Value	\$0 Value	\$150,000 Value
TSP Cost Savings	\$0 Value	\$0 Value	\$0 Value	\$0 Value	\$150,000 Value
<b>Development Impact Fees/ Other Costs</b>					
<b>Transit Impact Development Fee</b>					
Residential	\$0.0 /GSF	\$0.0 /GSF	\$0.0 /GSF	\$0.0 /GSF	\$0.0 /GSF
Office	\$13.87 /GSF	\$13.87 /GSF	\$13.87 /GSF	\$13.87 /GSF	\$13.87 /GSF
Retail	\$14.59 /GSF	\$14.59 /GSF	\$14.59 /GSF	\$14.59 /GSF	\$14.59 /GSF
<b>Transportation Sustainability Fee</b>					
Residential	\$6.19 /GSF	\$6.19 /GSF	\$6.19 /GSF	\$6.19 /GSF	\$6.19 /GSF
Non-Residential (Office)	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF
Non-Residential (Retail)	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF
Area Plan Impact Fees	\$0 Value	\$0 Value	\$0 Value	\$160,968 Value	\$1,682,573 Value
<b>TDR Purchase for FAR</b>					
Affordable Housing Fee	\$0.0 Value	\$0 Value	\$0.0 Value	\$0.0 Value	\$0 Value
<b>Jobs-Housing Linkage Fee</b>					
Office					
Retail					
<b>Childcare Fee (Office)</b>					
<b>Downtown Parks Fee (Office)</b>					
<b>Public Art Fee (Non-Residential)</b>					
<b>School Impact Fee</b>					
Residential	\$2.91 /GSF	\$2.91 /GSF	\$2.91 /GSF	\$2.91 /GSF	\$2.91 /GSF
Office	\$0.389 /GSF	\$0.389 /GSF	\$0.389 /GSF	\$0.389 /GSF	\$0.389 /GSF
Retail	\$0.243 /GSF	\$0.243 /GSF	\$0.243 /GSF	\$0.243 /GSF	\$0.243 /GSF
<b>Wastewater/Water Capacity Charges</b>					
Total Charges	\$12,367 Value	\$180,298 Value	\$87,598 Value	\$33,099 Value	\$298,371 Value
Mello Roos Special Tax During Sale/Lease-Up					
<b>Construction Financing</b>					
Construction Timing	24 Months	31 Months	30 Months	26 Months	26 Months
Construction Interest Rate	5.5%	5.5%	5.5%	5.5%	5.5%
Loan Fee (Points) as a % of Loan Amount	1.25%	1.25%	1.25%	1.25%	1.00%
<b>Other Soft Costs (as a % of Hard Costs)</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>18%</b>
Target Return on Total Development Cost	19%	23%	21%	19%	21%
Developer Margin (as a % of Value/Net Proceeds)	16%	19%	17%	16%	17%

**Appendix Table C-2b  
Development Cost Assumptions**

General Development Assumptions (Height)	Prototype 6 85'	Prototype 7 160'	Prototype 8 160'	Prototype 9 400'	Prototype 10 400'
Primary Land Use Type	Residential	Office	Residential	Residential	Office
Construction Type	Mid-Rise	High-Rise	High-Rise	High-Rise	High-Rise
Geography	East SoMa	East SoMa	East SoMa	Transit Center	Transit Center
Land Use	Mixed-use	Office	Mixed-use	Residential	Office
Housing Type / Units or Nonresidential SF	Rental 60	N/A 224,420	Owner 128	Owner 229	N/A 320,300
Retail	\$225 /GSF	\$225 /GSF	\$225 /GSF	\$225 /GSF	\$225 /GSF
Parking	\$140 /GSF	\$140 /GSF	\$160 /GSF	\$160 /GSF	\$160 /GSF
Stacker cost	\$15,000 /space	\$15,000 /space	\$15,000 /space	\$15,000 /space	\$15,000 /space
Parking Construction Type	Underground (1)	Underground (1)	Underground (2)	Underground (2)	Underground (2)
Hard Construction Costs/ GSF	\$351 /GSF	\$294 /GSF	\$383 /GSF	\$397 /GSF	\$332 /GSF
Office Tenant Improvements/Lease Up Costs	\$85 /LSF	\$85 /LSF	\$85 /LSF	\$85 /LSF	\$85 /LSF
Retail Tenant Improvements/Lease Up Costs	\$100 /LSF	\$100 /LSF	\$100 /LSF	\$100 /LSF	\$100 /LSF
Direct Construction Costs/ NSF	\$456 /NSF	\$413 /NSF	\$484 /NSF	\$548 /NSF	\$499 /NSF
Direct Construction Costs/ Unit	\$361,948 /Unit	NA /Unit	\$478,455 /Unit	\$577,380 /Unit	NA /Unit
<b>Soft Costs</b>					
Transportation and Environmental Review					
Transportation Review					
SF Planning	\$23,365 Value	\$23,365 Value	\$23,365 Value	\$23,365 Value	\$23,365 Value
SFMTA	\$4,494 Value	\$4,494 Value	\$4,494 Value	\$4,494 Value	\$4,494 Value
Transp. Consultant	\$75,000 Value	\$200,000 Value	\$100,000 Value	\$100,000 Value	\$200,000 Value
TSP Cost Savings	\$0 Value	\$50,000 Value	\$25,000 Value	\$25,000 Value	\$50,000 Value
Environmental Review					
SF Planning	\$16,386 Value	\$450,852 Value	\$16,368 Value	\$21,239 Value	\$21,239 Value
TSP Cost Savings	\$0 Value	\$0 Value	\$0 Value	\$0 Value	\$0 Value
CEQA Consultant	\$0 Value	\$300,000 Value	\$0 Value	\$0 Value	\$0 Value
TSP Cost Savings	\$0 Value	\$45,000 Value	\$0 Value	\$0 Value	\$0 Value
<b>Development Impact Fees/ Other Costs</b>					
Transit Impact Development Fee					
Residential	\$0.0 /GSF	\$0.0 /GSF	\$0.00 /GSF	\$0.0 /GSF	\$0.0 /GSF
Office	\$13.87 /GSF	\$13.87 /GSF	\$13.87 /GSF	\$13.87 /GSF	\$13.87 /GSF
Retail	\$14.59 /GSF	\$14.59 /GSF	\$14.59 /GSF	\$14.59 /GSF	\$14.59 /GSF
Transportation Sustainability Fee					
Residential	\$6.19 /GSF	\$6.19 /GSF	\$6.19 /GSF	\$6.19 /GSF	\$6.19 /GSF
Non-Residential (Office)	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF
Non-Residential (Retail)	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF	\$14.43 /GSF
Area Plan Impact Fees	\$1,090,931 Value	\$4,133,667 Value	\$3,055,184 values	\$3,879,437 Value	\$9,182,904 Value
TDR Purchase for FAR				\$1,350,000 Value	\$1,800,000 Value
Affordable Housing Fee	\$3,460,928 Value	\$0.0 Value	\$7,036,437 Value	\$12,117,716 Value	\$0.0 Value
Jobs-Housing Linkage Fee					
Office		\$24.03 /GSF			\$24.03 /GSF
Retail					\$22.42 /GSF
Childcare Fee (Office)		\$1.21 /Office GSF	\$1.16 /Office GSF	\$1.16 /Office GSF	\$1.21 /Office GSF
Downtown Parks Fee (Office)		\$0.00 /Office GSF	\$2.31 /Office GSF	\$2.31 /Office GSF	\$2.43 /Office GSF
Public Art Fee (Non-Residential)		1% of Hard costs	1% of Hard costs	1% of Hard costs	1% of Hard costs
School Impact Fee					
Residential	\$2.91 /GSF	\$2.91 /GSF	\$2.91 /GSF	\$2.91 /GSF	\$0.0 /GSF
Office	\$0.389 /GSF	\$0.389 /GSF	\$0.39 /GSF	\$0.389 /GSF	\$0.39 /GSF
Retail	\$0.243 /GSF	\$0.243 /GSF	\$0.24 /GSF	\$0.243 /GSF	\$0.24 /GSF
Wastewater/Water Capacity Charges					
Total Charges	\$153,983 Value	\$270,026 Value	\$312,023 Value	\$477,622 Value	\$292,972 Value
Mello Roos Special Tax During Sale/Lease-Up				\$6.88 /Resid. NSF	\$4.36 /Office NSF
<b>Construction Financing</b>					
Construction Timing	24 Months	36 Months	44 Months	55 Months	42 Months
Construction Interest Rate	5.5%	5.5%	5.5%	5.5%	5.5%
Loan Fee (Points) as a % of Loan Amount	1.25%	1.0%	1.0%	1.0%	1.0%
Other Soft Costs (as a % of Hard Costs)	18%	18%	25%	25%	18%
Target Return on Total Development Cost	23%	19%	29%	29%	19%
Developer Margin (as a % of Value/Net Proceeds)	19%	16%	22%	22%	16%

<b>TSF Outreach: Spring/Summer 2015</b>		
Updated: August 6, 2015		
<b>Internal Stakeholders</b>		
<b>Who</b>	<b>Format</b>	<b>When</b>
Ed Reiskin, John Rahaim, Tilly Chang, Gillian Gillett, Ken Rich, Gil Kelley, Tom Maguire	Briefing	complete
Steve Kawa, Nicole Wheaton	Briefing	complete
Sup. Wiener, Andres	Briefing	complete
Sup. Yee, Matthias	Briefing	complete
Sup. Avalos, Aide(s)	Briefing	complete
Sup. Kim, Sunny	Briefing	complete
Sup. Mar, Peter	Briefing	complete
Sup. Campos, Aide(s)	Briefing	complete
Sup. Farrell, Aide(s)	Briefing	complete
Sup. Breed, Connor	Briefing	complete
Sup. Tang, Aide(s)	Briefing	complete
Sup. Cohen, Andrea	Briefing	complete
Sup. Christensen, Aide(s)	Briefing	complete
Kate Howard, Ben Rosenfield	Briefing	complete
Tom Nolan, Gwyneth Borden	Briefing	complete
Naomi Kelly, Brian Strong	Briefing	complete
MOH (Olsen, Sophie)	Briefing	complete
<b>External Stakeholders</b>		
Muni equity group (CCHO, CCDC, HSN, TRU)	Meeting with discussion	complete
HAC	Presentation	complete
SPUR: Ratna and Kristy	Meeting with discussion	complete
RBA	Meeting with discussion	complete
Chamber of Commerce	Meeting with discussion	complete; follow-up meeting secheduled for 8/20
Regina Dick-Endrizzi	Meeting with discussion	complete
SFBC, Walk SF, League of Conservation Voters	Meeting with discussion	complete
Hospital Council	Meeting with discussion	complete
BART	Meeting with discussion	complete

Land use attorneys (Reuben & Junius lunchtime forum)	Meeting with discussion	complete	
Large developers (presentation at SFCTA)	Meeting with discussion	complete	
SFMTA Board Policy and Governance Committee	Presentation	complete	
Cindy Wu, Rodney Fong (Planning Commissioners)	Briefing	complete	
T. Radulovich	Briefing	complete	
N. Josefowitz, J. Kass	Briefing	complete	
<b><u>CACs and Committees</u></b>			
EN CAC	Informational Presentation	complete	
MO CAC	Informational Presentation	complete	
TA CAC	Presentation	complete	
MTA CAC	Presentation	complete	
Small Business Commission	Presentation	August 10, 2015	
Capital Planning Committee	Presentation	September 14, 2015	
SFCTA Board	Presentation	July 29, 2015	
M/O and EN CAC	Presentation	August 17th, 2015	
<b><u>Legislative Hearings</u></b>			
Legislation introduced		July 21, 2015	
Planning Commission - informational	Hearing	August 6, 2015	
MTAB	Hearing	September 1, 2015	
Planning Commission - fee adoption	Hearing	September 10, 2015	
Land Use	Hearing	September 21, 2015	
Full BOS - 1st read	Hearing	September 29, 2015	
Full BOS - 2nd read	Hearing	October 6, 2015	

August 26, 2015

Planning Commission  
Commission Chambers  
Room 400, City Hall  
1 Dr. Carlton B. Goodlett Place

RE: Support for the Transportation Sustainability Project

Dear Commissioners,

The Market Octavia Community Advisory Committee supports the adoption of the Transportation Sustainability Project, and its Transportation Sustainability Fee component.

The Market and Octavia Plan necessitates investments in transportation infrastructure to achieve its goals of encouraging travel by public transit and other sustainable transportation modes, and reducing traffic congestion.

Over the next 20 years, the Market and Octavia Plan anticipates roughly 6,000 new housing units, and transit service will need to be enhanced to meet this demand. Current transit service within the plan area is at or exceeding capacity.

Successful implementation of the Market and Octavia plan requires adequate investment in transportation improvements in coordination with new development. The proposed Transportation Sustainability Fee will provide revenue to help meet the need for transportation and complete streets improvements generated by new development in San Francisco. Additionally, the expenditure of funds generated by the proposed Transportation Sustainability Fee prioritizes specific projects identified in Area Plans.

The Market and Octavia Community Advisory Committee asks the Commission to support the Transportation Sustainability Project, its Transportation Sustainability Fee component and the policy of prioritizing projects in the areas of the city where new growth is occurring, such as the Market and Octavia Plan Area.

Sincerely,

Jason Henderson, Chair  
Krute Singa, Vice Chair



# SAN FRANCISCO PLANNING DEPARTMENT

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**DATE:** September 9, 2015

**TO:** Members, Planning Commission

**FROM:** Adam Varat, Senior Planner; and Lisa Chen, Planner;  
Citywide Division, San Francisco Planning Department

**RE:** Changes to Proposed Transportation Sustainability Fee  
Ordinance in September 8, 2015 Substitute Legislation  
[Board of Supervisors (BOS) file no. 150790]

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On July 21, 2015, Mayor Lee and co-sponsoring Supervisors Wiener, Breed, and Christensen introduced legislation at the Board of Supervisors that would establish a Citywide impact fee, the Transportation Sustainability Fee (TSF), which would replace the Transit Impact Development Fee (TIDF) and expand applicability to market-rate residential projects and some institutional uses. The TSF is one component of the Transportation Sustainability Program (TSP), an interagency effort by the Mayor's Office, the Planning Department, the San Francisco County Transportation Authority, and the San Francisco Municipal Transportation Agency aimed at improving and expanding the transportation system to accommodate new growth through three policy initiatives: 1) the TSF; 2) the Level of Service (LOS) reform effort in coordination with statewide changes to the California Environmental Quality Act (CEQA); and, 3) a Transportation Demand Management (TDM) program to encourage use of more environmentally-friendly modes of travel such as transit, walking, and biking. The Planning Commission heard an informational presentation on the TSP at the August 6<sup>th</sup>, 2015 hearing.

The proposed TSF will be heard by the Planning Commission on September 10, 2015 for Commission action. On September 8, 2015, Supervisors Wiener, Breed, and Christensen introduced substitute legislation to BOS Ordinance no. 150790, adding clarifying language intended to improve administration and application of the proposed TSF. These modifications are minor and non-substantive in nature, and include language on the timing of payment, the exemptions for small businesses and HOPE SF projects, grandfathering projects that have submitted a development application, and the middle-income housing eligibility threshold. This memo explains these modifications to proposed TSF Ordinance.

## Timing of payment

The substitute Ordinance added language to state explicitly that the fee must be paid by project sponsors at the time the City issues the first construction document (Planning Code Section 411A.3(c)). This does not represent a change to the proposal, and it only serves to make the TSF fee timing explicit and consistent with all other fees in Planning Code Article 4.



#### **Application of the middle-income housing fee exemption**

The Ordinance as introduced included language in Section 406 (Waiver, Reduction or Adjustment of Development Project Requirements) that would exempt middle-income residential projects (targeting households earning up to 150% of Area Median Income) from the TSF and a number of Area Plan fees under Article 4. The substitute ordinance modified this language to clarify that this exemption would only be available for the TSF, and not for any Area Plan fees.

#### **Application of the exemption for HOPE SF projects**

The substitute Ordinance added language in Section 406 that would explicitly exempt all uses within a HOPE SF Project Area from paying the TSF. In other words, all residential uses, whether affordable or market-rate, as well as non-residential and PDR uses would be exempt. The previous Ordinance as introduced exempted only market-rate and affordable housing units. The substitute Ordinance also clarifies that HOPE SF projects would still be required to pay all other applicable fees under Article 4, including Area Plan fees.

#### **Application of the small business exemption:**

The substitute Ordinance added language to Section 411A.3(b)6 to clarify that the small business exemption (defined as less than 5,000 gross square feet) would also apply to multiple qualifying spaces within a single building or project (for example, it would apply to multiple small businesses that co-locate in a single facility). In the Ordinance as introduced, the exemption would only apply to multiple small businesses if their spaces are cumulatively less than 5,000 gross square feet.

#### **Grandfathering provision:**

The substitute Ordinance provided clarification on grandfathering Production, Distribution, Repair (PDR) uses that have submitted a development application. The Ordinance as introduced only specified grandfathering processes for Residential and Non-Residential uses, and did not have language grandfathering PDR uses. Section 411A.3(e) of the substitute legislation states that PDR uses are grandfathered at the same rate as Non-Residential uses (i.e., they pay the current TIDF rate).

The substitute Ordinance also clarified that grandfathered projects that are subject to the TIDF will also be subject to all applicable TIDF rules and procedures.

September 14, 2015

TO: STATE, CITY AND LOCAL OFFICIALS

**NOTICE OF PACIFIC GAS AND ELECTRIC COMPANY'S REQUEST TO INCREASE RATES FOR THE 2017 GENERAL RATE CASE A.15-09-001**

REGISTRATION DIVISION  
SAN FRANCISCO  
SEP 17 2015 2:40

On September 1, 2015, Pacific Gas and Electric Company (PG&E) filed an application (15-09-001) with the California Public Utilities Commission (CPUC) requesting approval to increase rates to operate, maintain and upgrade PG&E's electric distribution, gas distribution and electric generation facilities. The requested rate increase would begin January 1, 2017. This application is known as PG&E's General Rate Case (GRC) and will be reviewed in a public process. After the public process, the CPUC will then make a decision on what is reasonable for customers to pay in rates. If approved, this request will increase PG&E's revenue requirement by \$457 million in 2017, \$489 million in 2018 and \$390 million in 2019 for gas and electric service. PG&E is requesting total increase of \$2,739 million for the 2017-2019 GRC.

**ABOUT THE FILING**

Every three years, PG&E is required to file a GRC with the CPUC. The annual revenue requirement is the total amount of money a utility collects through rates in a given year for specific purposes. The increase in revenue requested in this GRC will be used to make the following investments:

- Upgrading the system of power plants, poles, wires, pipes and equipment needed to deliver electricity and gas to our customers
- Increasing safety in the operation of gas and electric facilities
- Modernizing and strengthening our infrastructure to support clean technology and integrate resources such as rooftop solar, battery storage and other renewables
- Improving customer service support and providing customers with choice and control over their energy usage
- Continuing improvements of emergency preparedness and coordination with public safety organizations

The GRC does not include fuel-related costs addressed in the CPUC's Energy Resources Recovery Account proceedings (A.15-06-001), electric transmission-related costs addressed at the Federal Energy Regulatory Commission, or gas transmission and storage (A.13-12-012) costs which are filed in separate applications.

**ESTIMATED IMPACT ON ELECTRIC RATES**

For 2017, the forecasted electric revenue requirement increase is \$372 million. PG&E estimates that, initially, the requested increase in electric revenues would be distributed. A table presenting a more illustrative description of the impact of this application was included in a bill insert announcing this filing that was sent directly to customers in the September 2015 billing cycle.

If the CPUC approves PG&E's request for an electric rate increase, the electric bill for a typical residential customer using 500 kilowatt hours per month would increase by \$2.86 or 3.2 percent from \$89.30 to \$92.16. Individual customer bills may vary. Rates would become effective January 1, 2017.

How will PG&E's application affect non-bundled customers?

Direct Access (DA) and Community Choice Aggregation (CCA) customers only receive electric transmission and distribution service from PG&E. Since PG&E does not obtain energy for these customers, the net impact of PG&E's application on DA and CCA customers is \$13 million, or an average increase of 1.8 percent.

**ESTIMATED IMPACT ON GAS RATES**

For 2017, the forecasted gas distribution revenue increase is \$85 million. The actual distribution of the increase to each customer class depends on how the CPUC ultimately decides the GRC.

A table presenting a more illustrative description of the impact of this application was included in a bill insert announcing this filing that was sent directly to customers in the September 2015 billing cycle.

If the CPUC approves PG&E's request for a gas rate increase, the gas bill for a typical residential customer using 34 therms per month would increase by \$1.20 or 2.3% from \$51.33 to \$52.53. Individual customer bills may vary. Rates would become effective January 1, 2017.

While the GRC will determine the total amount of money PG&E can collect in rates for certain purposes, the design of the actual rates themselves and the price charged to customers will be determined in separate proceedings to be filed in the future with the CPUC. The actual distribution of the increase to each customer class depends on how the CPUC ultimately decides the GRC, as well as in the separate electric rate design proceeding expected to be filed with the CPUC in the first quarter of 2016.

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## HOW DO I FIND OUT MORE ABOUT PG&E'S PROPOSALS?

If you have questions about PG&E's application, please contact PG&E at **1-800-743-5000**. For TDD/TTY (speech-hearing impaired), call **1-800-652-4712**. Para más detalles llame al 1-800-660-6789 · 詳情請致電 1-800-893-9555.

If you would like a copy of PG&E's filing and exhibits, please write to PG&E at the address below:

Pacific Gas and Electric Company  
2017 General Rate Case  
P.O. Box 7442  
San Francisco, CA 94120

A copy of PG&E's filing and exhibits are also available for review at the CPUC, 505 Van Ness Avenue, San Francisco, CA 94102, Monday through Friday, 8 a.m. to noon. PG&E's application (without exhibits) is available on the CPUC's website at [www.cpuc.ca.gov/puc](http://www.cpuc.ca.gov/puc).

The GRC is publicly available to ensure transparency and opportunity for public involvement.

## CPUC PROCESS

This application will be assigned to an Administrative Law Judge (Judge) who will determine how to receive evidence and other related documents necessary for the CPUC to establish a record upon which to base its decision. Public Participation Hearings will be held at various locations to receive public comments on PG&E's application and more information about them will be provided in the future once they are scheduled. Further, evidentiary hearings will be held where parties will present their testimony and may be subject to cross-examination by other parties. These evidentiary hearings are open to the public, but only those who are formal parties in the case can participate.

After considering all proposals and evidence presented during the hearings, the assigned Judge will issue a proposed decision which may adopt PG&E's proposal, modify it or deny it. Any of the five CPUC Commissioners may sponsor an alternate decision. The proposed decision, and any alternate decisions, will be discussed and voted upon at a scheduled CPUC Voting Meeting.

As a party in the case, the Office of Ratepayer Advocates (ORA) will review this application. ORA is the independent consumer advocate within the CPUC with a legislative mandate to represent investor-owned utility customers to obtain the lowest possible rate for service consistent with reliable and safe service levels. ORA has a multi-disciplinary staff with expertise in economics, finance, accounting and engineering. For more information about ORA, please call 1-415-703-1584, email [ora@cpuc.ca.gov](mailto:ora@cpuc.ca.gov) or visit ORA's website at [www.ora.ca.gov](http://www.ora.ca.gov).

If you would like to follow this proceeding, or any other issue before the CPUC, you may use the CPUC's free subscription service. Sign up at: <http://subscribecpuc.cpuc.ca.gov/>. If you would like to learn how you can participate in the proceeding, or if you have informal comments about the application, or questions about the CPUC processes, you may access the CPUC's Public Advisor Office webpage at [www.cpuc.ca.gov/puc](http://www.cpuc.ca.gov/puc) and click on "Public Advisor" from the CPUC Information Menu. You may also contact the PAO as follows:

Email: [public.advisor@cpuc.ca.gov](mailto:public.advisor@cpuc.ca.gov)

Mail: Public Advisor's Office

505 Van Ness Avenue, Room 2103

San Francisco, CA 94102

Call: 1-866-849-8390 (toll-free) or 1-415-703-2074

TTY: 1-866-836-7825 (toll-free) or 1-415-703-5282

If you are writing or emailing the Public Advisor's Office, please include the proceeding number (2017 GRC, A.15-09-001).

All comments will be circulated to the Commissioners, the assigned Judge and appropriate CPUC staff, and will become part of the public record.

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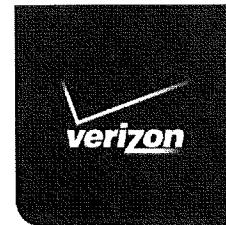
**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors  
**Subject:** FW: CPUC Notification - Verizon Wireless - 09/15/2015  
**Attachments:** CPUC Filing - Verizon - 09-15-2015.pdf

**From:** West Area CPUC [mailto:WestAreaCPUC@VerizonWireless.com]  
**Sent:** Wednesday, September 16, 2015 10:00 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 - 09/15/2015

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



September 15, 2015

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

RE: Notification Letter for Various Verizon Wireless Facilities  
San Francisco-Oakland, CA / GTE Mobilnet of California Limited Partnership / U-3002-C

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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 92692  
[WestAreaCPUC@VerizonWireless.com](mailto:WestAreaCPUC@VerizonWireless.com)



# CPUC Attachment A

VZW LEGAL ENTITY	JURISDICTION	PLANNING DIRECTOR	CITY ADMINISTRATOR	CLERK OF THE BOARD	COUNTY
GTE Mobilnet of California Limited Partnership	City of San Francisco 1 Dr. Carlton B. Goodlett Pl San Francisco, CA 94102	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
SF UM SC010	415 Stockton Street, San Francisco CA 94108	N/A - public right-of-way	37°47'22.96"N 122°24'25.62"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (25'-4" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 26'-11" RAD	27'-11" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0048	N/A
SF UM SC011	625 Powell Street San Francisco CA 94108	N/A - public right-of-way	37°47'26.20"N 122°24'32.37"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29' AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-9" RAD	31'-9" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0049	N/A
SF UM SC023	245 Market Street, San Francisco CA 94105	N/A - public right-of-way	37°47'34.54"N 122°23'47.25"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/3/2015	9/3/2015	15WR-0363	N/A
SF UM SC028	1123 Powell St., San Francisco CA 94108	N/A - public right-of-way	37°47'42.59"N 122°24'35.73"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-9" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-6" RAD	31'-6" AGL	N/A	Personal Wireless Service Facility Permit	9/14/2015	10/14/2015	15WR-0054	N/A
SF UM SC043	776 Bush Street, San Francisco CA 94109	N/A - public right-of-way	37°47'24.36"N 122°24'35.58"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-5" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-4" RAD	31'-4" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0055	N/A
SF UM SC061	758 Pacific Avenue, San Francisco CA 94133	N/A - public right-of-way	37°47'48.57"N 122°24'28.28"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29' AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-9" RAD	31'-9" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0070	N/A
SF UM SC065	1599 Sansome Street San Francisco CA 94111	N/A - public right-of-way	37°48'17.54"N 122°24'13.04"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/4/2015	9/4/2015	E-2015-0071 (Port)	N/A
SF UM SC067	1950 Kearny Street San Francisco CA 94133	N/A - public right-of-way	37°48'22.82"N 122°24'25.51"W	To replace existing 32'-4" AGL wood pole #110036715 with new 50' (43' AGL) class 1 wood pole #0032CL (same hole set), ExteNet to place one 14.6" diameter x 24" tall canister antenna and two 3.2" x 6.85" x 1.48"	1 panel antenna	New wood utility pole	Panel antenna @ 34'-2" RAD	43' AGL	N/A	Personal Wireless Service Facility Permit	9/4/2015	9/4/2015	E-2015-0071 (Port)	N/A
SF UM SC070	333 Jefferson, San Francisco CA 94109	N/A - public right-of-way	37°48'28.46"N 122°25'4.01"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (24'-7" AGL) SFMTA steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 26'-6" RAD	27'-6" AGL	N/A	Personal Wireless Service Facility Permit	9/4/2015	9/4/2015	E-2015-0071	N/A
SF UM SC079	320 Bay Street, San Francisco CA 94133	N/A - public right-of-way	37°48'20.88"N 122°24'47.05"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/14/2015	10/14/2015	15WR-0076	N/A
SF UM SC080	555 North Point Street San Francisco CA 94133	N/A - public right-of-way	37°48'22.45"N 122°24'57.72"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29'-4" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 31'-1" RAD	32'-1" AGL	N/A	Personal Wireless Service Facility Permit	9/14/2015	10/14/2015	15WR-0077	N/A
SF UM SC085	230 Francisco Street, San Francisco CA 94133	N/A - public right-of-way	37°48'19.08"N 122°24'32.64"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (27'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 29'-5" RAD	30'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0184	N/A
SF UM SC090	432 Chestnut Street San Francisco CA 94133	N/A - public right-of-way	37°48'14.98"N 122°24'37.99"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0082	N/A
SF UM SC094	2051 Stockton Street, San Francisco CA 94133	N/A - public right-of-way	37°48'17.04"N 122°24'36.39"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (27'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 29'-5" RAD	30'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0083	N/A

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
SF UM SC104	570 Union Street, San Francisco CA 94133	N/A - public right-of-way	37°48'2.07"N 122°24'31.08"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0087	N/A
SF UM SC105	455 Green Street, San Francisco CA 94133	N/A - public right-of-way	37°47'59.23"N 122°24'23.83"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (27' AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 28'-9" RAD	29'-9" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0088	N/A
SF UM SC111	572 Vallejo Street San Francisco CA 94133	N/A - public right-of-way	37°47'55.99"N 122°24'11.57"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (26'-6" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 28'-3" RAD	29'-3" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0090	N/A
SF UM SC112	1355 Sansome Street, San Francisco CA 94111	N/A - public right-of-way	37°48'10.75"N 122°24'11.57"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-10" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-7" RAD	31'-7" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0091	N/A
SF UM SC114	101 Lombard Street, San Francisco CA 94111	N/A - public right-of-way	37°48'13.77"N 122°24'16.20"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0092	N/A
SF UM SC120	737 Bay Street, San Francisco CA 94109	N/A - public right-of-way	37°48'17.50"N 122°25'8.93"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0093	N/A
SF UM SC122	929 Bay Street San Francisco CA 94109	N/A - public right-of-way	37°48'15.88"N 122°25'20.92"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0094	N/A
SF UM SC133	2335 Hyde Street, San Francisco CA 94109	N/A - public right-of-way	37°48'8.85"N 122°25'11.30"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0098	N/A
SF UM SC134	2445 Hyde Street, San Francisco CA 94109	N/A - public right-of-way	37°48'11.95"N 122°25'17.35"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-6" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 28'-5" RAD	29'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0099	N/A
SF UM SC160	2027 Larkin Street, San Francisco CA 94109	N/A - public right-of-way	37°47'48.00"N 122°25'13.00"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 28'-3" RAD	29'-3" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0105	N/A
SF UM SC162	1522 Mason Street San Francisco CA 94133	N/A - public right-of-way	37°47'51.18"N 122°24'42.92"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-7" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 28'-4" RAD	29'-4" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0106	N/A
SF UM SC164	1520 Taylor Street, San Francisco CA 94133	N/A - public right-of-way	37°47'47.54"N 122°24'48.26"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-7" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-4" RAD	31'-4" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0108	N/A
SF UM SC169	1022 Mason Street, San Francisco CA 94108	N/A - public right-of-way	37°47'35.61"N 122°24'39.79"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/11/2015	10/11/2015	15WR-0111	N/A
SF UM SC181	475 Sacramento Street, San Francisco CA 94111	N/A - public right-of-way	37°47'38.54"N 122°24'2.22"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29'-4" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 31'-1" RAD	32'-1" AGL	N/A	Personal Wireless Service Facility Permit	9/14/2015	10/14/2015	15WR-0038	N/A
SF UM SC187	387 Union Street, San Francisco CA 94133	N/A - public right-of-way	37°48'2.87"N 122°24'21.42"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-10" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0122	N/A
SF UM SC188	393 Green Street San Francisco CA 94133	N/A - public right-of-way	37°47'59.51"N 122°24'20.73"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (26'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 28'-5" RAD	29'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0123	N/A
SF UM SC194	2124 Hyde Street, San Francisco CA 94109	N/A - public right-of-way	37°48'2.27"N 122°25'9.59"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/3/2015	9/3/2015	15WR-0125	N/A

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
SF UM SC204	1941 Leavenworth Street, San Francisco CA 94133	N/A - public right-of-way	37°47'56.23"N 122°25'2.72"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-10" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-7" RAD	31'-7" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0128	N/A
SF UM SC211	1400 Jones St., San Francisco CA 94109	N/A - public right-of-way	37°47'39.21"N 122°24'52.63"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0132	N/A
SF UM SC230	1560 Pacific Avenue, San Francisco CA 94109	N/A - public right-of-way	37°47'42.57"N 122°25'15.72"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/14/2015	10/14/2015	15WR-0140	N/A
SF UM SC239	1234 Larkin Street, San Francisco CA 94109	N/A - public right-of-way	37°47'21.83"N 122°25'7.35"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-10" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-7" RAD	31'-7" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0143	N/A
SF UM SC240	1331 Pine Street, San Francisco CA 94109	N/A - public right-of-way	37°47'21.01"N 122°25'13.98"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/14/2015	10/14/2015	15WR-0144	N/A
SF UM SC272	950 Pine Street San Francisco CA 94108	N/A - public right-of-way	37°47'26.96"N 122°24'42.16"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29' AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-9" RAD	31'-9" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0193	N/A
SF UM SC276	1350 Bush Street, San Francisco CA 94109	N/A - public right-of-way	37°47'19.87"N 122°25'11.02"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (30'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 32'-1" RAD	33'-1" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0195	N/A
SF UM SC279	1111 Pine Street, San Francisco CA 94109	N/A - public right-of-way	37°47'25.17"N 122°24'52.25"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/10/2015	10/10/2015	15WR-0198	N/A
SF UM SC409	248 Drumm Street, San Francisco CA 94111	N/A - public right-of-way	37°47'46.61"N 122°23'48.32"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (28'-8" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing steel streetlight pole	Panel antenna @ 30'-5" RAD	31'-5" AGL	N/A	Personal Wireless Service Facility Permit	9/3/2015	9/3/2015	15WR-0416	N/A



September 16, 2015

SF Board of Supervisors  
1 Dr. Carlton Goodlett Place  
San Francisco, CA. 94102i

via Fax

BOS-11, COB, LZ1  
RECEIVED File 150646  
BOARD OF SUPERVISORS (page  
SAN FRANCISCO  
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RE: Supervisor's Kim Rent Ordinance Amendments Proposal

Dear Supervisors:

I am writing to you to urge you to vote no on the subject proposal. Although the proposal has been amended at the Land Use Committee it is still somewhat problematic. First of all, the proposal is a result of landlords purposefully behaving illegally; the proposal won't stop these landlords and will just make it more difficult for a good landlord to get rid of a tenant who is causing a problem not only for the landlord, but also for other tenants living in the same building. Another problem with the proposal is that it will void certain provisions of existing rental agreements. One of these provisions have to do with the number of occupants; the proposal would allow tenants to bring in non family roommates. This would also make it easier for these tenants to do Airbnb. I had a situation late last year where two brothers brought in a third person without my knowledge; after a few months they informed me that they were immediately moving out because they couldn't stand their new roommate. They left me a mess to deal with as I had to evict this unauthorized roommate for nonpayment of rent. Also, I think putting controls on certain vacancies might conflict with the state's Costa-Hawkins Act, especially where a tenant has been temporarily removed for a short period of time for capital improvement projects and later offered their old apartments back, but the tenant declines..

As you may know, at the Land Use Committee hearing many landlords shared their horror stories ; and in a number of instances after experiencing a bad tenant situation they kept their apartments off the rental market. Proponents have argued that the proposal is reasonable and good landlords have nothing to fear, but this is the same refrain we have heard with previous proposals. If that is the case, why is it so difficult and expensive to evict a tenant for just nonpayment of rent as expounded by many landlords at the Land Use hearings? If the proposal passes I think one of the unintended consequences will be more landlords keeping their units off the market. Please vote no on the proposal. Thank you.

Sincerely,

*Bill Quan*

Bill Quan  
2526 Van Ness Ave., #10  
San Francisco, CA. 94109

SFBoardOfSupReSupKim'sRentOrdinanceProposal-Sept2015

14

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**From:** miho kim lee <mihola@gmail.com>  
**Sent:** Wednesday, September 16, 2015 3:41 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Lim, Victor (BOS); Board of Supervisors, (BOS)  
**Subject:** Fwd: from CODEPINK Osaka

September 16, 2015

The Honorable London Breed, President, Board of Supervisors of the City and County of San Francisco,

'Mothers Congress, Toyonaka City' would like to convey to you the message in support of Resolution 150764.

Below is the text translated into English from the original in Japanese by Hisae Ogawa, of CODEPINK Osaka, and myself.

*Japan Mothers Congress campaign started in 1955 after Japan suffered from nuclear hazard for the 3rd time, in Hiroshima, Nagasaki and in the Bikini Atolls. Common cry was to protect children from nuclear war. The World Mothers Congress was held in Switzerland to respond to the cry from Japanese mothers.*

*Since then, Mothers Congress network has developed nationwide with liaison committees in almost all prefectures and cities in Japan.*

*In Toyonaka City, Osaka, the campaign has been carried out for the past 60 years by the citizens groups which include Teachers Union (800), Shin-Fujin Toyonaka (900), Min-Sho, democratic business association (3,000), Medical Co-op (3,000), Seiken-kai, association for life and health (700), Pensioners Union (230), Toyonaka City Office Workers Union (80).*

*On behalf of these membership-based organizations, and representing the good will of 8,710 citizens in Toyonaka City, we support **the resolution.***

**Sincerely,**

## **Toyonaka city Mothers Congress Liaison Committee**

Translated by Hisae Ogawa / CODEPINK Osaka

Miho Kim Lee, Japan Multicultural Relief Fund ([mihola@gmail.com](mailto:mihola@gmail.com))

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**From:** miho kim lee <mihola@gmail.com>  
**Sent:** Wednesday, September 16, 2015 3:31 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Lim, Victor (BOS); Board of Supervisors, (BOS)  
**Subject:** From CODEPINK Osaka and Shin-Fujin, Support Message for Resolution 150764 from Japan  
**Attachments:** 新婦人賛同.pdf

Honorable London Breed, President of Board of Supervisors:

I have been asked to submit to you, a message of support from Osaka Chapter of the New Japan Women's Association (Shin-Fujin).

The attached document includes the original message in Japanese, with an added English translation.

Shin Fujin has about 150,000 members nationwide, and 200,000 subscribers of its journal. Osaka Chapter's membership is 17,000 with 25,000 subscribers.

We thank you for taking the time to read our message of 17,000 Japanese women of our Chapter, in regards to the Resolution being deliberated by your Board, and your consideration of our messages.

Sincerely,

*Hisae Ogawa / CODEPINK Osaka*  
<http://codepink.jp>

via: Miho Kim Lee, designated translator

**新日本婦人の会**は、1962年の創立以来、平和と女性の地位向上などの活動にとりくむ、個人参加では日本最大の女性団体です。2003年には国連経済社会理事会の特別協議資格を持つNGOとして正式に認証されました。私たち**新日本婦人の会大阪府本部**は、同会の大阪セクションです。大阪市長である橋下氏の「慰安婦」暴言に対し、辞任を求める運動もすすめています。その立場からこの決議を支持します。

*新日本婦人の会 大阪府本部*

**New Japan Women's Association ( *Shin-Fujin* )** was founded in 1962. Since then, we have been carrying out the actions for peace and raising women's status nationwide. Now we have a head office in Tokyo and branch sections in all prefectures including Osaka, and in most of the cities and towns in Japan.

As individual membership wise, our association is one of the biggest women's groups in Japan.

In 2003, ***Shinfujin*** was granted Special Consultative Status by the United Nation's Economic and Social Council.

**Osaka Section** has been carrying out the campaign with many other women's groups and unions in Osaka calling for the resignation of city mayor, Toru Hashimoto who voiced arrogant statement on war time military " comfort women."

We support the resolution on behalf of women in Osaka protesting city mayor as well as our members in the movement..

*Shin-Fujn Osaka Section*

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 2:57 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Save Education! Hokusetsu Citizens Network -Letter of Support for Resolution 150764  
**Attachments:** Hokusetsu.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Save Education! Hokusetsu Citizens Network, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

## **Save Education! Hokusetsu Citizens Network**

Hokusetsu City, Northern Osaka, Japan

Attn: Tsunenobu Onji

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

### **Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Save Education! Hokusetsu Citizens Network, is a group of 20 citizens of the northern Osaka area. With heightened the sense of danger with Japan's ultra-nationalistic education in recent years, we are making efforts since 2009 to restore public education that respects peace and human rights. Representing our member citizens, we respectfully ask you to support this resolution

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Tsunenobu Onji  
Representative, Save Education! Hokusetsu Citizens Network



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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 2:25 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Northern Osaka/Toyonaka Network -Letter of Support for Resolution 150764  
**Attachments:** Toyonaka.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Northern Osaka/Toyonaka Network for Justice of Japanese Military "Comfort Women," the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Northern Osaka/Toyonaka Network for Justice of Japanese Military "Comfort Women"**

3-29-15-308 Midorigaoka, Toyonaka City

Osaka 560-0002 JAPAN

TEL&FAX: 06-6852-4877

E-mail: [ajisai@mx5.canvas.ne.jp](mailto:ajisai@mx5.canvas.ne.jp)

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We, Northern Osaka/Toyonaka Network for Justice of Japanese Military "Comfort Women," express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

Our goal is to urge the Japanese government to promptly make an apology and compensation to victims of Japanese military "comfort women". Since its establishment in April 2009 in Toyonaka City, Osaka, our organization has worked for adoption of statements at the Toyonaka City Council, launched signature campaigns, and organized various meetings and film-screenings. We also joined several national gatherings as well as gatherings at the Upper and the Lower Houses of Japan in cooperation with Kansai Network for Justice of the Japanese Military "Comfort Women" Issue.

Together with many citizens, we also have been protesting against Osaka Mayor Hashimoto for his abusive and insulting comments on the issue of Japanese military "comfort women" since 2012. Although we could push the Osaka City Council to adopt a statement in 2010 to urge the government to resolve the issue of "Comfort Women" promptly, Mayor Hashimoto reversed the decision of the Council and stated publicly that the "comfort women" issue is fictitious. Mayor Hashimoto even made the City Council to adopt a statement on restoring honors of the "unfairly disrespected" war dead. Since then, several local councils have followed Osaka to adopt similar "opinions," which negate the history of, and disgrace, "comfort women" victims. In light of such persistent objections and impediments to the efforts to bring true reconciliation, and growing momentum of historical denialism, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely

recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the “comfort women” system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the “comfort stations” as well as recruitment and trafficking of women against their will, and expressed “sincere apologies and remorse” for victims. However, there are some people who persistently deny the very existence of, and/or state’s responsibility for Japanese military “comfort women.” Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that “comfort women” were “necessary” in order to give soldiers a “chance to rest.” This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for “comfort women” symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Kayoko Nakagawa  
Representative, Northern Osaka/Toyonaka Network for Justice of Japanese Military "Comfort Women"

---

**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 2:20 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Northern Osaka/Suita Network for Justice of Japanese Military "Comfort Women" -Letter of Support for Resolution 150764  
**Attachments:** Suita.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Northern Osaka/Suita Network for Justice of Japanese Military "Comfort Women," the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--  
Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Northern Osaka/Suita Network for Justice of Japanese Military "Comfort Women"**

27-1-403 Asahigaoka-cho, Suita City

Osaka 564-0083 JAPAN

Tel: +81 06-6387-6511 / Fax: +81 06-6387-6511

E-mail: Sumi2468@msd.biglobe.ne.jp

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Northern Osaka/Suita Network for Justice of Japanese Military "Comfort Women," were established in Suita City of Osaka in October 2009 with an aim to urge the Government of Japan to extend an official government apology and compensation to the victims of Japanese military "comfort women." Working together with Kansai Network for Justice of the Japanese Military "Comfort Women," we have been a part of national scale organizing around this issue, and participated in the hearings in proceedings of related matters at the Parliament. We also organized local meetings among members of the civil society, and advocated for an adoption of a resolution at the Suita City Council to urge the government to act in conformity to the "Kono statement" on the "comfort women" issue, in full alignment with what the international society, including the US House of Representatives, has been urging Japan to do in an expeditious manner.

Against such calls, some right-wing assembly members submitted in 2014 a draft statement asserting that the US House of Representative's criticism was based on erroneous information, and thus called for an immediate, thorough review of the issue by the central government so that it may be poised to disseminate "truth" actively to the world. This proposal was met with little support. In February 2015, a group of right-wing citizens organized a highly inflammatory exhibition with distorted views of history, including denialist perspectives on Japanese military "comfort women." Understanding it as an unacceptable act of hate speech, we organized a meeting to protest against this exhibition together with members of elected office and citizens regardless of their party affiliation. We also approached the local government that rented the space for this exhibition to question their accountability to its constituents, rather than the central government. These activities led to

our own counter-exhibition this past July, to present the truth of the history, in particular, to learn about the Japanese military "comfort women" issue spanning regions from Japan and Korea as far as Indonesia.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Sumiko Nishimura  
Representative, Northern Osaka/Suita Network for Justice of Japanese Military "Comfort Women"

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 2:11 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Hokkaido Citizens Group -Letter of Support for Resolution 150764  
**Attachments:** Hokkaido.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Hokkaido Citizens Group for the Settlement of the Japanese Military "Comfort Women" Issue, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Hokkaido Citizens Group for the Settlement  
of the Japanese Military "Comfort Women" Issue**

1 North 9 East 7, Sapporo City

Hokkaido 060-0909, JAPAN

Tel: 81-11-711-1910 / Fax: 81-11-711-1910

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Hokkaido Citizens Group for the Settlement of the Japanese Military "Comfort Women" Issue, are an organization of citizens who seek to resolve the issue of "comfort women". Our organization was established in March 2011, and has been active in Sapporo City and the surrounding areas of Hokkaido to realize the official apology and compensation to the victims to be made by our own Japanese government. Japanese Military "Comfort Women" have been seeking an official and permanent acknowledgment of this historical truth and a long-term commitment to keeping their tragic stories alive as a way of restoring their dignity and promote genuine healing. Together with our friends and supporters in Hokkaido and around Japan, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted to the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of,



and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Shigan Kim and Kazue Shimizu  
Co-representatives, Hokkaido Citizen Group for the Settlement of the Japanese Military  
"Comfort Women" Issue

~~Subject: BreedStaff, (BOS)~~

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 2:09 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Osaka Peoples Network -Letter of Support for Resolution 150764  
**Attachments:** Osaka-Kai.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Osaka Peoples Network for the Early Settlement of the Japanese Military "Comfort Women" Issue, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Osaka Peoples Network for the Early Settlement  
of the Japanese Military "Comfort Women" Issue**  
1-6-11 Tamatsukuri, Chuo-ku, Osaka City, Osaka, JAPAN  
(c/o The Osaka Committee for the Solidarity of Asia, Africa, and Latin America)  
E-mail: osakaaala@nifty.com

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We, Osaka Peoples Network for the Early Settlement of the Japanese Military "Comfort Women" Issue, express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

Since our establishment in 2007, we have worked with allies for the adoption of a resolution by the Osaka City Council urging the central government to expeditiously settle the issue of Japanese military "comfort women." We have also organized various film-screenings, talks, study meetings, and Wednesday-rallies (in solidarity with grandmothers in Seoul, Korea), as well as petition campaigns to call for a full resolution on the issue. Our organization consists of groups and individuals in Osaka who seek realization of peace and human rights. Representing these groups and individuals, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto

is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Masako Kado

Director General, Osaka Peoples Network for the Early Settlement of the Japanese Military  
"Comfort Women" Issue

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 2:06 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Support Group for the Lawsuit of Korean Former "Comfort Woman" Resident of Japan -Letter of Support for Resolution 150764  
**Attachments:** SasaeruKai.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of the Support Group for the Lawsuit of Korean Former "Comfort Woman" Resident of Japan, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Support Group for the Lawsuit of Korean Former “Comfort Woman” Resident of Japan**

3-35-26-3F Izumi-cho, Kokubunji City,

Tokyo 185-0024, JAPAN

TEL&FAX: 03-6324-5737

URL: <http://www.geocities.co.jp/sasaelukai/>

E-mail: [sasaerukai@songshindo.org](mailto:sasaerukai@songshindo.org)

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for “Comfort Women”**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for “Comfort Women” which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

**Support Group for the Lawsuit of Korean Former “Comfort Woman” Resident of Japan** is an organization to support the lawsuits on behalf of Ms. Shindo Song, who revealed her experience as being a “comfort women” for the first time in Japan in 1993. While we support maintain a dignified livelihood of Ms. Song in her old age, we also advocate for the expeditious settlement of the “comfort women” issue around the country. Representing our 20 supporting organizations and 1,000 member citizens, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the “comfort women” system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the “comfort stations” as well as recruitment and trafficking of women against their will, and expressed “sincere apologies and remorse” for victims. However, there are some people who persistently deny the very existence of, and/or state’s responsibility for Japanese military “comfort women.” Osaka Mayor Hashimoto

is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest."

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December. However, he is now seeking to continue his political career on the stage of national politics by forming a new far-right political party. We as citizens should not tolerate his brazen attempt to take political leadership in Japan.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Terumi Kinomura  
Representative, Support Group for the Lawsuit of Korean Former "Comfort Woman" Resident  
of Japan

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:47 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Osaka-Kobe-Hanshin Liaison Office -Letter of Support for Resolution 150764  
**Attachments:** Hanshin.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Osaka-Kobe-Hanshin Liaison Office, "Walking with the (Comfort Women) Victims of the Japanese Military Sexual Slavery" (Hanshin Liaison Office), the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego



**Osaka-Kobe-Hanshin Liaison Office, "Walking with the (Comfort Women) Victims of the Japanese Military Sexual Slavery" (Hanshin Liaison Office)**

1-83-1 Gotenyama, Takarazuka City,  
Hyogo 665-0841, JAPAN  
(c/o Dairinji Temple)  
Tel: 81-797-86-7508 / Fax: 81-797-86-5012

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We, Osaka-Kobe-Hanshin Liaison Office, "Walking with the (Comfort Women) Victims of the Japanese Military Sexual Slavery" (Hanshin Liaison Office) express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

In 2007, we invited two victims of Japanese military "comfort women" from South Korea, Ms. Wonok Kim and Ms. Maktal Lee, to hear their testimony in Takarazuka, Japan. At the gathering, Ms. Kim appealed to us, "I am asking each of YOU to take action, to move the government of Japan." In response to her call, we started to urge Takarazuka City Council to adopt a resolution to request the central government to take sincere measures for the victims of Japanese military "comfort women" under the slogan of "We will recover the dignity of the Japanese military "comfort women" victims!" We had collected 1,800 petitions from citizens by the end of February 2008. In March of that year, the Takarazuka City Council adopted a resolution as Japan's first municipality to urge the central government for action to restore the dignity of "comfort women" victims. This was a huge victory of our campaign. Since then, we have been conducting a street rally every month calling upon our central government to settle the issue of "comfort women" with sincerity.

When we organized a town meeting with Mr. Takashi Uemura, a former news writer of Asahi Shinbun newspaper (one of Japan's largest print newspaper outlets) on the issue of recently intensifying ethnic hate speeches as well as the Japanese military "comfort women" issue, we faced violent harassment and assault intended to obstruct and shut down our event by one of the increasingly visible right-wing nationalist groups in Japan. Undeterred, we managed to carry out the meeting with the support of Takarazuka City, and we were rewarded with reaffirmation of the spirited commitment of supporters of our efforts who

packed the room beyond capacity on that day, because they shared an unwavering wish to see to the full settlement of the “comfort women” issue in a way that honors the victims of this horrific systematic enslavement.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the “comfort women” system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the “comfort stations” as well as recruitment and trafficking of women against their will, and expressed “sincere apologies and remorse” for victims. However, there are some people who persistently deny the very existence of, and/or state’s responsibility for Japanese military “comfort women.” Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that “comfort women” were “necessary” in order to give soldiers a “chance to rest.” Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for “comfort women” symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Tatuo Kinoshita  
Chairman, Osaka-Kobe-Hanshin Liaison Office, “Walking with the (Comfort Women) Victims of the Japanese Military Sexual Slavery” (Hanshin Liaison Office)

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:45 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Kitakyushu Association to Achieve Resolution for the "Comfort Women" -Letter of Support for Resolution 150764  
**Attachments:** Kitakyushu.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Kitakyushu Association to Achieve Resolution for the "Comfort Women" (KAA), the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Kitakyushu Association to Achieve Resolution for the "Comfort Women" (KAA)**

2-7-5 Tochiku, Yahatanishi-ku, Kitakyushu,  
Fukuoka JAPAN

Tel: 81-93-692-0327

E-mail: mtgc-kaoru@kej.biglobe.ne.jp

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We, **Kitakyushu Association to Achieve Resolution for the "Comfort Women" (KAA)**, express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

KAA is an association of citizens of Kitakyushu City working for the expeditious settlement of the issue of Japanese Military "comfort women" since 2010, mainly in Kitakyushu City. Representing 100 members, we write you to respectfully ask that you support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Chieko Noguchi  
Representative, Kitakyushu Association to Achieve Resolution for the "Comfort Women"  
(KAA)

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:43 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Japan Action for Resolution of the Japanese Military "Comfort Women" Issue -Letter of Support for Resolution 150764  
**Attachments:** ZenkokuKoudou.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Japan Action for Resolution of the Japanese Military "Comfort Women" Issue, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Japan Action for Resolution of the Japanese Military “Comfort Women” Issue**

2-3-18-2F Nishi-Waseda, Shinjuku-ku,  
Tokyo 169-0051 JAPAN  
(c/o Women’s Active Museum on War and Peace)  
Tel: 81-3-3202-4633 / Fax: 81-3-3202-4634  
URL: <http://restoringhonor1000.info/main/index.html>  
E-mail: [ianfu-kaiketsu@freeml.com](mailto:ianfu-kaiketsu@freeml.com)

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for “Comfort Women”**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for “Comfort Women” which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

Japan Action for Resolution of the Japanese Military “Comfort Women” Issue is a network of organizations and individuals involved in actions for the settlement of “comfort women” issue throughout Japan. Established in February 2010, we have set up nine offices across Japan and have been leading coordinated activities throughout its nationwide network. We are determined to work actively to achieve the government’s full apology and compensation for the victims who have been struggling to recover their dignity and deep wounds. Together with our members and supporters around Japan, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the “comfort women” system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the “comfort stations” as well as recruitment and trafficking of women against their will, and expressed “sincere apologies and remorse”

for victims. However, there are some people who persistently deny the very existence of Japanese Military "comfort women", including several public figures like Osaka Mayor Hashimoto. On May 13 of 2013, Mayor Hashimoto publicly stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him.

After his defeat in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Chingja Yang and Mina Watanabe  
Co-representatives, Japan Action for Resolution of the Japanese Military "Comfort Women"  
Issue



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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:41 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** The Kagawa Network for Children and Textbooks -Letter of Support for Resolution 150764  
**Attachments:** Kagawa.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of the Kagawa Network for Children and Textbooks, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

## The Kagawa Network for Children and Textbooks

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

### **Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We, the Kagawa Network for Children and Textbooks, express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

The Kagawa Network for Children and Textbooks is an organization with 10 members who have been working to increase public awareness of the controversial issue of revisionist history becoming increasingly incorporated in our children's textbooks since 2011. We respectfully ask you to support this resolution.

Numerous testimonies of victims and historical research support the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is undeniable. It is widely recognized in the international community, which has issued multiple resolutions and recommendations to urge the Japanese government to extend an official apology and compensation to the victims. Despite such calls, not only is the government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history in both home and abroad, including San Francisco.

In 1993, the then-Chief Cabinet Secretary Yohei Kono delivered an official statement on behalf of the Government of Japan that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. Nevertheless, some people in Japan still deny the very existence of, and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto is one of them. On May 13 of 2013, Osaka Mayor Hashimoto has publicly commented that "comfort women" were "necessary" in order to give soldiers a "chance to rest."

After his defeat in the referendum on restructuring the Osaka metropolitan area in this May, Mayor Hashimoto announced that he would retire from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Masako Matsui<sup>3</sup>  
Representative, The Kagawa Network for Children and Textbooks

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:40 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Hiroshima Citizens Network for Reconsideration of Textbooks -Letter of Support for Resolution 150764  
**Attachments:** TextbookHiroshima.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Hiroshima Citizens Network for Reconsideration of Textbooks, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

## Hiroshima Citizens Network for Reconsideration of Textbooks

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

### **Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Hiroshima Citizens Network for Reconsideration of Textbooks, is an organization that researches, monitors and analyzes whether our public school textbooks are written, approved, and adopted with democratic purposes and intent and undergoes lawful processes of review and adoption. In that process, we engage administration of the school districts and education officials to strengthen the capacities of our future generations to promote peaceful and friendly relationships with other countries. As of today, we have about 120 members. We respectfully extend our request to you to support this resolution in unanimity.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of Japanese military "comfort women." Osaka Mayor Hashimoto is one of them. On May 13 of 2013, Osaka Mayor Hashimoto has publicly commented that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a wide criticism at home and abroad.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Akira Ishihara  
Co-representative, Hiroshima Citizens Network for Reconsideration of Textbooks

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:38 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Solidarity Network with Migrants Japan (SMJ) -Letter of Support for Resolution 150764  
**Attachments:** ljuren.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Solidarity Network with Migrants Japan (SMJ), the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

## **Solidarity Network with Migrants Japan**

1-12-6-3F Ueno, Taitou-ku,  
Tokyo, JAPAN

Tel: 81-3-3837-2316 / Fax: 81-3-3837-2317

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

### **Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We, Solidarity Network with Migrants Japan (SMJ), express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

SMJ is a nationwide network that connects organizations and individuals working on issues concerning migrants' rights in Japan, their supporters including professionals, labor unions, and Christian associations. Our goals are to protect the rights of migrants living and working in Japan, to help them achieve self-sufficiency, and to create a multi-ethnic and multi-cultural society in Japan. We were established in 1997, and have 86 member organizations today throughout Japan. On behalf of our entire membership organizations, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community today. There are multiple declarations, resolutions and recommendations that urge Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities within Japan and around the world, including San Francisco, to disseminate the distort historical view favorable for Japanese right wings.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. Nonetheless, there are some people including public figures who openly and persistently deny the very existence of, and/or the state's responsibility for Japanese military



“comfort women.” Osaka Mayor Hashimoto is one among these people. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that “comfort women” were “necessary” in order to give war-crazed soldiers a “chance to rest.”

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for “comfort women” symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Ippei Torii  
President, Solidarity Network with Migrants Japan

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:37 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Ehime Group Supporting the Textbook Lawsuit -Letter of Support for Resolution 150764  
**Attachments:** Ehime.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of the Ehime Group Supporting the Textbook Lawsuit, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**The Ehime Group Supporting the Textbook Lawsuit**  
Representative: OKUMURA Etsuo, gf742bpjye82j6v7vzw2@mopera.net  
Matsuyama City, Ehime, Japan

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

In 2001, the government of Japan (the Ministry of Education, Science, Sports and Culture) approved a textbook produced by a right-wing organization, "Japanese Society for History Textbook Reform" for adoption in junior-high school level history classes in Japan's schools. This textbook was written from a historical view that distorted the facts of history and insisted, for instance, the Asia-Pacific War, which was undoubtedly a war for colonial expansion, was actually a war to protect and expand Japan's empire and to 'liberate Asia' from the menace of the West. Approval of their textbook became possible as a result of illegal interventions of right-wing organizations and ultranationalist politicians including current Prime Minister Abe.

In Ehime Prefecture, the School Districts received an illegal interference from the then-Governor of Ehime Prefecture, who was a former bureaucrat of the Ministry of Education, and that is how the historical revisionist textbooks were adopted for use throughout Ehime's junior high-level history classes.

In response to such illegal political interventions to use historical denials textbooks for education, we started our protest demanding to overturn this outcome. One strategy we took was to file a lawsuit to seek nullification of the decision to adopt this textbook that glorifies Japan's war. Our organization, The Ehime Group Supporting the Textbook Lawsuit was founded for this purpose. Our organization does not have a membership system, but works with the plaintiffs and their supporters that totals about 1,400. We operate with donations from supporters and we publish newsletters nationally on the status of the lawsuit and related issues.

The plaintiffs are those who live in South Korea, China, Taiwan, Hong Kong, and the US, including victim women of the Japanese military "comfort women" system.

One of these victims is asking for ***education based on historical truth and education facilities for this purpose. As we sincerely believe that the establishment of a memorial for "comfort women" will also contribute to the education of future generations, we respectfully ask you to support this resolution.***

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or state's responsibility for Japanese military "comfort women." Osaka Mayor Hashimoto is one among them. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Kazuie Nishihara, Etsuo Okumura, and Keiko Kinoshita  
Co-representatives, Ehime Group Supporting the Textbook Lawsuit

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:35 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Hiroshima Network -Letter of Support for Resolution 150764  
**Attachments:** Hiroshima Network.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Hiroshima Network for the Settlement of the Japanese Military "Comfort Women" Issue, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

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Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Hiroshima Network for the Settlement of the Japanese Military "Comfort Women" Issue**

6-36 Hukuromachi, Naka-ku, Hiroshima, JAPAN  
(c/o Gojinsha Wendy Hito-Machi Plaza, Free Space Box132)  
Tel: 81-90-3632-1410 (Representative Doi)

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Hiroshima Network for the Settlement of the Japanese Military "Comfort Women" Issue, work to settle the issue of "comfort women," responding to the voices raised by victims of sexual violence committed by the Imperial Japanese Army. We organize a street rally on the first Wednesday of every month calling on the Japanese government to extend a sincere apology and compensation to the victims of their heinous crimes. Our organization was established in 2012 and has 300 members. On behalf of these 300 members, we respectfully ask you to support this resolution.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or responsibilities for Japanese military "comfort women." Osaka Mayor Hashimoto is one of these people. On May 13 of 2013, Mayor Hashimoto has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant outcry; Mayor Hashimoto announced on May 17, 2015 that he would retire from politics when his term ends this December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the

establishment of a memorial for “comfort women” symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Syuichi Adachi, Tosiya Tanaka, and Keiko Doi  
Co-representatives, Hiroshima Network for the Settlement of the Japanese Military “Comfort Women”  
Issue

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:30 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Women's Active Museum on War and Peace (WAM) -Letter of Support for Resolution 150764  
**Attachments:** WAM.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Women's Active Museum on War and Peace (WAM), the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

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Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego





September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Women's Active Museum on War and Peace (WAM), is a museum engaged with activities to teach calamities of sexual violence under armed conflicts, especially the negative history of sex slavery system of the Imperial Japanese Army. Our goal is to create the peaceful world free of violence, and more than 3,000 members and donors have supported us since its establishment in 2005.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or responsibilities for Japanese military "comfort women." Mayor Hashimoto of Osaka City is one of them.

On May 13 of 2013, Mayor Hashimoto publicly commented that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment was widely criticized both domestically and abroad. The United Nations released a report that urges the Japanese government to "refute attempts to deny the facts by government authorities and public

# wam

アクティブ・ミュージアム

女たちの戦争と平和資料館

women's active museum  
on war and peace

figures, and to re-traumatize the victims through such repeated denials.”<sup>1</sup> What is more, we were encouraged by the fact that the San Francisco Board of Supervisors adopted a resolution in June 2013 condemning Mayor Hashimoto who was planning to visit San Francisco.

We believe that the establishment of a memorial for “comfort women” symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again.

Thus, we respectfully ask for your unequivocal support for the resolution.

Sincerely,

Eriko Ikeda

Director, Women's Active Museum on War and Peace (WAM)

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<sup>1</sup> Excerpted from the concluding observation of the Committee against Torture (CAT/C/JPN/CO/2) adopted on May 31, published on June 28, 2013.

**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:23 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Opening for Peace, Equality and Nexus (OPEN) -Letter of Support for Resolution 150764  
**Attachments:** OPEN.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Opening for Peace, Equality and Nexus (OPEN), the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

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Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

## **Opening for Peace, Equality and Nexus (OPEN)**

E-mail: Fwhy2927@mb.infoweb.ne.jp

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

### **Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We, Opening for Peace, Equality and Nexus (OPEN), express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

Under a slogan "Create a society free of war and poverty," OPEN organizes various study meetings and talks related to human rights of women and labor issues. We also collaborate internationally with women's and labor organizations of South Korea.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community. The United Nations has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Despite such efforts to face with the past for the future, not only is the Government of Japan dodging its responsibility for the "comfort women" system during the war, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the then-Chief Cabinet Secretary Yohei Kono issued an official statement on behalf of the government of Japan in which he admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and forced trafficking of women, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of, and/or responsibilities for Japanese military "comfort women." Osaka Mayor Hashimoto is one of these people.

On May 13 of 2013, Mayor Hashimoto has publicly commented that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him. Responding to his abhorrent rant, we have continuously demanded his resign as mayor together with other women's and civil organizations for more than two years.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December. However, it seems he is still plotting to enter national politics.

On the other hand, the Abe administration delivered the "Statement on the 70<sup>th</sup> Anniversary of the End of World War II" on August 14 this year. However, the statement did not contain any expression of

apology for Japan's numerous war crimes committed during the war. There was not a single mention about the Japanese military "comfort women," and we are concerned it shows Mr. Abe's intention to *wipe out* the history of "comfort women". We strongly criticize such belligerent attitudes of Prime Minister Abe and Mayor Hashimoto.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "Comfort Women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Yoshiko Yamamoto  
Representative, Opening for Peace, Equality and Nexus (OPEN)

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:20 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Korea NGO Center -Letter of Support for Resolution 150764  
**Attachments:** Korea NGO.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Korea NGO Center, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

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Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

## **Korea NGO Center**

3-1-21-3 Momodani, Ikuno-ku, Osaka-City,  
Osaka, 544-0034 JAPAN

Tel: 81-6-6711-7601 / Fax: 81-6-6711-7606

E-mail: center@korea-ngo.org / URL: <http://korea-ngo.org>

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

### **Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women"**

Dear President Breed,

We, Korea NGO Center, express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

Korea NGO Center is an NGO established by [*Zainichi*] Korean residents in Japan as well as Japanese citizens, with aims to protect human rights of minorities, to develop communication and cooperation between Japan and Korea, and to promote a peaceful development of East Asia. Since our establishment in 2004, we have been based in both Tokyo and Osaka, and actively advocating for full settlement by Japan for its invasion and colonial occupation in Asia. On behalf of the Korean residents in Japan and Japanese citizens in support of the Korea NGO Center, we respectfully ask you to support this Resolution.

There are today many testimonies of victims and historical research that suggest the sexual slavery system and forced trafficking of women were the undeniable facts of the history committed by the Imperial Japanese Army. The United Nations and the international community have issued multiple resolutions and recommendations that urge the government of Japan to extend an official apology and compensation to the victims. Despite such calls, not only is the government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, an official statement of the Japanese government, issued in the name of the then-Chief Cabinet Secretary Yohei Kono, admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims of sexual slavery. However, there still are some people who persistently deny the very existence of, and/or responsibilities for Japanese military "comfort women" including several public figures like Osaka Mayor Hashimoto. On May 13 of 2013, Mayor Hashimoto has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest."

Defeated in the referendum on restructuring Osaka metropolitan area, Mayor Hashimoto announced on May 17 2015 that he would retire from politics when his term ends in this December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully ask for your unequivocal support for the resolution.

Sincerely,

Bum-bu Im and Chin-woong Kwak  
Directors of the Board, Korea NGO Center



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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:18 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Japanese Committee for the Filipino "Comfort Women" -Letter of Support for Resolution 150764  
**Attachments:** JCFCW.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Japanese Committee for the Filipino "Comfort Women" (JCFCW), the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Japanese Committee for the Filipino "Comfort Women"**

4-49-4 Ikebukuro-Honmachi, Toyoshima-ku,

Tokyo 170-0011, JAPAN

Tel: 03-3971-8959 / Fax: 03-3988-0808

E-mail: [ilaslolas@gmail.com](mailto:ilaslolas@gmail.com)

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We, Japanese Committee for the Filipino "Comfort Women" (JCFCW), express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

JCFCW was established in March 1993 with the aim of helping recover the wounds of women of the Philippines who suffered from sexual violence by the hands of the Imperial Japanese Army, towards establishing human rights of women so that the similar atrocity will not happen again in anywhere in the world.

Testimonies of victims and historical research prove the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army. It is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Nevertheless, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the then-Chief Cabinet Secretary Yohei Kono, representing the Japanese government, delivered an official statement that recognized the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as forced recruitment and trafficking of women from its colonies, and expressed "sincere apologies and remorse" for victims. However, there are some people who still deny the very existence of Japanese military "comfort women."

Here we sincerely wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic past to the future generation. We believe that the establishment of a memorial for "comfort women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again.

Together with kindred spirits committed to full restoration of victims' dignities and empowerment of women's human rights around the world, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Atsuko Shibazaki

Representative, Japanese Committee for the Filipino "Comfort Women" (JCFCW)

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**From:** nh12277@gmail.com on behalf of KyungHee Ha <khha@ucsd.edu>  
**Sent:** Wednesday, September 16, 2015 1:13 AM  
**To:** BreedStaff, (BOS)  
**Cc:** Board of Supervisors, (BOS); Lim, Victor (BOS)  
**Subject:** Japan All Solidarity Network -Letter of Support for Resolution 150764  
**Attachments:** Japan All Solidarity Network.pdf

DEAR SIR/MADAM:

As the designated translator, I am pleased to submit, on behalf of Japan All Solidarity Network for the Settlement of the "Comfort Women" Issue, the letter of support for Resolution 150764 translated into English from its original in Japanese.

Should you have any questions, or would like to review their original text in Japanese, please do not hesitate to contact me at any time.

Thank you.

Sincerely,

Kyung Hee Ha

--

Kyung Hee Ha/河庚希/하경희  
Department of Ethnic Studies  
University of California, San Diego

**Japan All Solidarity Network for the Settlement of the "Comfort Women" Issue**

3-13-1-B, Takadanobaba, Shinjuku-ku, Tokyo (c/o Peace Boat)  
Tel: 81-3-3363-7561 / Fax: 81-3-3363-7562

September 15, 2015

President London Breed  
The Board of Supervisors  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear President Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

We, Japan All Solidarity Network for the Settlement of the "Comfort Women" Issue, are a nationwide network of academics, lawyers, politicians, and citizens established in 2007 in order to cooperate for an expeditious settlement of the issue of "Comfort Women" committed by the Imperial Japanese Army. The members of the Network are more than 40 organizations and 300 individuals. Our Secretariat positions are filled by an attorney and an activist who together led the legal battle in the courts on behalf of comfort women and continue to do so today, in partnership with social activists, academics and researchers.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the "comfort women" system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the "comfort stations" as well as recruitment and trafficking of women against their will, and expressed "sincere apologies and remorse" for victims. However, there are some people who persistently deny the very existence of Japanese military "comfort women."

On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that "comfort women" were "necessary" in order to give soldiers a "chance to rest." This comment provoked a significant decline in public support for him. Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community

and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for "Comfort Women" symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Noriko Ohmori, Shinsaku Nohira, and Tamon Mochihashi  
Co-representatives, Japan All Solidarity Network for the Settlement of the "Comfort Women" Issue

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** FW: CAA strongly urges to establish a memorial to honor victims of wartime sexual slavery (Resolution #150764)  
**Attachments:** 092015\_CAA to SFBOS Prez London Breed.pdf

**From:** Betty Yuan [mailto:betty@bettyyuan.com]  
**Sent:** Sunday, September 20, 2015 10:32 PM  
**To:** Breed, London (BOS) <london.breed@sfgov.org>  
**Cc:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>  
**Subject:** CAA strongly urges to establish a memorial to honor victims of wartime sexual slavery (Resolution #150764)

Dear President Breed:

This is a collective recommendation of the local multi-ethnic community leaders and the affiliates of the Chinese American Alliance to the San Francisco Board of Supervisors regarding the Board resolution to establish a memorial to honor victims of wartime sexual slavery in the Pacific and Asian region by the Japanese Imperial Military.

Please see the attachment for our recommendation and the supporting individuals or organizations.

Please call me at 415-309-1769 or email me at [bettyyuan2000@gmail.com](mailto:bettyyuan2000@gmail.com) if you have any questions. Thank you.

Respectfully yours,

Betty Yuan  
Founder/ Executive Director  
Chinese American Alliance

**The Honorable London Breed**  
President of SF Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, Ca. 94102-4689

**Cc: Members of the SF Board of Supervisors**

September 20, 2015

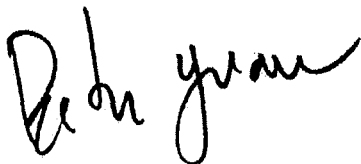
Dear President Breed,

On behalf the city community leaders and the organizations listed on the attached pages –community and professional organizations in the Chinese American community, I am writing to strongly urge you to **support Resolution #150764** to erect a memorial to honor the victims of the “**Comfort Women**” sexual slavery system by the Japanese Imperial military throughout the Pacific and Asia during WWII.

The “Comfort Women” system was uniquely a heinous war crime, an unprecedented crime against humanity and against women, in particular. And, it was the only massive sexual slavery instituted, regulated and operated by a sovereign government in modern history. The huge scale of enslavement of at least 200, 000 women and teenage girls, and the extraneously lengthy period of time that the victims were subject to brutal gang rapes were unparalleled in any region at any time in recent centuries.

As an international and the most progressive city in the world, San Francisco must send a strong and clear message to condemn the disgraceful war crimes as well as honor and remember the victims. Thanks for your leadership in advance for your support of this resolution that represents the spirit and values of the City and its people.

Respectfully yours,



Betty Yuan  
Founder and Executive Director  
Chinese American Alliance



## "Comfort Women" Supporters and Supporting Organizations

- 1 Jeff Adachi, Public Defender
- 2 Rita Semel, Founder, Interfaith Council
- 3 Cecil Williams Founder and board Member of Glide Memorial Church
- 4 Janice Mirakitani - Founder and board member, Glide Memorial Church
- 5 Rabbi Douglas Khan - Jewish Council
- 6 Nancy Kirchner-Rodriquez, Member, San Francisco Commission on the status of Women
- 7 Julie Soo - Former President, San Francisco Commission on the Status of Women
- 8 Rev Amos Brown, President, SF Chapter of NAACP and Pastor, third Baptist Church

#	Organization Name
1	Chinese American Association of Commerce
2	Committee Promote the Reunification of China SF Bay Area Chapter
3	Rape of Nanjing Redress Coalition
4	Alliance For Preserving the Truth of Sino-Japanese War
5	Global Alliance for Preserving the History of WWII in Asia
6	北加州中國和平統一促進會。
7	北加州華人文化體育協會。
8	Yeong Wo Benevolent Association
9	Suey Sing Association
10	Ying On Association
11	Jung Ying Association
12	屋崙萃勝工商會
13	英端工商會屋崙
14	Eng Family Association
15	Chinese Athletic Association
16	Korean American Chamber Of CommerceUSA
17	Korean American Community Center of San Francisco and Bay Area
18	Korean American Senior Services
19	China Palace Stockton
20	Chinese Culture Society of Stockton
21	Wong's Association
22	Suey-Foong Stockton
23	Soo Yuen Association Stockton
24	Yee Fung Toy Association

## "Comfort Women" Supporters and Supporting Organizations

25	Chinese Youth Club of Stockton
26	Kobe Steak House LLC
27	Asian Pacific American Community Center
28	Hai Nam Association of North California USA
29	舊金山上海會
30	加州河南同鄉會
31	硅谷合唱團
32	北加州東北同鄉會
33	Tung Hwa Association
34	番禺昌后堂
35	Mar's Family Association
36	American Asian Elderly Humanitarian Society
37	Chinese Medicine Society of America
38	中山紀念中學旅美校友會
39	Chung Chung Alumni Association
40	Tung Sen Benevolent Association
41	Moy's Family Association
42	Duck Sen Benevolent Association
43	東灣臺山同鄉會
44	Tun Shen Association
45	Fujian Business and Labor Association of America
46	臺灣同胞聯誼會
47	舊金山美中交流學會
48	美國加州東南亞華人聯合會
49	Tai Shan Alliance of San Francisco
50	屋崙李氏公所
51	廣東僑聯會
52	中山渡頭僑義所
53	Chung Shan Family Association
54	華人聯誼會音樂社
55	廣西欽廉同鄉會
56	美國大上海聯盟
57	Chinese Mutual Aid International Network
58	Bamen Friendship Association of SF

## "Comfort Women" Supporters and Supporting Organizations

59	Northern California Chinese American Athlete Federation
60	北加州東北同鄉會。
61	和諧之聲藝術團。
62	美國華裔關心下一代協會。
63	亞美藝文促進會。
64	北加州河北同鄉會。
65	Burn 馬拉松協會。
66	小紅花畫院。
67	社區共進會(UBC)。
68	海外抗日戰爭史料研究會。
69	北加州湖南聯誼會。
70	翰林文教基金會。
71	海外興中會。
72	北加州保釣聯盟。
73	中國大西北海外同鄉會。
74	泡沫咖啡文藝群。
75	海外新疆人協會。
76	美國加州河南促進會。
77	ivilRights微信公眾平台。
78	世界華人保釣聯盟美國分會。
79	海外湖北聯誼會。
80	北加州浙江同鄉會。
81	美國美中文化交流組織。
82	立方多媒體文化藝術促進會。
83	北京大學北加州校友會(PKUAANC)。
84	矽谷清華聯網(SVTN)。
85	中國留學人員創業協會(中創協會)。
86	北美福建同鄉會。
87	金山八閩同鄉聯誼會。
88	國際功夫聯合會。
89	少林真功夫學院。
90	留學英才網。
91	海外華人互助會(CMAIN)。
92	馬雲繪畫藝術中心。

## "Comfort Women" Supporters and Supporting Organizations

93	飛揚藝術中心。		
94	黨偉光聲樂藝術中心。		
95	社區武術資源中心。		
96	舊金山涵芬樓外樓。		
97	金山之路讀者慈善團隊。		
98	硅谷中國工程師協會。		
99	中聯 (United Chinese Association) 。		
100	美中發展促進會。		
101	齊魯會館。		
102	硅谷女性。		
103	Bay Area 硅谷山東人。		
104	女蘿兒童話劇表演藝術空間。		
105	美國硅谷南京商會。		
106	嘻哈婉約群(The Diva Club) 。		
107	雲南同鄉聯盟。		
108	美國台灣同學會 ( US Taiwan Student Union ) 。		
109	美國北加州深圳聯誼會。		
110	灣區金燕子女子重唱組合。		
111	美國華人網站。		
112	北加州平權議政。		
113	中華傳統武術與文化促進會。		
114	西南交通大學北加州校友會。		
115	北美藝灣美術家協會。		
116	西安交通大學北加州校友會。		
117	傳奇功夫院(Legend Kung Fu Academy) 。		
118	67.北少林功夫院(North Shao Lin Kung Fu) 。		
119	樹蘭武術學校(Sulan KungFu School) 。		
120	少林功夫禪學院(Shaolin Kungfu Zen) 。		
121	少林功夫養生中心(Shaolin Kung Fu Wellness Center)。		
122	聖荷西文化中心(San Jose Chinese Culture Center) 。		
123	硅谷功夫院(Silicon Valley Kung Fu Academy) 。		
124	少林國際功夫院(Shaolin Kung Fu INTERNATIONAL) 。		
125	太極功夫學校(Tai Chi Kung Fu Martial) 。		
126	美國太極協會(USA Tai Chi Culture Association) 。		

## "Comfort Women" Supporters and Supporting Organizations

127	伯克利中國學生學者聯誼會。		
128	龍的傳人文藝社。		
129	美國當代中國畫研究會。		
130	Fei Sifu Kungfu Academy 飛師傅功夫學院。		
131	加州華人美女會		
132	北加州萬年青合唱團。		
133	北加州溫州同鄉會。		
134	加州國際書畫院。		
135	美國書法家協會。		
136	加州首府紀念抗戰勝利及二戰結束七十週年籌備委員會。		
137	加州華裔工程師協會。		
138	沙加緬度華人工商協進會。		
139	龍吟合唱團。		
140	國防部示範樂隊北美退伍軍人協會。		
141	中國海專北美同學會。		
142	北加州上海聯誼會。		
143	旋歌合唱團。		
144	海外台商企業家協會。		
145	巴蜀同鄉同學會。		
146	Koren Association of Marin		

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** FW: 150764 Comfort Women

**From:** Hopes Dreams [mailto:hopesanddreamscomm@gmail.com]  
**Sent:** Sunday, September 20, 2015 10:22 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** 150764 Comfort Women

Dear Supervisors,

Please vote 'NO' on resolution 150764: urging the City and County of San Francisco to establish a memorial for "Comfort Women".

The House Resolution No. 121 relies on the "Kono Statement" in 1993 (the Statement of the Chief Cabinet Secretary of Japan in 1993) which has been understood to acknowledge the forcible prostitution by the Japanese Imperial Army. But a special team designated by the Japanese government to verify the process of the "Kono Statement" has recently publicized the result that several important factorial elements including forcibility by the Army have been twisted due to political requests from the Korean government at that time. Mr. Kono, himself, has expressed that the result of the investigation is 100% right. So, the validity of the Kono Statement has collapsed. Consequently the ground of the Resolution has collapsed also.

About 40 local assemblies of Japan adopted resolutions of support on the Kono Statement in the past. But now that its validity has collapsed, they have lost the ground of the resolution and face serious problems and critics. Because these local assemblies intervened the international political and diplomatic issue as well as the historical views regarding to which the competence is very doubtful.

So do the local assemblies and local governments in the US. Adding that problem, in the US, they will meet a serious division of communities, since Committee to Promote the Reunification of China San Francisco Bay Area Chapter The Korean American Forum of California as well as cooperating Global Alliance for Preserving the History of WW II in Asia (in original Chinese name, "Against Japan" is put down clearly), other Anti-Japan Chinese organizations ,and The Korean American Forum of California aim a racial discrimination against Japanese under the mask of human rights.

Japan is one of the countries respecting the human rights most. Japanese successive prime ministers have expressed remorse towards the former comfort women on the base of the current value of the human rights. But neither they nor Japanese nation have acknowledged so-called "sex slaves" which is totally a misconception. The US Army Official Report in 1944 describes that comfort women are very well paid and have free time to enjoy.

Do supervisors consider building similar buildings to Native Americans and Africans enslaved by Americans, or the Beijing University students or Faun Gong attacked by own Chinese government, or Tibetans and Uighurs attacked by the Chinese?

I wish that you take a fair and decent decision at the forthcoming meeting.

Very truly yours.,

Hope\_City

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** FW: 150764 Comfort women

**From:** Hopes Dreams [mailto:hopesanddreamscomm@gmail.com]  
**Sent:** Sunday, September 20, 2015 10:18 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** 150764 Comfort women

Dear Supervisors,

I am against the resolution 150764, urging the City and County of San Francisco to establish a memorial for "Comfort Women".

I am afraid that will create conflict between ethnic groups in your city, which would be unfortunate since San Francisco prides itself on peace, understanding and cooperation among various ethnic groups.

Do you know about the U.S. Military official document "Japanese Prisoner of War Interrogation Report No. 49" which explicitly and vividly shows who comfort women actually were and how they were treated. A comfort woman was not a sex slave, but was "nothing more than a prostitute or "professional camp follower".

[http://www.sdh-fact.com/CL02\\_4/8\\_S1.pdf](http://www.sdh-fact.com/CL02_4/8_S1.pdf)

At least I recommend that you contact the U.S. National Archives and Records Administration (NARA) and get some third party evidence on comfort women. The contact email is [archives2reference@nara.gov](mailto:archives2reference@nara.gov) and the document is stored under the name "ARC Identifier 2144907 / MLR Number NM84 79: Query re Japanese Prisoner of War Interrogation Report #49".

Please note that it may take up to 2 months for the report to arrive by post. It might arrive faster if you request that the report be scanned and emailed to you. It is suggested that you check with NARA to confirm that they have received your request.



Do you know about IWG report to congress?

A \$30 million US Government Study specifically searched for evidence on Comfort Women allegations.

After nearly seven years with many dozens of staff pouring through US archives — and 30 million dollars down the drain — we found a grand total of nothing.

The final IWG report to Congress was issued in 2007. (Linked below.)

Nobody should be writing about Comfort Women issues without reading this report cover to cover.

<http://www.archives.gov/iwg/reports/final-report-2007.pdf>

Thank you for your concern.

DreamCT

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** File 150764 FW: Please support the resolution to establish a "Comfort Women" memorial

**From:** allenho727@gmail.com [mailto:allenho727@gmail.com]  
**Sent:** Saturday, September 19, 2015 7:02 PM  
**To:** Breed, London (BOS) <london.breed@sfgov.org>  
**Cc:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Please support the resolution to establish a "Comfort Women" memorial



Global Alliance for Preserving the History of WW II in Asia  
P.O. Box 1323, San Carlos, CA 94070-7323 - <http://www.global-alliance.net>

The Honorable London Breed, President  
The Board of Supervisors of the City and County of San Francisco  
1 Dr Carlton B Goodlett Pl #244, San Francisco, CA 94102

**Cc: All members of the Board of Supervisors**  
September 17, 2015

Dear Madam President Breed,

On behalf of the **Global Alliance for Preserving the History of WWII in Asia** (a.k.a. the **Global Alliance**), I am writing to strongly support the resolution to establish a memorial in San Francisco to honor the so-called "**Comfort Women**" enslaved by the Japanese Imperial Military during WWII.

The **Global Alliance** is a California nonprofit, non-partisan, worldwide federation of more than 40 grassroots organizations. Our organization, founded in 1994 with tens of thousands members and supporters in San Francisco and throughout the Bay Area, has as its mission the examination and analysis of the history of the Asia-Pacific War (1931-1945). Our chartered member organizations are located in several countries, including the United States, Canada, the People's Republic of China (mainland China), the Republic of China (Taiwan), Japan, and Malaysia. One of our chartered member organizations, "**Rape of Nanking Redress Coalition**," is based in San Francisco and another in the South Bay.

The **Global Alliance** has long been involved with the research, investigation, documentation, and litigation of Japanese government and private industry human rights violations and unfair labor practices in colonized and occupied countries, notably including the "**Comfort Women**" (a Japanese euphemism for military sexual slaves) and forced labor practice (or slavery). The "**Comfort Women**" system is the only war crimes at this monstrous scale in modern history, operated by a sovereign government to systemically abuse women in wartime.

The installation of a historical memorial to honor the victims of human rights abuses or military conflicts is a fine tradition in the U.S. as many built for remembrance of veterans and survivors of foreign/domestic wars and numerous monuments and memorials to honor the victims of the Holocaust, for example. A ruling of the legality of local government decisions regarding memorials or symbols has been issued by the U.S. Supreme

Court on June 18, 2015 as a “**state right**” to be constitutionally protected by the First Amendment [**Re: SCOTUS Case Walker v Texas Div. 2015 WL 2473375 (June 18, 2015)**].

We wish to thank you in advance for your kind consideration and support of this righteous Board resolution. And, we would be happy to provide you with any supplemental information to support its passage. You can reach me by email or at my direct line at: (650) 339-1238. Thank you.

Respectfully Yours,



Allen Ho  
President, Global Alliance for Preserving the History of WW II in Asia

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** File 150764 FW: Resolution Establishing Comfort Women Memorial

**From:** Hopes Dreams [mailto:hopesanddreamscomm@gmail.com]  
**Sent:** Wednesday, September 16, 2015 4:43 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Resolution Establishing Comfort Women Memorial

Dear Mayor and Supervisors,

When you decide on the resolution for comfort women, please take it seriously.

The mayor of Glendale regret the decision.

[http://articles.glendalypress.com/2013-10-03/news/tn-gnp-glendale-dave-weaver-reopens-comfort-women-statue-tiff-japan-korea-20131003\\_1\\_glendale-mayor-comfort-women-statue](http://articles.glendalypress.com/2013-10-03/news/tn-gnp-glendale-dave-weaver-reopens-comfort-women-statue-tiff-japan-korea-20131003_1_glendale-mayor-comfort-women-statue)

Glendale was wrong to install a controversial monument honoring Korean sex slaves taken by the Japanese Army during World War II, Mayor Dave Weaver said during an interview published Monday on a Japanese television station's YouTube channel.

"We opened a beehive, a hornet's nest," he told Channel Sakura. "We just shouldn't have done it."

"I don't think we ought to be involved in international relations," Glendale Mayor Dave Weaver said in a video posted on a Japanese television station's YouTube channel.

Interview Video

<http://www.glendalypress.com/videogallery/77647885/Glendale-Mayor-Dave-Weaver-disagrees-with-Comfort-Women-Statue>

Sincerely,

Hopes and Dreams Community

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek; Somera, Alisa (BOS); Caldeira, Rick (BOS)  
**Subject:** FW: File#150764 Comfort Women memorial proposal

**From:** Hopes Dreams [mailto:hopesanddreamscomm@gmail.com]  
**Sent:** Wednesday, September 16, 2015 12:29 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** File#150764 Comfort Women memorial proposal

09/15/2015

Dear Supervisors,

I am against the proposal, 150764 Urging the Establishment of a Memorial for "Comfort Women".

The issue here is not a human rights or current human trafficking, it is a political issue.

Please look at the following information. It reveals that the resolution is merely a political matter, not a comfort women memorial.

<http://www.chinanews.com/hr/2014/07-07/6356107.shtml>

ChinaNews 07/07/2014

San Francisco Bay Area to commemorate the preparatory meeting on behalf of the Pacific war of aggression, the University of California at Berkeley professor Wang Lingzhi read an open letter calling on the community to support, to the city of San Francisco, the county government put forward the proposal.

.....

Open letter stated that the aim is to build the monument to commemorate by the Japanese army forced recruitment of the hundreds of thousands of Asian women as sex slaves during World War II. "Not only because of the human rights of these women are serious violations and abuses, but also because the Japanese government did not apologize, compensate, but denied the heinous crime. Open letter to warn future generations and to remind the Japanese government, "never let this atrocity repeat anywhere in the world."

.....

Mr Ma Zhaoguang San Francisco supervisor expressed the support for "seventy seven Marco Polo Bridge Incident" memorial activity and proposal for comfort women monument, he said, "I want future generations to

never forget the history, whereby remind the Japanese government, to not forget that Chinese was killed in the war of aggression. "

<http://sf.uschinapress.com/2015/0316/1016279.shtml>

Wong Hung Yan, Committee to promote the reunification of China San Francisco Bay area Chapter, stated in his speech that the Japanese army invasion during 1931-1945, in Southeast Asia to collect 200,000 women as sex slaves for the Japanese army front line, but the Japanese government has not recognized this historical crime, also strongly denied and denial, sparking the majority injured people, especially the Chinese people and the South Korean people's great indignation. Therefore, overseas Chinese living in America in San Francisco hopes to erect a "comfort women" monument.

<http://oversea.stnn.cc/SF/2015/0316/189724.shtml>

.....

Global Alliance for Preserving the History of WW II in Asia, 邵正印, presented that Japan forced to call 200,000 women as sex slaves, it's brutal. The purpose is to maintain the dignity of the Chinese people. Do not silence to sound. Otherwise, what dignity?

<https://news.powerapple.com/she-hui-qi-wen/2015/9/4/2399579.html> (source: World Journal) Google translation

Luo Linqun Consul General praised the overall message from the Board when 马颂明 respected for Qiaoshe career dedication, won the people's expectations, this time once again to total Dong Ren Zhonghua total clubhouse, gratifying, he believes the Board will always 马颂明 Presidents and the Bureau and suppliers Dong, work together, work together to promote the Chinese General conference hall heights. He pointed out that this year is the 70th anniversary of the victory of the Chinese People's Anti-Japanese War of the big day, 70 years ago, San Francisco overseas Chinese to the motherland of the war, making a donation, and some returned to the motherland to participate in the war. Chinese in America in 1938 in San Francisco, the city established a unified Chinese Yijuan Salvation Association, it is the proponent, organizer, leader, many overseas compatriot compatriots of these fund-raising activities are vigorously donations, in order to achieve the final victory of Anti-Japanese homeland made great contribution. The contribution of overseas Chinese in San Francisco history, the Chinese government will never forget the Chinese people will not forget. San Francisco judge Congratulations third degree awarded Chinese General Ma Songming total clubhouse Dong Deng Meng message from poetry. She noted that this year is the 70th anniversary of the Chinese People's Anti-Japanese War and the World Anti-Fascist War. 70 years ago, the Japanese aggressors committed heinous crimes against the Chinese people. Since the 1990s she participated in the Nanjing Massacre claims coalition work, organized the "Nanjing Festival" every year. She pointed out that San Francisco is promoting the establishment of a number of overseas Chinese comfort women Monument to the Pacific War in the hope that the San Francisco City Council by the just demands to commemorate the war in the Pacific, the Japanese abuse, Korea and Southeast Asia, young women, for their tragedy to seek justice. She hoped that the overseas Chinese in San Francisco unanimously support this claim.

Sincerely,

Hopes and Dreams Community

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**From:** Board of Supervisors, (BOS)  
**To:** Evans, Derek  
**Subject:** File 150764 FW: Please Consider  
**Attachments:** PublicComment\_9-17-15.pdf

**From:** rmhashimoto@aol.com [mailto:rmhashimoto@aol.com]

**Sent:** Friday, September 18, 2015 10:28 AM

**To:** Avalos, John (BOS) <john.avalos@sfgov.org>; Breed, London (BOS) <london.breed@sfgov.org>; Campos, David (BOS) <david.campos@sfgov.org>; Christensen, Julie (BOS) <Julie.Christensen@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Farrell, Mark (BOS) <mark.farrell@sfgov.org>; Kim, Jane (BOS) <jane.kim@sfgov.org>; Mar, Eric (BOS) <eric.mar@sfgov.org>; Tang, Katy (BOS) <katy.tang@sfgov.org>; Scott.Weiner@sfgov.org; Yee, Norman (BOS) <norman.yee@sfgov.org>

**Cc:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>

**Subject:** Please Consider

Dear Board of Supervisors,

Since my name was not called during public comment despite completing a speaker card and I too, like previous speakers who were given the opportunity to speak, had to depart early. Therefore, would you please be kind enough to consider hearing my public comment.

Thank you,  
Richard Hashimoto  
President Japantown Merchants Association





September 18, 2015

Supervisors John Avalos  
London Breed  
David Campos  
Julie Christensen  
Malia Cohen  
Mark Farrell  
Jane Kim  
Eric Mar  
Katy Tang  
Scott Weiner  
Norman Yee

Dear Supervisors:

I purposely attended the September 17, 2015, Public Safety and Neighborhood Services hearing early to specifically submit a speaker card in one of the first batch of names to be called. However, as the names were being called, I never heard my name announced. By approximately 4:30 p.m., the last speaker card had been called and there were about 40 speakers in line to present public comment but I could no longer stay to submit another speaker card because I had to pick up my grandson from school. Therefore, I sincerely hope that you will consider this letter to be submitted as my public comment on the Comfort Women resolution.

I commend all of you supervisors and everyone that has turned out today for recognizing and wanting to memorialize an atrocity of war. I also want to thank the Grandma Lee for coming all the way from Korea to share her story, her brave courage and arduous task of making sure this barbaric act of crime never occurs again "Kamsamida". We truly wish her the best of luck in her efforts.

However, we are not sure if the ramifications from this resolution have been thoroughly thought out and the economic impact it would have on us as the resolution is current written. Everyone is quickly jumping on this bandwagon without thinking what effect the fallout would have on us.

Board of Supervisors  
September 18, 2015  
Page two

In the 1970s and 80s, when Japanese automobile makers were blamed for taking away American jobs, there was a lot of hate towards the Japanese and the products that were "Made in Japan". Japan bashing and the ensuing boycott of Japanese products had a damning effect on our business community which took a very long time for us to recover and even forced some businesses to close because no one was buying Japanese made products. Let us not forget the enormous hate and what happened to Vincent Chin, and how he was viciously murdered by two laid off American autoworkers because they identified him for Japanese.

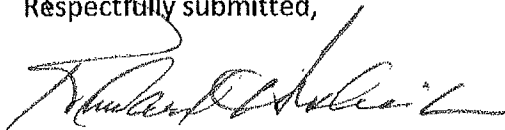
At last week's rally on Grant Avenue against a hate crime, a comment was made that hate crimes is a thing of the past that has no presence in today's society. Yet, by continuing to co-sponsor this resolution, we can't help to think there's some hypocrisy to that statement because this resolution will project newfound hate especially, from our young people who are not yet aware of this atrocity but, will be. This hate is towards a specific ethnic community Supervisors, for something that occurred long ago.

The language used in the resolution as it is currently written, could be interpreted by some as being anti-Japanese. This interpretation can lead to hate against our community and hope that you will strongly consider amendments to the resolution to not be so divisive or we will be made to suffer the consequences.

We despise the heinous acts of crime that happened during war time and wished that it never happened, but we should be concentrating our efforts on today's crime against all women, men and children and initiate a collaborative effort to end these acts of crime for all people once and for all and for all to finally live in harmony.

Finally, from all of the public comment heard today, there is obvious tension among our communities. This is what happens when you try to introduce a resolution without including specific communities that may be affected by the language that is being presented. I urge you Supervisors, to include those that may be impacted by a resolution you are introducing in the future.

Respectfully submitted,



Richard Hashimoto  
President  
Japantown Merchants Association

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** FW: Support of Resolution 150764 from Kansai Network for Justice of the Japanese Military  
"Comfort Women" Issue  
**Attachments:** KansaiNet.docx

**From:** miho kim lee [mailto:mihola@gmail.com]  
**Sent:** Wednesday, September 16, 2015 12:25 PM  
**To:** BreedStaff, (BOS) <breedstaff@sfgov.org>  
**Cc:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Lim, Victor (BOS) <victor.lim@sfgov.org>  
**Subject:** Support of Resolution 150764 from Kansai Network for Justice of the Japanese Military "Comfort Women" Issue

DEAR SIR/MADAM:

I am pleased to submit to you, on their behalf of Kansai Network for Justice of the Japanese Military "Comfort Women" Issue based in Osaka, Japan, the English language version of their statement.

Should you have questions, please feel free to contact me or the author whose contact is listed in the document.

Thank you,

Miho Kim Lee

--  
Miho Kim Lee  
+1 510 823 9514  
[mihola@gmail.com](mailto:mihola@gmail.com)  
Skype ID: mihola

**Kansai Network for Justice of the Japanese Military "Comfort Women" Issue**

4-6-17 Momodani, Ikuno-ku, Osaka-City

Osaka 544-0034, JAPAN

Tel: 81-90-8383-4197 / Fax: 81-6-6741-6032

<http://www.ianfu-kansai-net.org/>

[info@ianfu-kansai-net.org](mailto:info@ianfu-kansai-net.org)

September 15, 2015

The Honorable London Breed, President  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place #200  
San Francisco, CA 94102

**Re: SUPPORT FOR Resolution 150764 - Urging the Establishment of  
a Memorial for "Comfort Women"**

Dear Supervisor Breed,

We express our unequivocal support for Resolution 150764 - Urging the Establishment of a Memorial for "Comfort Women" which is currently under deliberation by the Board of Supervisors of the City and County of San Francisco, CA.

Kansai Network for Justice of the Japanese Military "Comfort Women" Issue was established in May 2009 by organizations and individuals in Osaka, Kyoto, Hyogo, and Nara, in order to urge the Japanese Government to promptly make an apology and compensation for victims of sexual violence committed by the Imperial Japanese Army.

We have worked for the adoption of reports and resolutions at local assemblies in the Kansai area, launched petition campaigns, and organized various meetings and film-screenings to promote dialog and public awareness, and action. We are also involved with the "2010 National Action for the Settlement of Japanese Military "Comfort Women" Issue" as the representative of the Kansai region of Japan (which includes Osaka), and participate in hearings at both the Upper and the Lower Houses of our Parliament on a regular basis. Especially, since 2012 we have been consistently protesting against the abusive comments of Osaka Mayor Hashimoto on the issue of "comfort women". While we have succeeded in 2010 to move the Osaka City Council to adopt a resolution urging the government to promptly settle the issue of "comfort women," Mayor Hashimoto reversed the decision of the Osaka City Council and said the "comfort women" issue is fictitious (and thus renders moot the call for a settlement). Mayor Hashimoto even intervened with and pressured the City Council to adopt a resolution calling to 'reclaim the honors' of the war dead of the Imperial Japan. Since then, several other municipalities have followed suit, adopting similar resolutions, negating the history of "comfort women" and thus again disgracing these victims. Although we assume that there are various objections and impediments to the Resolution 150764, we respectfully ask you to support this resolution without the slightest of yielding.

Based on testimonies of victims and historical research, the history of the sexual slavery system and forced trafficking of women committed by the Imperial Japanese Army is widely recognized in the international community, which has issued multiple resolutions and recommendations urging Japan to extend an official apology and compensation to the victims. Defying such calls, not only is the Government of Japan dodging its responsibility for the “comfort women” system, it is even involved with activities to deny and distort this history within Japan and around the world, including San Francisco.

In 1993, the Government of Japan, in the name of the then-Chief Cabinet Secretary Yohei Kono, issued an official statement that admitted the involvement of the Imperial Japanese Army in the establishment and management of the “comfort stations” as well as recruitment and trafficking of women against their will, and expressed “sincere apologies and remorse” for victims. However, there are some people who persistently deny the very existence of, and/or state’s responsibility for Japanese military “comfort women” including several public figures like Osaka Mayor Hashimoto. On May 13 of 2013, Mayor Hashimoto of Osaka City has stated that “comfort women” were “necessary” in order to give soldiers a “chance to rest.” This comment provoked a significant decline in public support for him.

Defeated in the referendum on restructuring the Osaka metropolitan area in May of this year, Mayor Hashimoto announced his retirement from politics when his term ends in this December.

It is our sincerest wish that the people of San Francisco, in solidarity with the international community and the many residents of Japan, look squarely at the truth of history to fulfill our shared obligation to pass on the lessons learned from the tragic history to the next generation. We believe that the establishment of a memorial for “comfort women” symbolizes the renewed commitment of people and the government of San Francisco to ensure that such violation of human rights and crime against humanity never occur again. We have no doubt that the people of Japan support the adoption of this proposed resolution.

Thus, we respectfully urge your unequivocal support for the resolution.

Sincerely,

Sumiko Nishimura, Kazuhiro Okuda, and Chongja Pang  
Co-representatives, Kansai Network for Justice of the Japanese Military “Comfort Women”  
Issue

Dear San Francisco City Supervisors

2015 SEP 14 PM 2:45

Please do not build the statue of Comfort Women because a local government should stay away from international issues. In fact it will mislead uninformed local people and damages the effort of people who are trying to establish friendship.

Please vote against comfort women memorial.

The followings are the name, date and phone number of each petitioner against the statue of Comfort Women. Thank you for your consideration

Name	Signature	Date	Phone
DONALD E. Cole	D.E. Cole		408 926-3006
SHIZUYO Cole	Shizuyo Cole		408 926-3006
Seanne Akimoto	Campbell CA.		374-9648 408
RITSU Nakata	Ritsu Nakata		408 283-9321
YUKO ANAYA	Yuko Anaya		408 274-1534
cindy Akimoto	Campbell CA.		408 374-9648
SHINJI MOMOKI	Shinji Momoki		408 472-4456

BOS-11, COB, PSNS  
Clerk

Leg Dip.

File 1507CAF

CPag

September 15, 2015  
The Board of Supervisors  
City Hall, 1 Dr. Carlton B. Goodlett Pl., #244,  
San Francisco, CA 94102

Dear Supervisors,

My name is Nancy M. Lee. I have been a resident of San Francisco for the past 48 years. I am proud of this, because San Francisco is a city of immigrants, and I am one myself. San Franciscans have long supported equality and tolerance. We stand for fairness and the fight for justice for all. However, in order for us to continue our tradition and to build a better future, we must not forget the past.

To this end, I support establishing a memorial for 'comfort women', victims of the Japanese military atrocities during the second world war.

There are 200,000 of them, Chinese, Filipinos, Koreans, Japanese, Australians, Malaysians, Indonesians, Taiwanese, Burmese, and women of the Netherlands — and their stories cannot die. The right-wing Japanese government wants us to forget them. But we can not forget them. We have to not only remember them ourselves, we must also educate our next generation about what these women suffered in the hands of war criminals. We must not let history repeat itself.

Our coalition includes an interfaith group, a victim's group, Jewish members, labor groups, business groups, veterans for peace, academicians, Japanese Americans, Korean Americans, African Americans, Philippine Americans, Chinese Americans as well as Human Rights Advocates.

We support establishing a memorial in San Francisco to honor those 'comfort women', to remember how these victims suffered as a result of the Japanese military atrocities during the second world war. This memorial will serve as a constant reminder of not only what the comfort women endured, but of our citizen's resistance to such inhuman treatment. Thank you.

Sincerely,



Nancy M. Lee, Ph.D.  
Resident of District 7  
San Francisco, CA 94116  
1-415-254-6544

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**To:** Evans, Derek  
**Subject:** File 150764 Letter for "Comfort Women" Resolution from John Ota  
**Attachments:** Comfort Women-JO Statemt.doc

**From:** Lim, Victor (BOS)  
**Sent:** Wednesday, September 16, 2015 11:36 AM  
**To:** BOS-Legislative  
Aides<https://outlook.office365.com/ecp/UsersGroups/EditDistributionGroup.aspx?reqId=1441732280579&pwmcid=5&ReturnObjectType=1&id=e461de0a-e6fa-453b-849b-ab7bfda77739#> <bos-legislative\_aides@sfgov.org>  
**Subject:** Support Letter for "Comfort Women" Resolution from John Ota

Dear Aides,

Supervisor Mar wanted to make sure your Supervisors receive a copy of John Ota's support letter for the "comfort women" resolution. Please let me know if you have any questions. Thank you.

Sincerely,

Victor Wai Ho Lim, Legislative Aide  
Office of Supervisor Eric Mar, District 1  
San Francisco Board of Supervisors  
City Hall, Room 284  
San Francisco, CA 94102  
Direct: (415) 554-7413  
Fax: (415) 554-7415

林偉浩  
立法助理  
馬兆光市參事辦公室  
三藩市市參事會 第一區  
市政廳 284室  
直綫：415-554-7413  
傳真：415-554-7415

**From:** John Ota [<mailto:johnota@sbcglobal.net>]  
**Sent:** Monday, September 14, 2015 1:00 PM  
**To:** Mar, Eric (BOS) <[eric.mar@sfgov.org](mailto:eric.mar@sfgov.org)>; Lim, Victor (BOS) <[victor.lim@sfgov.org](mailto:victor.lim@sfgov.org)>  
**Subject:** My Support Statement for the Comfort Women Memorial

Eric and Victor,

Attached is my support statement.

John Ota



## **Why I Support the San Francisco Memorial to the "Comfort Women"**

by John Ota

I strongly urge the San Francisco Board of Supervisors to vote to support and establish a memorial for the estimated 200,000 women, euphemistically referred to as "comfort women," who were forced into sexual slavery by Japanese militarists during the 1930s and 1940s. These women, who were from Korea, the Philippines, China, Indonesia and other countries that the Japanese militarists invaded, were subjected to kidnapping, degradation, rape, and imprisonment. What happened to the "comfort women" was a heinous war crime, a violation of human rights and human dignity on a massive scale. It should not be forgotten, justified or glossed over. Instead, we need to keep alive the memory of what happened as a lesson for the present and future generations. This proposed memorial can play an important role in doing just that.

I am a Japanese American who grew up in San Francisco. I have been directly involved in many organizations and issues in the Japanese American community over the years. I worked actively as a member of the San Francisco chapter of the National Coalition for Redress and Reparations (NCRP) on the successful years long movement to win a U.S. government apology and compensation for the more than 120,000 Japanese Americans who were incarcerated by the U.S. government during World War II in direct violation of their basic constitutional and human rights. We called this the movement for Japanese American redress and reparations.

I see many parallels between the Japanese American movement for redress and reparations and the current efforts to tell the story of the "comfort women" and obtain justice for them. First, both issues concern massive injustices and violations of basic human rights perpetrated upon hundreds of thousands of innocent individuals by governmental forces during wartime. Second, information about the injustices was initially not widely known, partly due to efforts by the governments involved, to suppress such information, and also due to feelings of shame and embarrassment on the part of the victims. Third, historical research, oral histories, and education about what happened was necessary to create broad social support for efforts to obtain justice for the victims.

Fourth, the governments involved attempted to defuse the issues by establishing token compensation programs that, in the case of Japanese Americans, only compensated a very small number of individuals, and then paid them only a small fraction of their monetary losses. It was not until the 1990s that the Japanese American redress and reparations movement succeeded in forcing the U.S. government to apologize to and pay individual Japanese Americans \$20,000 each in compensation. In the case of the comfort women, a small private compensation fund was set up, but the Japanese government has not apologized to or paid no compensation directly to individual comfort women.

Fifth, as the movements to obtain justice for the victims gathered steam, in both cases, there have been organized efforts in opposition, efforts which include disinformation and denial of historical facts. In the case of the U.S. government's wartime incarceration of Japanese Americans, individuals appeared at various public events during the redress movement spreading lies such as that the Japanese Americans were never incarcerated against their will, that they could leave anytime they wanted, and therefore, compensation and an apology was unnecessary. These individuals were part of an organized effort whose aim was to cover-up the reality of the wartime Japanese American mass incarceration, and also to stop the momentum of the redress movement.

Similarly today, as the movement to disseminate the actual facts about the comfort women and to obtain justice for those women gains steam, we see the rise of the "comfort women" deniers, those who spread disinformation aimed at denying or downplaying the war crimes that were perpetrated on these women. Just as with those who deny the Japanese American wartime incarceration, these "comfort women" deniers say that the women were not forced against their will, but rather, were willing participants.

I hope the San Francisco Supervisors will recognize and agree that those who deny the injustices done to the "comfort women" have no more credibility than the Holocaust deniers, the climate change deniers and those who deny the wartime incarceration of Japanese Americans by the U.S. government.

Finally, I want to address one other point. I have heard concerns that this memorial or the resolution establishing the memorial may cause or contribute to Japan-bashing or anti-Japanese sentiments. As a Japanese American, I think these concerns are unfounded. The resolution clearly and accurately targets the Japanese militarists, not the Japanese people or Japanese Americans, as the perpetrators of the system of sexual slavery that the comfort women were subjected to.

Instead of focusing on divisiveness, we should focus on unity and solidarity -- bringing together diverse groups in a common pursuit of justice and human rights. Just as we in the redress movement would not have been successful without broad social support, including support from Korean Americans, Filipino Americans, Chinese Americans, African Americans, Latinos, and veterans and Americans of all races and ethnicities -- we should think about how a similar broad alliance can be built to support the comfort women, and how the effort will strengthen the unity and solidarity of all the many and diverse groups involved.

A San Francisco memorial to the comfort women can be an important step, a rallying point -- in building just such an alliance to win justice for the comfort women and ensure that what happened to them is never forgotten.

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Evans, Derek  
**Subject:** File 150764 FW: 'NO' TO COMFORT WOMAN STATUE in SF

**From:** shizukokoster@aol.com [mailto:shizukokoster@aol.com]  
**Sent:** Wednesday, September 16, 2015 2:46 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** 'NO' TO COMFORT WOMAN STATUE in SF

09/16/2015/ Wednesday

An Austrian and Canadian friends, living in respective countries [NOT immigrants in the US] said that they had visited SF some years ago and liked it [hope they'll write to you]; and said that San Franciscans should keep the City clear of any dirty politics. The Korean Comfort Woman [KCW] Issue didn't take place in SF but in far away Asia; thus, NO need of a KCW statue; besides there are already 10 of them across the US.

The friends continue to say that people should keep the City of SF clean and positive for tourists, which must bring in great revenue to the City; and you should NOT build a Korean comfort woman statue, which rouses political and social conflicts among the City's different ethnic groups, which will seep thru to the tourists. An image of a Korean Comfort Woman [KCW] statue with negative comment/ legend, will make the tourists puzzled and suspect possible disharmony and conflict among the SF dwellers. The City needs to put the act together to keep the high standard your predecessors have left for you.

PLEASE STOP THE POLITICAL NONSENSE OF TRYING TO DENOUNCE ONE COUNTRY TO GAIN SOMETHING ELSE FOR ANOTHER; AND TRY TO UNIFY THE CITY FOR PROSPERITY AND HAPPINESS FOR ALL....; THUS, NO KCW STATUE!

Sincerely,

Sue Koster

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors  
**Subject:** FW: Board File No. 150858 - Tentative Map Appeal - 40 Bernal Heights Boulevard  
**Attachments:** Subdivision of Bernal Heights Blvd/Powhattan Open Space; Subject: Hearing Notice - September 29, 2015 - Tentative Map Appeal - 40 Bernal Heights Boulevard

**From:** Carroll, John (BOS)  
**Sent:** Monday, September 21, 2015 8:13 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** BOS Legislation, (BOS) <bos.legislation@sfgov.org>  
**Subject:** Board File No. 150858 - Tentative Map Appeal - 40 Bernal Heights Boulevard

17

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**From:** Karteek Patel <karteek@hotmail.com>  
**Sent:** Sunday, September 20, 2015 7:11 PM  
**To:** BOS Legislation, (BOS)  
**Subject:** Subdivision of Bernal Heights Blvd/Powhattan Open Space

Dear Board of Supervisors,

I am a neighbor of the proposed subdivision at Bernal Heights Blvd and Powhatan. I live at 38 Nebraska Street, mid-block below the proposed subdivision.

I wanted to voice my position against this subdivision. The proposed subdivision into four lots are planned to support four large luxury homes that are out of scale with the surrounding homes. These homes will have more square feet of built space compared to the lot size. We live in a special use district, where open space has been protected historically to ensure the character and open space areas are maintained around homes. The use of open space has been strictly enforced for those applying for permits to renovate and extend their homes into open spaces. This protection of open space has proven well for Bernal Heights; it has allowed for homes with backyards and open areas surrounding homes that encourage people to walk around and enjoy the landscape. Bernal Heights is unique in this fashion and as a result, we have seen new families move into our neighborhood - these include couples with babies and young children. These families move to Bernal Heights because of the unique availability of space. It would be a pity to see things change by supporting a subdivision that would not create similar spaces.

Additionally, the subdivision will create an unusual and very dense building block on an irregularly shaped space. Just by walking around the area of the subdivision, it becomes very clear that the homes surrounding this open space are built on lots with ample space around them. This subdivision would be a significant departure from the lots and the homes in both space and size.

I do hope you take into consideration these concerns and not allow for a subdivision. We recognize homes will be built on this open space, but we need to be smart about this and consider that the lots should be uniform in size and should keep in character with the neighborhood - which encourages people to spend time outside in both their front and backyards.

Kind regards,

Karteek Patel  
38 Nebraska Street  
San Francisco, CA 94110

---

**From:** kathyangus@gmail.com on behalf of Kathy Angus <kathyangus@comcast.net>  
**Sent:** Sunday, September 20, 2015 12:56 PM  
**To:** BOS Legislation, (BOS)  
**Subject:** Subject: Hearing Notice - September 29, 2015 - Tentative Map Appeal - 40 Bernal Heights Boulevard

On Behalf of the Bernal Heights South Slope Organization, which has been in existence for over two decades, I would like to voice my opposition to the proposed construction at 40 Bernal Heights Boulevard. Bernal has historically known as a working class neighborhood and homes are accordingly small and modest, which is particularly appropriate because they built on some of the smallest lots in the City.

The construction at 40 Bernal Heights Boulevard proposes 4 houses, both out of scale and of far to high density to be in character with the neighborhood. This particular location is a corner that impacts many residents and visitors to the area.

The South Slope Organization agrees with the following statements put forth in many other letters submitted by Bernal neighbors.

- **The four proposed lots are intended to support four large luxury houses that are out of scale with surrounding houses — with more square feet of built space compared to lot size.**
- **The result will be a very densely built block, on an irregularly shaped space, out of keeping with the character of Bernal Heights.**

We strongly suggest that these proposed homes be seriously downsized to reflect the character and density of the neighborhood.

Kathy Angus  
Co-Chair Bernal Heights South Slope Organization  
99 Banks Street, SF 94110

--  
Kathy Angus

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Calvillo, Angela (BOS); Somera, Alisa (BOS); BOS Legislation (BOS)  
**Subject:** File 150896 FW: Agenda item 27

**From:** chrisbhanson@sbcglobal.net [mailto:chrisbhanson@sbcglobal.net]  
**Sent:** Tuesday, September 15, 2015 11:38 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Agenda item 27

Dear Clerk of the Supervisors,  
Please forward this urgent message to all of the supervisors before the board meeting today.  
Thank You!

Dear Supervisors,

I am extremely concerned that the community in the Excelsior has not been able to weigh in on the item that would extend the special zone for building throughout our neighborhood.

This should go to committee and give the neighborhood a chance to consider whether or not it really wants the types of changes to the Excelsior that have happened in the Mission. In addition meetings and notices need to be held in Soanish and Tagolog.

Many of the working poor in my neighborhood could face evictions if this goes through.

Please, this must go back to committee!

Thank you,  
Christine Hanson  
Cotter St.

18

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**From:** Save Midtown <info@savemidtown.org>  
**Sent:** Friday, September 18, 2015 9:32 AM  
**To:** Board of Supervisors, (BOS)  
**Cc:** Avalos, John (BOS); Breed, London (BOS); Campos, David (BOS); Christensen, Julie (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Kim, Jane (BOS); Mar, Eric (BOS); Tang, Katy (BOS); Wiener, Scott; Yee, Norman (BOS)  
**Subject:** 65 working class families of Midtown need your help

Dear members of the Board of Supervisors:

Let us begin by stating that the legacy of the Board of Supervisors is a legacy of strong leadership that in many ways has positively affected Midtown Park Apartments in four decades of legislative work, from Resolution 0536-68 to 325-07.

Midtown began as an independently operated non-profit and is now owned by MOH and as of late managed by Mercy Housing. The buildings are located in the Western Addition, a neighborhood that has had the longest “redevelopment” in the City’s history; during which over 21,000 residents were uprooted. Now 65 working class families face displacement due to impending rent increases of an average of 120%.

Our working-class tenants have been portrayed in the media as lazy people of color, who don’t want to “pay their fair share.” Nothing could be further from the truth – our rent has never been subsidized. Midtown residents satisfied City mortgage, and paid from their own pockets for repairs on poorly maintained property.

When Senator Diane Feinstein was Mayor, your office promised us that Midtown would become a cooperative. But this decade-long work and the principle of community empowerment have been abandoned in favor of imposing a plan for public housing on Midtown, which would allow the City to claim \$91 million in federal subsidies.

Our diverse and vibrant community received a Mercy Housing lease with “house rules” that are insulting, condescending and insinuate that the residents are loud, unlearned, and rude. Those refusing to sign this repugnant document are being threatened with eviction, and this on the brink of Tenant Protection 2.0 being passed.

Many long-term Midtown residents have been displaced three times and the City never made good on its Certificate of Preference program. We are formally asking you to support us against being displaced from our home of many decades. Please follow through on the resolutions passed by your office – let’s stop the purposeful dismantling of our community.

Midtown tenants have made history with the largest rent control petition in San Francisco and most recently by leading the largest rent strike in the City since 1978 – on what side of the history will you be?

Save Midtown  
Tenants Committee

+1 415 915 1155 hotline

[www.savemidtown.org](http://www.savemidtown.org)



[www.facebook.com/savemidtown](http://www.facebook.com/savemidtown)

[www.twitter.com/savemidtown](http://www.twitter.com/savemidtown)

Undersigned,

James Ross

Cesar Raquel

Jane K. Ige

Patricia A. Smith

Terry L. Major

Sergey Shcherbakov

Alem Assefa

Manzell Clay

Lloyd T. Horton

Khammay Vongsy

Gerardo D. Recidoro

Louise Griffith

Aristotle W. Saunders

Furlishous Wyatt, Jr.

Sylvia A. Richardson

Doristine Lanier

Workeneh Babu

Frances M. Thomas

Enoch Lawson

Myles L. E. Dixon

Sienna B. S. Dunn

Ivan G. Johnson

Mary F. Cuffy

Aida G. Pangilinan  
Barbara J. Mason  
Marchell J. Johnson  
Wattanaphong Srithammakul  
James B. Taylor  
Burnell Gray  
Donald E. Griggs  
Louise C. Douglas  
Ada L. Yarbrough  
Rakhila Majitova  
Juliet R. Villaruel  
David G. Burban  
Mary H. Watkins  
Sabrina S. Breuer  
Maria R. Diaz  
Zabira Abdullina  
Phyllis Bowie  
Tomiko Oshiro  
Eric V. Jingles  
Michael D. Dunn  
Cynthia Richardson  
Elvin J. Herbert  
Hong Chheang  
Rahel H. Belefe  
Fraun F. Moore

Rosie M. Crawford

Shirley J. Enis

Solomon Tameray

Gwendolyn McGraw

Ulysses J. Levy

Marilou C. Galeos

Oljas Majitov

Rufus Watkins

---

**From:** :) <gumby5@att.net>  
**Sent:** Wednesday, September 16, 2015 2:06 PM  
**To:** Johnson, Christine (CPC); 'Cindy Wu'; Richards, Dennis (CPC); 'Kathrin Moore'; 'Michael Antonini'; 'Rich Hillis'; 'Rodney Fong'; Campos, David (BOS); Mar, Eric (BOS); Kim, Jane (BOS); Avalos, John (BOS); Christensen, Julie (BOS); Tang, Katy (BOS); Breed, London (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Yee, Norman (BOS); Wiener, Scott; Rahaim, John (CPC); Secretary, Commissions (CPC); Dischinger, Kearstin (CPC); Board of Supervisors, (BOS); Buckley, Jeff (MYR); Lee, Mayor (MYR)  
**Cc:** George Wooding  
**Subject:** CSFN Resolution Opposing Proposed Affordable Housing Density Bonus Program  
**Attachments:** CSFN Reso Letter On AHBP.pdf

Dear President Fong and President Breed,  
Please see attached Coalition for San Francisco Neighborhoods resolution letter on the proposed Affordable Housing Density Bonus Program.  
Thank you.  
Rose Hillson  
CSFN, Chair, LU&HC  
2<sup>nd</sup> VP



# Coalition for San Francisco



# Neighborhoods

www.csfm.net • PO Box 320098 • San Francisco CA 94132-0098 • 415.262.0440 • Est 1972

**President** September 16, 2015

George Wooding  
415.695.1393

**1st Vice President** Rodney Fong, President

Marlayne Morgan  
Planning Commission

London Breed, President

Board of Supervisors

**2nd Vice President**

Rose Hillson

**Recording Secretary**

Charles Head

**Corresponding Secretary**

Glenn Rogers

**Treasurer**

Greg Scott

**Members-at-Large**

Penelope Clark

Barbara Graham

Lorraine Lucas

**Re: Resolution Opposing Affordable Housing Bonus (Density) Program**

Dear Presidents Fong and Breed:

At duly noticed meetings of the August 24, 2015 Coalition for San Francisco Neighborhoods (CSFN) Land Use & Housing Committee and the September 15, 2015 General Assembly, the following resolution was passed unanimously regarding the proposed Affordable Housing Bonus Program (AHBP). CSFN was told yesterday that this AHBP which increases density citywide via many waivers on criteria that previously had to through variance hearings (e.g. heights, rear yards, open space, exposure, parking) would be introduced by the Mayor and for all to watch the September 24, 2015 Planning Commission meeting which will unveil other affordable housing plans:

**Whereas**, the Affordable Housing Density Bonus Program invited stakeholders as part of the process for the last 18 months and CSFN had to initiate a meeting with Planning based on a [BizJournals](#) article and only met on Aug. 24, 2015 to get some insight into the Program;

**Whereas**, CSFN is afforded a very limited time to respond to a non-existent plan;

**Whereas**, there is no clear timeframe for this Program for implementation;

**Whereas**, CSFN is to respond to a draft ordinance that is purported to be out by September;

**Whereas**, exhibits are not provided per the presentation given nor does the website have all the information posted in final draft form;

**Whereas**, it is unknown how the Large Projects Authorization will be blended into the Program;

**Whereas**, the EIR will be tiered off of the 2014 Housing Element which is still under appeal;

**Whereas**, open questions remain on the financial feasibility of the Program;

**Whereas**, transit impact fees are not defined, infrastructure impacts are not fully addressed, retention of character of neighborhoods is questionable;

Barbary Coast Neighborhood Assn  
Cathedral Hill Neighborst Assn  
Cole Valley Improvement Assn  
Cow Hollow Assn  
East Mission Improvement Assn  
Excelsior District Improvement Assn  
Forest Knolls Neighborhood Assn  
Francisco Heights Civic Assn  
Golden Gate Hts Neighborhood Assn  
Greater W. Portal Neighborhood Assn  
Haight Ashbury Improvement Assn  
Inner Sunset Action Committee  
Jordan Park Improvement Assn  
Laurel Heights Improvement Assn  
Liberty Hill Neighborhood Assn  
Marina Civic Improvement &  
Property Owners Assn  
Middle Polk Neighborhood Assn  
Midtown Terrace Homeowners Assn  
Miraloma Park Improvement Club  
North Beach Neighbors  
Oceanview, Merced Heights,  
Ingleside – Neighbors in Action  
Outer Mission Merchants &  
Residents Assn  
Pacific Heights Residents Assn  
Parkmerced Action Coalition  
Potrero Boosters Neighborhood Assn  
Richmond Community Assn  
Rincon Point Neighborhood Assn  
Russian Hill Improvement Assn  
Russian Hill Neighbors  
Sunset Heights Assn of  
Responsible People  
Sunset-Parkside Education &  
Action Committee  
Telegraph Hill Dwellers  
Twin Peaks Council & Open  
Space Conservancy  
Twin Peaks Improvement Assn  
University Terrace Neighborhood Assn

September 16, 2015

CSFN Resolution Opposing Proposed Affordable Housing Bonus (Density) Program

Page 2 of 2

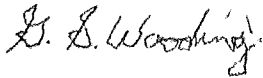
**Whereas**, it is unknown how the Discretionary Review process will interface with operational procedures of this Program;

**Whereas**, the Local Program is not mandatory and CSFN does not have all the details on it;

**Whereas**, the city has already in excess of over 20,000 vacant units;

**Be it resolved**, the Coalition for San Francisco Neighborhoods opposes the fast-tracking of this poorly thought out and incomplete preliminary ordinance and requests continuance until after ample meaningful discussion with and input with CSFN and other neighborhood constituents have been seriously addressed.

Sincerely,



George Wooding  
President

cc: Planning Commissioners Cindy Wu, Michael Antonini, Rich Hillis, Kathrin Moore, Christine Johnson, Dennis Richards; Director of Planning John Rahaim; Commissions Secretary Jonas Ionin; Kearstin Dischinger; Sara Jones; Supervisors Eric Mar, Mark Farrell, Julie Christensen, Katy Tang, Jane Kim, Norman Yee, Scott Wiener, David Campos, Malia Cohen, John Avalos; BOS Clerk Angela Calvillo; Jeff Buckley; Mayor Ed Lee

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors  
**Subject:** FW: I'm the 56th signer: "San Francisco Needs a Better Plan"

**From:** John Olson [mailto:petitions-noreply@moveon.org]  
**Sent:** Sunday, September 20, 2015 8:25 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** I'm the 56th 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, 56 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-61919-20250920-v8HF3m](http://petitions.moveon.org/target_talkback.html?tt=tt-99219-custom-61919-20250920-v8HF3m)

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 that incorporate more density into residential neighborhoods. 3. Enforce zoning laws that restrict development in residential neighborhoods. "

My additional comments are:

Native 65-year working-class resident

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=1626880&target\\_type=custom&target\\_id=61919](http://petitions.moveon.org/deliver_pdf.html?job_id=1626880&target_type=custom&target_id=61919)

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=1626880&target\\_type=custom&target\\_id=61919&csv=1](http://petitions.moveon.org/deliver_pdf.html?job_id=1626880&target_type=custom&target_id=61919&csv=1)

John Olson  
San Francisco, CA

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*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](mailto:petitions@moveon.org). If you don't want to receive further emails updating you on how many people have signed this petition, click here:*

START A PETITION  
 (HTTP://PETITIONS.MOVEON.ORG/  
 /CREATE\_START.HTML?SIGNER\_ID=\$HOMEPAGE)

MANAGE  
 PETITIONS

CAMPAIGN TIPS (HTTP://PETITIONS.MOVEON.ORG/CAMPAIGN\_TIPS.HTML)

ABOUT (HTTP://PETITIONS.MOVEON.ORG/ABOUT.HTML)

DONATE (HTTPS://CIVIC.MOVEON.ORG/DONATE4/CREDITCARD.HTML?CPN\_ID=51)

#### SIGN THIS PETITION










#### SIGN THE PETITION

**Note:** By signing, you agree to receive email messages from MoveOn.org Civic Action and MoveOn.org Political Action. You may unsubscribe at any time. [ [Privacy policy \(http://petitions.moveon.org/privacy.html\)](http://petitions.moveon.org/privacy.html) ]

#### EMBED THIS PETITION

```
<iframe
src="http://petitions.moveon.org
/embed/widget.html?v=3&name=san-
francisco-needs-a-1" class="moveon-
petition" id="petition-embed"
width="300px" height="500px">
</iframe>
```

## San Francisco Needs a Better Plan

Petition by [Sebra Leaves](#) (/contact\_creator.html?petition\_id=99219)

To be delivered to **Mayor Ed Lee, David Campos, Julie Christensen, Malia Cohen, John Avalos** and 8 other targets (click here to see more)

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 that incorporate more density into residential neighborhoods.
3. Enforce zoning laws that restrict development in residential neighborhoods.

There are currently 58 signatures. NEW goal - We need 100 signatures!

#### PETITION BACKGROUND

Signing this petition will let city authorities know you have had ENUF and why you are signing this petition. All comments go directly to the recipients.

City Hall wants to bring dense development into all our neighborhoods. No area of the city will be spared unless we stop them.

1. Dense development is coming to all our neighborhoods including the Marina, Cow Hollow, Richmond, Pacific Heights, Presidio Heights, Western Addition, and the Sunset. Described and illustrated by charts and maps seen here.

<http://www.sf-planning.org/AHBP>



2. You can say goodbye to private yards, garages and other single-family home amenities in the future San Francisco. If you don't have your own now, you probably have friends who do.
3. This program was designed without any neighborhood groups or residents' knowledge or involvement. The city authorities plan to approve it very soon with as little public notice as possible.
4. No notice was given to citizens who are signed up to get such notice; and no property owners have been mailed any notices about this new plan.
5. Citizens became aware of the program when this article was posted on BizJournals.com August 11, 2015.
6. No full Environmental Impact Report (EIR) is planned for his program. The EIR will rely on the 2014 Housing Element EIR, seen as "legally defensible."
7. Please see further details on this issue here: <https://discoveryink.wordpress.com/sf-actions/a-better-plan/>

**CURRENT PETITION SIGNERS**

58. **Carol** from San Francisco, CA signed this petition on Sep 21, 2015.
57. **jani Mussetter** from San Francisco, CA signed this petition on Sep 21, 2015.
56. **John Olson** from San Francisco, CA signed this petition on Sep 21, 2015.  
▲  
Native 65-year working-class resident
55. **Carolyn Deevy** from San Francisco, CA signed this petition on Sep 20, 2015.
54. **Judy Matthews** from San Francisco, CA signed this petition on Sep 20, 2015.
53. **Matthew Rogers** from San Francisco, CA signed this petition on Sep 20, 2015.  
▲  
This proposal by the City & Mayor's office AHBP ( [www.sf-planning.org/AHBP](http://www.sf-planning.org/AHBP) ) is a highly flawed give-away to developers that creates instant variants to planning code and allows developers to build on the entire lot (no offset) while allowing for 2-3 additional floors in height above maximum. All in the name of "affordable Housing". Apparently the City believes that affordable housing means no more open space. People who are not rich don't need trees and environment just micro cells. Reject AHBP!!!
52. **Christie Rixford** from San Francisco, CA signed this petition on Sep 20, 2015.
51. **Patricia Reischl Crahan** from San Francisco, CA signed this petition on Sep 20, 2015.
50. **Claudia Schaller** from San Francisco, CA signed this petition on Sep 20, 2015.
49. **Steven Hwang** from San Francisco, CA signed this petition on Sep 20, 2015.

[NEXT >>](#)

**Note:** MoveOn Civic Action does not necessarily endorse the contents of petitions posted on this site. MoveOn Petitions is an open tool that anyone can use to post a petition advocating an point of view, so long as the petition does not violate our terms of service (<http://petitions.moveon.org/terms.html>).

A joint website of MoveOn.org Civic Action and MoveOn.org Political Action.

MoveOn.org Civic Action (<http://civic.moveon.org/>) is a 501(c)(4) organization which primarily focuses on nonpartisan education and advocacy on important national issues. MoveOn.org Political Action is a federal political committee which primarily helps members elect candidates who reflect our values through a variety of activities aimed at influencing the outcome of the next election. MoveOn.org Political Action and MoveOn.org Civic Action are separate organizations.

- START A PETITION ([HTTP://PETITIONS.MOVEON.ORG](http://petitions.moveon.org))
- MANAGE PETITIONS ([HTTP://PETITIONS.MOVEON.ORG](http://petitions.moveon.org))
- ABOUT ([HTTP://FRONT.MOVEON.ORG/CATEGORY/VICTORIES/](http://front.moveon.org/category/victories/))
- ORGANIZATIONS ([HTTP://FRONT.MOVEON.ORG/CATEGORY/VICTORIES/](http://front.moveon.org/category/victories/))
- DONATE ([HTTPS://CIVIC.MOVEON.ORG/DONATE4/CREDITCARD.HTML?CPN\\_ID=511](https://civic.moveon.org/donate4/creditcard.html?cpn_id=511))
- PRESS ([HTTP://POL.MOVEON.ORG/FEEDBACK/PRESS/](http://pol.moveon.org/feedback/press/))
- CONTACT ([HTTP://PETITIONS.MOVEON.ORG/FEEDBACK.HTML](http://petitions.moveon.org/feedback.html))
- BLOG ([HTTP://FRONT.MOVEON.ORG/BLOG/](http://front.moveon.org/blog/))
- SIGN UP ([HTTP://PETITIONS.MOVEON.ORG/LOGIN/REGISTER.HTML](http://petitions.moveon.org/login/register.html))
- PRIVACY POLICY ([HTTP://PETITIONS.MOVEON.ORG/PRIVACY.HTML](http://petitions.moveon.org/privacy.html))
- TERMS OF USE ([HTTP://PETITIONS.MOVEON.ORG/TERMS.HTML](http://petitions.moveon.org/terms.html))
- JOBS ([HTTP://FRONT.MOVEON.ORG/ABOUT/JOBS](http://front.moveon.org/about/jobs))

- FOLLOW US ON FACEBOOK ([HTTP://WWW.FACEBOOK.COM/MOVEON](http://www.facebook.com/moveon))
- FOLLOW US ON TWITTER ([HTTP://WWW.TWITTER.COM/MOVEON](http://www.twitter.com/moveon))
- NEWSLETTER SIGNUP ([HTTP://CIVIC.MOVEON.ORG/KEEPMEPOSTED/](http://civic.moveon.org/keepmeposted/))

[http://petitions.moveon.org/delivery\\_unsub.html?e=\\_m0xZcWIJXzqH9ZTz\\_cNZWJvYXJkLm9mLnN1cGVydmlzb3JzOHNmZ292Lm9yZw--&petition\\_id=99219](http://petitions.moveon.org/delivery_unsub.html?e=_m0xZcWIJXzqH9ZTz_cNZWJvYXJkLm9mLnN1cGVydmlzb3JzOHNmZ292Lm9yZw--&petition_id=99219)

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**From:** Bob Planthold <political\_bob@att.net>  
**Sent:** Saturday, September 19, 2015 5:07 PM  
**To:** Board of Supervisors, (BOS); Breed, London (BOS); Avalos, John (BOS); Mar, Eric (BOS); Farrell, Mark (BOS); Christensen, Julie (BOS); Tang, Katy (BOS); Kim, Jane (BOS); Yee, Norman (BOS); Wiener, Scott; Campos, David (BOS); Cohen, Malia (BOS); Suhr, Greg (POL); Mannix, Ann (POL); Matranga, Ben (MYR); Gillett, Gillian (MYR)  
**Cc:** Brown, Vallie (BOS); Johnston, Conor (BOS); Wong, Iris (BOS); Hsieh, Frances (BOS); Pollock, Jeremy (BOS); Rubenstein, Beth (BOS); Pagoulatos, Nickolas (BOS); Lim, Victor (BOS); Redondiez, Rachel (BOS); Stefani, Catherine; Kelly, Margaux (BOS); Montejano, Jess (BOS); Ng, Wilson (POL); Quizon, Dyanna (BOS); Law, Ray (BOS); Yadegar, Danny; Lang, Davi (BOS); Lee, Ivy (BOS); Mormino, Matthias (BOS); Scanlon, Olivia (BOS); Low, Jen (BOS); Taylor, Adam (BOS); Power, Andres; Cretan, Jeff (BOS); Ronen, Hillary; Carolyn Goossen; Bruss, Andrea (BOS); Chan, Yoyo (BOS); "AWULI >> mawuli.tugbenyoh"@sfgov.org; Bob Planthold  
**Subject:** Idaho stop policy --- needs research & analysis

Folks,

Caltrans respects and trusts me enough to appoint me, and another person familiar with SF patterns, to seats on a statewide committee developing guidance to implement Phil Ting's AB 1193, regarding Class IV [ separated ] bikeways.

With that, the advocacy statements and purported analysis made -- about a policy making stop sign violations by bicyclists the lowest priority--

reflect only one facet of a comprehensive analysis this draft policy should have.

Again I call attention to the Oregon DOT research paper, previously cited on 13 Sept. 2015.

<http://www.oregon.gov/odot/hwy/accessmgmt/docs/intsgtdist.pdf>

Specifically, pages 34 and 35, and also page 44, show states' suggested times to be used for estimating sight and distance.

One advocate notes this paper only refers to motor vehicles, but the date [ Febr., 1997 ] is a tip-off; this paper was written before a resurgence in bicycle use and innovations on facilities for bicycles.

Yet the calculations are applicable also to bicycles.

That is why I call attention to pages 34, 35, and 44.

Different states used a clustered band of 6.5 to 7.5 seconds for recognition of vehicles approaching an intersection.

The speed and time chart on page 44 starts with a minimum of 30 mph.

Some SF streets, such as Sloat, have posted speed much higher than 30 mph.

While 30 mph is higher than SF's standard speed of 25 mph, I previously also mentioned that manufacturers of some e-bikes have indicated their e-bikes can achieve speeds greater than 25 mph.

[ Kalkhoff- at approximately 28 mph, Prodeco OUTLAW1200Y -listed at 29 mph ,and maybe Cannondale Contro E-speed; while Polaris and other e-bike manufacturers advertise several models as attaining speeds of 25 mph ] .

That there may be few models NOW on SF streets does not mean they won't present a speed hazard.

Additionally, bicyclists coming down hills are likely travelling faster than when on a straight, level, and flat SF road.

Having such relatively high-speed bicycles on SF streets, travelling at or above the posted speed of 25 mph, means those bicycles could be passing slower motor vehicles.

Which means suddenly a bicycle could provide very little time for detection when the bicycle pops out from behind a car and enters the cone of vision of a pedestrian

Even if all bicyclists stay at or under 25 mph, some school zones now are slower- at 15 mph.

School-age children do not have the same reaction timing, nor the same speed/ distance-estimating judgement as do adults.

The capacities of children needs be taken into account, when crafting this policy.

Some SF buildings are built to the lot line, meaning there may be a sidewalk width of 6 feet or less.

That gives a pedestrian approaching a corner a very short distance in which to spot a bike.

The higher speeds cited above reduce the amount of time in which to spot a high speed bike.

That also means there is very little time for bicyclists to see a pedestrian who suddenly shows up in their cone of vision after passing the building edge.

That bikes are QUIET also needs be factored into the time a pedestrian needs to react.

That SF has a high---and growing-- percentage of people with disabilities and of seniors also warrants better and specific safety consideration for vulnerable pedestrians.

SF should at least:

- \* consult Oregon as whether /how this research guided Oregon DOT;
- \* whether / how Oregon DOT applies this to bicycling;
- \* do some analysis whether/ how the relative silence of bicycles gives a cue/clue to pedestrians;
- \* determine the ability of pedestrians who may be vulnerable, whether:
  - those who are deaf/hard-of-hearing,
  - those who are blind /low vision,
  - those who are pushing a baby in a stroller, --women in an advanced stage of pregnancy
  - those with mobility impairments,
  - primary grade children crossing streets on their own

to quickly & EASILY move out of the way of approaching bicyclists.

If so, the lowered walking speed that CTCDC approved last year should be used in making any timing calculations.

Approving the draft policy now is premature.

Such a rushed approval could easily result in liability litigation being filed against the city for failure to consider the risks/hazards of this policy and attempt to address those risks/ hazards.

Prudence dictates research and analysis, to get more data, gillion more factors, than just what has been asserted so far.

Bob Planthold

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**From:** Howard Chabner <hchabner@jps.net>  
**Sent:** Sunday, September 20, 2015 9:35 PM  
**To:** ed.lee@sfgov.org; Mar, Eric (BOS); scott.weiner@sfgov.org; Cohen, Malia (BOS); Avalos, John (BOS); Campos, David (BOS); Farrell, Mark (BOS); Kim, Jane (BOS); Christensen, Julie (BOS); Breed, London (BOS); Tang, Katy (BOS); Yee, Norman (BOS); Lee, Mayor (MYR); Calvillo, Angela (BOS); Johnston, Conor (BOS); Brown, Vallie (BOS); Board of Supervisors, (BOS)  
**Cc:** hchabner@jps.net; Wong, Iris (BOS); Hsieh, Frances (BOS); Pollock, Jeremy (BOS); Rubenstein, Beth (BOS); Pagoulatos, Nickolas (BOS); Lim, Victor (BOS); Redondiez, Rachel (BOS); Stefani, Catherine; Kelly, Margaux (BOS); Montejano, Jess (BOS); Ng, Wilson (POL); Quizon, Dyanna (BOS); Law, Ray (BOS); Yadegar, Danny; carol@dr-carol.com; Lang, Davi (BOS); Lee, Ivy (BOS); Mormino, Matthias (BOS); Scanlon, Olivia (BOS); Low, Jen (BOS); Taylor, Adam (BOS); Power, Andres; Cretan, Jeff (BOS); Ronen, Hillary; 'Carolyn Goossen'; Bruss, Andrea (BOS); Chan, Yoyo (BOS); Suhr, Greg (POL); Mannix, Ann (POL); Matranga, Ben (MYR); Gillett, Gillian (MYR); Fraguli, Joanna (ADM); Johnson, Carla (ADM); MOD, (ADM); chipsupanich@gmail.com  
**Subject:** Do not deprioritize stop sign running by bicyclists - no "Idaho stop" law

Dear Mayor Lee, President Breed and Supervisors:

Please do not adopt the ordinance proposed by Supervisor Avalos to make citations for bicyclists who don't stop at stop signs the lowest law enforcement priority and to permit bicyclists not to stop at stop signs if the intersection is empty. Consider the following:

- The analysis, studies and factors from experienced pedestrian safety advocate and expert Bob Planthold, in his recent communications with you, are compelling reasons not to adopt this ordinance.
- In Supervisor Avalos's press release of August 12, two things are proposed: 1- enforcement would be de-prioritized; and 2- the "San Francisco Right-of-Way Policy" would permit bicyclists to "slowly proceed without fully stopping at stop signs if the intersection is empty." With regard to #2, it has long been California law that bicyclists are subject to traffic laws applicable to other vehicles, including the requirement to stop at stop signs. Changing this should not be done through the back door of a local policy ordinance, especially one that may be introduced hastily and without complete analysis and debate. (How many San Franciscans are even aware of this proposed ordinance?) If you believe that the law should be changed, find a sponsor in the state legislature and engage in a full, statewide debate about such a major change. Moreover, purporting to exempt San Francisco from state law by means of a "policy" ordinance may well be illegal.
- The proposed ordinance would deprioritize failure to stop by cyclists who, in the words of Supervisor Avalos's press release, "safely yield at stop signs." Whether or not a cyclist's failure to stop constitutes safe yielding is extremely subjective. Also subjective is whether the intersection is empty. For example, if a pedestrian is at the curb just getting ready to lift their leg onto the street, is the intersection empty? (This gets to Bob Planthold's points about poor visibility, fast-moving bicyclists, etc.) In practice these subjective rules would mean that the police department would err on the side of non-enforcement even if the failure to stop was not safe or the intersection was not completely empty, for fear of being criticized by the Board of Supervisors and the powerful SF bike lobby. This in turn would encourage unsafe behavior by cyclists.

- People with mobility disabilities, blind people, seniors, and people with baby strollers would feel less safe. This is difficult to quantify, but it is real. I've used a wheelchair since 1990, and before that I walked for many years with increasing difficulty, and decreasing speed and confidence. Falling became an increasing problem, as it is for many people who walk with difficulty. In recent years I've had several near misses from bicyclists who have run red lights, run stop signs and ridden on the sidewalk. From time to time when I am crossing at a crosswalk where there is a stop sign and a motor vehicle is stopped, a cyclist has blown past the stop sign. I wasn't able to see the cyclist until I've been past the motor vehicle. This is stressful and unsafe. Knowing that cyclists wouldn't be required to stop at stop signs, and that the police would be under great pressure not to issue citations, would make this even worse. My feeling of safety as a pedestrian would significantly decline. In my experience (among other things, for five years I was Chair of the Physical Access Committee of the Mayor's Disability Council), many others feel the same way.
- Many times cyclists going fast have come close to me and other pedestrians. The cyclist may sincerely believe they are far enough to be safe, and they may avoid hitting the pedestrian by turning or swerving at the last moment. While I might not classify these situations as full near misses, still, as a pedestrian, this is unnerving. To add subjectivity to the law would increase these situations.
- Supervisor Avalos's press release states that strict enforcement is counterproductive because it discourages people from bicycling. First, no evidence is cited for this proposition. Second, if it is true, what it means is that some people don't want to bicycle unless they are exempt from stopping at stop signs. In other words, they want special treatment.
- Supervisor Avalos's press release also states that strict enforcement is "counterintuitive to the way most bicyclists and drivers currently navigate intersections." As above, no evidence whatsoever is cited for this proposition. But to the extent that it accurately describes the way drivers currently navigate intersections, it is most likely not because San Francisco drivers believe that cyclists should be exempt from stopping at stop signs, but because San Francisco drivers have become so used to dangerous, illegal, unpredictable, aggressive and unpunished behavior by cyclists that they are always on the lookout for cyclists coming from any direction, fast, weaving in and out, and violating traffic laws generally.
- Drivers who aren't from San Francisco would not expect that bicyclists are permitted not to stop at the stop sign. This is another reason why the law should be uniform and consistent throughout California.
- Idaho adopted the "Idaho stop" law in 1982. There is a good reason why none of the other 49 states have adopted this law in the subsequent 33 years. It's also important to consider that Boise is much less dense than San Francisco and is not comparable in other ways.

Please oppose this ordinance that would diminish pedestrian safety and give cyclists special treatment. Thank you for considering this email.

Sincerely

Howard Chabner

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**From:** Board of Supervisors, (BOS)  
**To:** BOS-Supervisors; Ausberry, Andrea; Young, Victor  
**Subject:** FW: SFBOS Land Use - Sept. 21, 2015- ITEM #3 - 150790 [Planning Code - Establishing a New Citywide Transportation Sustainability Fee]

**From:** Aaron Goodman [mailto:amgodman@yahoo.com]  
**Sent:** Sunday, September 20, 2015 3:23 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Wiener, Scott <scott.wiener@sfgov.org>; Kim, Jane (BOS) <jane.kim@sfgov.org>  
**Subject:** SFBOS Land Use - Sept. 21, 2015- ITEM #3 - 150790 [Planning Code - Establishing a New Citywide Transportation Sustainability Fee]

**ITEM # 3 - 150790 [Planning Code - Establishing a New Citywide Transportation Sustainability Fee]**  
SF BOS Land Use Committee  
Sept. 21st, 2015

Land-Use Committee / cc:SFBOS

Once again the public agencies have the opportunity to stand up and take action on the issue of taxation of Housing Development, Business Development, and Institutional Growth.

The question is whether our publicly elected figures can stand up or just follow the leader.

The consistent back-up of traffic, overcrowded muni bus and trains, dilapidated stations, and lacking intermodal design and connectivity between systems shows a serious failure to plan for the future up front.

I watched from behind a 28 sunset bus, as the driver with a loaded bus skipped multiple stops not picking up large groups of passengers mainly kids and seniors trying to board. I see daily increased housing development mostly market rate cramming in, along with tech companies, but little improvement in surrounding stations, and neighborhoods to alleviate the traffic issues daily.

The articles below also denote very well the issues of lacking taxation, prior and currently in regards to development.

We are letting big developers and institutions, banks and private interests too much and not looking for the public's best interests.

Please stand up and ensure that money is not funneled into private interests at the expense of our outer neighborhoods, and ensure that transit upgrades, improved facilities, and connectivity is the mantra through proper taxation at a minimum 50% above what the Planning Commissioner's approved.

As a member of the public who sees the current imbalance of spending it becomes critical to solve the problems now environmentally and not 20 years down the road.

Your riding MUNI was only a pre-view of the conditions we all will face unless adequate action and resolve is taken to tax market rate housing, institutional growth, and business interests equitably.



Sincerely

Aaron Goodman  
D11 Resident  
BPSCAC - Seat 8

<http://www.sfexaminer.com/new-muni-changes-may-leave-lake-merced-residents-stranded/>

<http://www.sfexaminer.com/making-up-for-a-lost-generation-of-muni-improvements/>

<http://www.48hills.org/2015/09/11/when-is-growth-too-expensive/>

<http://www.48hills.org/2015/09/08/a-new-subway-system-in-sf-brilliant-now-who-pays/>

BOS-11, LU clerk,  
Leg Dep, Rules, COB  
Clerk  
Dep city atty, CPast

September 18, 2015

San Francisco Board of Supervisors  
Committee on Parades  
1 Dr. Carlton B. Goodlett Pl., Room 244  
San Francisco, CA 94102

Via: Hand Delivery

Re: Emergency Appeal of Denial of Parade Permit Application

To: The San Francisco Board of Supervisors, Committee on Parades

I have the pleasure of representing George Davis. Mr. Davis on behalf of himself and others recently applied for a permit for a parade scheduled to take place on September 26, 2015. A copy of the application is attached as Exhibit A.

The San Francisco Police Department refused to issue a permit, stating that Mr. Davis and his group must walk on the sidewalk rather than on the street as requested. SFPD stated that the number of expected participants listed in application was not sufficiently large enough to meet the definition of parade. The refusal to issue the permit is attached hereto as Exhibit B. Further relevant correspondence is attached as Exhibit C.

Please note that the definition of Parade in the San Francisco Police Code is as follows:

(e) A "parade" is an event, not including an athletic event, in which a group of persons proceed as a collective body for more than one block on any street in the City and County of San Francisco, whether on foot or in any type of vehicle or on an animal or animals, which event obstructs or interferes with the normal flow of vehicular traffic. An "athletic event" is an event in which a group of people collectively engage in a sport or form of physical exercise on any street in the City and County of San Francisco, including but not limited to jogging, bicycling, racewalking, roller skating or running. The following processions are not included in the definitions of a "parade": (1) processions composed wholly of the military or naval forces of the United States or of the State of California; (2) processions incidental to a

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
SEP 18 PM 4:10

24

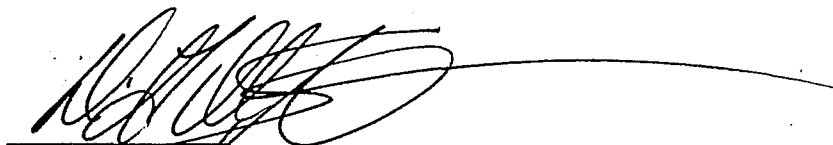
wedding or funeral; (3) processions composed of one or more governmental officials or candidates accompanied by security personnel to which such officials or candidates are entitled by virtue of their office or candidacy. Any event taking place entirely on property under the jurisdiction of the Recreation and Park Commission shall be exempt from this ordinance. SFPC §366(e)

The definition does not include a minimum number of participants. Nor is there any mention of a minimum number of participants in any other location of the Code. Moreover, SFPD has refused to respond to my legitimate request to inform me of the minimum number of participants required to obtain a parade permit. Finally, it should be noted that the SFPD's demand that Mr. Davis stay on the sidewalk, specifically takes his event outside of the definition of parade. In other words, it is clear that SFPD has not simply imposed reasonable conditions on the parade - it has denied it altogether. The allowing the SFPD to redefine what constitutes a parade, while at the same time refusing to publish that definition creates a situation where the department has unbridled discretion. For that reason and others, the SFPD's acts are clearly unconstitutional.

In order to avoid further legal proceedings to protect my client's interest, I respectfully request that the Committee on Parades overrule the SFPS's denial of Mr. Davis' parade permit application and immediately direct the Chief of Police to issue the permit.

**Because the date of the proposed parade approaches quickly, I ask that you consider and rule on this appeal by 5 p.m. on Tuesday, September 22, 2015.**

Thank you,



D. GILL SPERLEIN  
Attorney for George Davis

cc: Dennis J. Herrera, San Francisco City Attorney  
Lawrence Walters, Esq.

1  
2  
3 **PROOF OF SERVICE**

4 I, D. Gill Sperlein, declare:

5 I am a citizen of the United States and am employed in the County of San Francisco, State  
6 of California. I am over the age of 18 years and am not a party to the within action. My business  
7 address is The Law Office of D. Gill Sperlein, 345 Grove Street, San Francisco, CA 94102. I am  
8 personally familiar with the business practice of the Law Office of D. Gill Sperlein. On  
September 18, 2015 I served the following document(s):

9  
10 **Emergency Appeal of Denial of Parade Permit Application**

11 By hand delivering a true copy thereof enclosed in a sealed envelope addressed to the following  
12 parties:

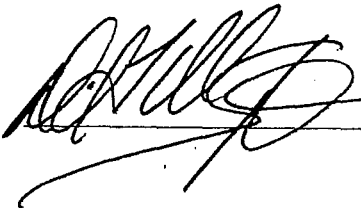
13 San Francisco Board of Supervisors  
14 Committee on Parades  
15 1 Dr. Carlton B. Goodlett Pl., Room 244  
San Francisco, CA 94102

16 with a courtesy copy to

17 Dennis J. Herrera  
18 San Francisco City Attorney  
19 City Hall, Room 234  
20 1 Dr. Carlton B. Goodlet Place  
San Francisco, CA 94102-4602

21 I declare under penalty of perjury under the laws of the United States and the State of  
22 California that the above is true and correct and that this declaration was executed at San  
23 Francisco, California.

24  
25  
26 Dated: 9/18/2015

27  
28  


Officer Parker  
Mission Station  
7113 (415) 558-5457



PARADE PERMIT APPLICATION  
San Francisco Police Department  
Field Operations Bureau, Hall of Justice

TIME OF EVENT START: Noon END: 4PM		DATE OF EVENT September 26, 2015
TYPE OF STREET PARADE (DESCRIBE) "Nude-In" March		
SPONSORING ORGANIZATION None		
PURPOSE OF EVENT Declaration of Body Freedom		NUMBER OF UNITS 1
STAGING AREA Jane Warner Plaza 17th St/Market/Castro		NUMBER OF VEHICLES 0
DISPERSAL AREA Jane Warner Plaza 17th St/Market/Castro		NO. OF PERSONS WALKING OR RUNNING 50-100
ROUTE Jane Warner Plaza Market St. (one lane only) to 9th St/Larkin North on Larkin (one lane only) to McAllister West on McAllister one block to Folk St. Photo-op (no planned speeches) in front of City Hall Continue down Folk St to Market St. return to Jane Warner Plaza.		
NAMES OF ALL STREETS TO BE USED 1 Market St 2 Larkin 2 McAllister 4 Folk		
OTHER ACTIVITY IN CONJUNCTION WITH PARADE Note: Parade is a "Nude-In" on the Saturday before Folsom Street Fair We will only use 1 lane of Market St with practically no impact on Mon. "Nude-Ins" have been held in 2011, 2012, 2013		
SOUND EQUIPMENT None		A SOUND PERMIT WILL BE OBTAINED YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
NAME OF SPONSOR None		EMAIL
HOME ADDRESS OF SPONSOR		HOME PHONE
BUSINESS ADDRESS OF SPONSOR		BUSINESS PHONE
NAME OF OTHER PERSON(S) TO CONTACT Dr. Gill Sperlein, Esq. (counsel for applicant)		EMAIL gill@sperteinlaw.com
ADDRESS Grace St., CA 94102 (gill@sperteinlaw.com) (415) 404-6615		PHONE (415) 404-6615
NAME OF PERMIT APPLICANT George Davis		EMAIL george123570@yahoo.com
HOME ADDRESS OF PERMIT APPLICANT 422 Valencia St. #310 SF, CA 94103 george123570@yahoo.com (415) 722-2968		HOME PHONE (415) 722-2968
BUSINESS ADDRESS OF PERMIT APPLICANT S/A		BUSINESS PHONE
NAME OF EVENT ORGANIZER George Davis		EMAIL george123570@yahoo.com
HOME ADDRESS OF EVENT ORGANIZER 422 Valencia St. #310 SF, CA 94103		HOME PHONE (415) 722-2968
BUSINESS ADDRESS OF EVENT ORGANIZER S/A		BUSINESS PHONE
RELATIONSHIP OF THE APPLICANT TO THE SPONSOR		
PROOF APPLICANT HAS AUTHORITY TO ACT ON BEHALF OF THE SPONSOR		

Field Operations Bureau  
(415) 575-7142

Sgt Manning or Sgt McArthur  
Page 1 of 3

Sgt Ramos handling  
(415) 837-7288  
LVM - 722-9278  
8/3 message on violation SFDP - 122 (15/14) 4.2

**PERMIT RECOMMENDATION**

San Francisco Police Department  
Mission Station  
415-558-5400

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We have received the following application for Parade Permit at the indicated address.

Organization: **George M. Davis**  
Location: Jane Warner Plaza and indicated route


Event Date: **September 26, 2015**

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The event for which you are seeking a permit would not be a parade and therefore does not require a permit. The Police Department does not require Parade permits for events with such a small number of people. Given the number of participants and the route proposed, the event can take place on the sidewalk.



CAPTAIN DAN PEREA #474  
COMMANDING OFFICER  
MISSION POLICE STATION



AVERY PARKER #305  
PERMIT OFFICER  
MISSION POLICE STATION

August 18, 2015

d. gill spertoin

September 1, 2015

Chief of Police Greg Suhr  
San Francisco Police Department, Permit Section, Rm. 458  
850 Bryant Street  
San Francisco, CA 94103

2015 SEP 1 10 30 AM

**Via: Hand Delivery**

**Re: Denial of Parade Permit Application**

Dear Chief Suhr:

On July 20, 2015, my client George Davis, submitted an application for a parade permit to be held Saturday, September 26, 2015, noon-4pm. On August 18<sup>th</sup> Captain Dan Perea, Commanding Officer of the Mission Police Station, and Avery Parker, Permit Officer of the Mission Police Station, denied the permit application on the following basis:

"The event for which you are seeking a permit would not be a parade and therefore does not require a permit. The Police Department does not require Parade permits for events with such a small number of people. Given the number of participants and the route proposed, the event can take place on the sidewalk."

The San Francisco Police Department Code includes the following comprehensive and detailed definition of a parade.

"A 'parade' is an event, not including an athletic event, in which a group of persons proceed as a collective body for more than one block on any street in the City and County of San Francisco, whether on foot or in any type of vehicle or on an animal or animals, which event obstructs or interferes with the normal flow of vehicular traffic. An 'athletic event' is an event in which a group of people collectively engage in a sport or form of physical exercise on any street in the City and County of San Francisco, including but not limited to jogging, bicycling, racewalking, roller skating or running. The following processions are not included in the definitions of a

'parade: (1) processions composed wholly of the military or naval forces of the United States or of the State of California; (2) processions incidental to a wedding or funeral; (3) processions composed of one or more governmental officials or candidates accompanied by security personnel to which such officials or candidates are entitled by virtue of their office or candidacy. Any event taking place entirely on property under the jurisdiction of the Recreation and Park Commission shall be exempt from this ordinance."

Nowhere in this definition does it state, or even imply, that there are minimum or maximum numbers of attendees for a parade. The City has simply imposed a new definition that includes a minimum number in order to deny my client a permit. This cannot stand.

The purpose of the parade is to be visible so that my client and his group can disseminate their particularized message. A sidewalk march will not achieve this goal. They are entitled to obtain a parade permit.

Please Issue the permit within the next 48 hours as provided for under the code. If you do not issue the permit because the applicant has not indicated a large enough number of people will attend, please inform me the exact number of people required to meet the Department's newly imposed minimum. Also, please provide me with documentation as to where the SFPD believes it obtained authority to change the permitting procedures by imposing a minimum number of participants before a permit will be issued.

The details of the event are as follows:

Date:	9/26/2015
Time:	12-4 p.m.
Sponsor:	George Davis
Purpose of the Event:	Annual Nude In Parade
Staging Area:	Jane Warner Plaza
Dispersal Area:	1 Dr. Carlton B. Goodlet Place San Francisco City Hall sidewalk

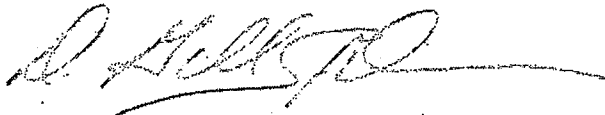


Number of Vehicles: None  
Number of Persons: 50 to 100  
Route: Jane Warner Plaza, Route - one lane of  
Market St. to 9th Street - North on Larkin to McAllister  
- West on McAllister to Polk St - South on Polk St to  
Market St. (with photo-ops in front of City Hall) -  
return down one lane of Market St. to Jane Warner  
Plaza (ending at 4pm)  
Sound: Bull horn only  
Person in Charge: George Davis,  
422 Valencia Street #310  
San Francisco, CA 94103

Other Contact: D. Gill Sperlein, Esq.  
345 Grove Street, San Francisco, CA, 94102  
415-404-6615

Please process the application within the next 48 hours and e-mail  
the approval or denial to me at the following e-mail address:  
[gill@sperleinlaw.com](mailto:gill@sperleinlaw.com). You may also send a hard copy to me at my  
business address.

Thank you,



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D. GILL SPERLEIN  
Attorney for George Davis

cc: Tara Steeley, Deputy City Attorney

d. gill sperlein

September 16, 2015

2015 SEP 16 P 03

Chief of Police Greg Suhr  
San Francisco Police Department  
1245 3rd Street, 6th floor  
San Francisco, CA 94158

**Via: Hand Delivery**

**Re: Parade Permit Application**

Dear Chief Suhr:

On September 1, I wrote requesting that you review a parade permit application that Mission Police Station refused to process, claiming that the event did not have a sufficient number of participants to be eligible for a parade permit. I have enclosed a copy of my letter to you, the original application, and the "SFPD Permit Recommendation" indicating the application would not be processed. I requested that you process the application and issue a permit within 48 hours. I have received no further response.

The San Francisco Police Code provides that when a parade permit applicant requests for the Chief of Police to process an application that the SFPD has failed to process, the Chief must respond within 48 hours or the "application is deemed approved." S.F. Police Code §367(h).

Accordingly, we consider the application to be approved and my clients will proceed with the parade on September 26, 2015 following the schedule and route set forth on the application. Please instruct field operations accordingly.

If the above does not comport with your understanding of the state of the pending application, please so advise immediately in writing.

Thank you,



D. GILL SPERLEIN  
Attorney for George Davis

## D. Gill Sperlein

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**From:** Redmond, Michael (POL) [michael.redmond@sfgov.org]  
**Sent:** Friday, September 18, 2015 9:59 AM  
**To:** gill@sperleinlaw.com  
**Subject:** Parade permit

Dear Mr. D.Gill Sperlin,

We are in receipt of your letter dated September 1, 2015, and September 16, 2015. We would like to clarify that your client's parade permit was denied on August 18, 2015, and remains denied.

In your September 1, 2015, letter, you assert that Captain Dan Perea erroneously denied a permit application submitted for Saturday, Sept. 26, 2015. Captain Perea denied the permit because "[t]he event for which you are seeking a permit would not be a parade and therefore does not require a permit. The Police Department does not require Parade permits for events with such a small number of people. Given the number of participants and the route proposed, the event can take place on the sidewalk." We have reviewed the application and the stated basis in which the permit application was denied and we stand by the Department's determination.

This particular assembly does not require a permit and may proceed on the sidewalk.

In your September 1, 2015, you also requested that the Department process the permit application and failure to do so would deem the permit application approved pursuant to Police Code 367(h). In your September 16, 2015, letter you assert that the Department's failure to process the permit within 48 hours automatically deems the permit approved. We disagree.

First, the Department had no obligation to act within 48 hours because the permit was denied on August 18, 2015. Police Code Section 367(h) states that if an application is not processed within the time specified in Subsection (f), the applicant may obtain approval of a permit application by providing the Chief of Police with two copies of a letter addressed to the Chief of Police, which letter sets forth the details of the proposed event and the date of the application and the fact that the application has not yet been processed. The applicant shall deliver one copy of the letter and have the second copy file-stamped as proof of having complied with this Section. If the Chief of Police does not process the application within 48 hours of delivery by the applicant of the letter described above, the application shall be deemed approved.

Police Code section 367(f) does not apply to the present situation because the Department processed the permit application and denied it within the time frame prescribed. You also acknowledged that SFPD denied your client's permit application in your September 1, 2015, letter. You stated "[o]n August 18th Captain Dan Perea ... and Avery Parker ... denied the permit application..." (emphasis added). The Department did not fail to process the permit application and thus Police Code section 367(f) does not apply. Even assuming the Department did not deny the permit and instead failed to process the application your September 1, 2015, letter failed to comply with all the elements required in Police Code section 637(f). Your September 1, 2015, letter failed to state "the fact that the application has not yet been processed." The Department construed your September 1, 2015, letter as an appeal of the permit denial. Thus, the Department stands by its original determination and reaffirms its decision. The permit remains denied.

Regards,

Deputy Chief Redmond  
Deputy Chief Michael Redmond

SFPD Operations Bureau  
415-575-7142

CONFIDENTIAL NOTICE: This message is intended only for the use of the individual(s) to which it is addressed and may contain information which is privileged, confidential, proprietary or exempt from disclosure under applicable law. If you are not the intended recipient or the person responsible for delivering the message to the intended recipient, you are strictly prohibited from disclosing, distributing, copying or any way using this message. If you have received this communication in error, please notify the sender and destroy or delete any copies you may have received.