

FILE NO: 200016

Petitions and Communications received from December 9, 2019, through December 30, 2019, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on January 7, 2020.

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 Mayor's Office of Housing and Community Development, pursuant to Resolution No. 457-19, submitting a report on the City's procedures to contain the costs of affordable housing development. Copy: Each Supervisor. (1)

From the Office of the Treasurer and Tax Collector, pursuant to California State Government Code, Section 53646, submitting the CCSF Pooled Investment Report for November 2019. Copy: Each Supervisor. (2)

From Office of the City Administrator, pursuant to Administrative Code, Chapter 14B.15(A), submitting the Local Business Enterprise (LBE) Contracting Report for FY2018-2019. Copy: Each Supervisor. (3)

From the Office of Contract Administration, submitting the Proposition Q Analysis for the 1st Quarter of FY2019-2020. Copy: Each Supervisor. (4)

From the Public Utilities Commission, submitting correspondence to the California Public Utilities Commission regarding local government acquisition of utility facilities. Copy: Each Supervisor. (5)

From the Office of the Controller, in partnership with the Human Services Agency, the Child Abuse Prevention Council, and a cross-agency prevention plan steering committee, submitting mapping resources to prevent child abuse in San Francisco. Copy: Each Supervisor. (6)

From the Office of the Controller, submitting the updated Park Scores Dashboard and the FY2018-2019 Park Maintenance Standards Annual Report. Copy: Each Supervisor. (7)

From the Office of the Controller, submitting the San Francisco Annual Performance Results for FY2019. Copy: Each Supervisor. (8)

From the Office of the Controller, submitting the follow-up of the 2016 Audit of the Airport Commission's Employee Separation Process. Copy: Each Supervisor. (9)

From the California Public Utilities Commission, submitting notices of projects from Verizon Wireless. 2 letters. Copy: Each Supervisor. (10)

From the San Francisco Climate Emergency Coalition, regarding the proposed ordinance amending the Green Building Code. File No. 190974. 3 letters. Copy: Each Supervisor. (11)

From the Office of the District Attorney, pursuant to Ordinance No. 10-12, submitting the 2019 San Francisco Sentencing Commission Annual Report. Copy: Each Supervisor. (12)

From the Department of Human Resources, submitting Administrative Code, Chapter 12B, waiver requests. 2 letters. Copy: Each Supervisor. (13)

From concerned citizens, regarding the proposed housing project at 659 Union Street. 2 letters. Copy: Each Supervisor. (14)

From the Office of the Mayor, pursuant to Charter, Section 4.121, submitting the following two appointments: Copy: Each Supervisor. (15)

**Angus McCarthy** - Building Inspection Commission - term ending  
December 19, 2021

**Sam Moss** - Building Inspection Commission - term ending December 19, 2021

From concerned citizen, regarding the homeless crisis in San Francisco. 2 letters. Copy: Each Supervisor. (16)

From Jayeson Vance, regarding the Plymouth Street Gang in the Oceanview District. Copy: Each Supervisor. (17)

From Thomas Escher, regarding proposed mental health legislation. File No. 191148. Copy: Each Supervisor. (18)

From Tom Doudiet, regarding Supervisor Mar's proposed Resolution of Urgency for the emergency firefighting water system. No. 191029. Copy: Each Supervisor. (19)

From Steve Rock, regarding energy waste at restaurants. Copy: Each Supervisor. (20)

From Matt and Maria Tracy, regarding San Francisco tourism. Copy: Each Supervisor. (21)

From Dylan Harris, regarding a bike lane on Bryant Street between 7<sup>th</sup> and 8<sup>th</sup> Streets. Copy: Each Supervisor. (22)

From Rodan and Fields, pursuant to the Federal and California Worker Adjustment and Retraining Notification Acts, submitting notice that 50 employees will be laid-off at the San Francisco office as a result of corporate-wide reorganization. Copy: Each Supervisor. (23)

From Leela Gill, regarding public comment for the December 10, 2019, Board of Supervisors meeting. Copy: Each Supervisor. (24)

From concerned citizens, regarding a new location for a permittee's medical cannabis dispensary permit. File No. 190973. 10 letters. Copy: Each Supervisor. (25)

From concerned citizen, regarding United States House Resolution No. 763, the Energy Innovation and Carbon Dividend Act of 2019 (Deutch). File No. 191188. Copy: Each Supervisor. (26)

From concerned citizens, regarding Senate Bill No. 50, the More HOMES Act (Wiener). File No. 190398. 2 letters. Copy: Each Supervisor. (27)

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: MOHCD report on cost containment (File 190980)  
**Date:** Thursday, January 2, 2020 10:40:00 AM  
**Attachments:** [MOHCD Cost Containment Report Final.pdf](#)

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Hi Alisa and Eileen,

Please distribute the attached MOHCD report on the City's procedures to contain the costs of affordable housing development as required by File 190980 to the Board of Supervisors.

Thanks,  
Amy

Amy Chan  
Director of Policy and Legislative Affairs  
Mayor's Office of Housing and Community Development  
1 South Van Ness, 5<sup>th</sup> Floor  
San Francisco, CA 94103  
tel: [415.701.5508](tel:415.701.5508) fax: [415.701.5501](tel:415.701.5501)  
[amy.chan@sfgov.org](mailto:amy.chan@sfgov.org)

**Mayor's Office of Housing and Community Development**  
City and County of San Francisco



**London N. Breed**  
Mayor

**Daniel Adams**  
Acting Director

December 9, 2019

To: Mayor London Breed; Board of Supervisors

From: Daniel Adams, Acting Director

CC: Clerk of the Board of Supervisors

**Re: MOHCD report to the Board of Supervisors on the City's procedures to contain the costs of affordable housing development (File #190980)**

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Construction costs have been rising across the country, and felt acutely here in San Francisco. Market-rate and affordable housing are both affected by market conditions like rising material costs, a skilled labor shortage and prolonged entitlement and permitting timeframes. However, affordable housing incorporates socially driven goals and requirements that add further costs. These goals include multi-bedroom/family friendly units, enhanced accessibility and resilience/sustainability, community development, and a public housing transformation that includes significant infrastructure and site amenity costs.

The City has addressed entitlement and permitting timeframes by implementing policies to achieve cost containment through process improvements that reduce the time for affordable housing development. They include SB 35 streamlining, Executive Directives 13-01 and 17-02, and ongoing work to implement Mayor's Office of Housing and Community Development (MOHCD) working group recommendations. These strategies all help collectively, but construction costs will continue to rise an estimated 4-8% annually, with more recent increases at 6-8%, unless radical approaches are taken to modernize the industry.

**Construction costs on the rise nationally**

While San Francisco was named the city with the highest construction costs this year in Turner & Townsend's construction market survey, costs have been rising across the country. According to the Turner Center for Housing Innovation, construction costs increased 11.8% nationally and 12.6% in San Francisco from 2011-2016.<sup>1</sup> San Francisco's Annual Infrastructure Construction Cost Inflation Estimate based on averaging a variety of construction cost escalation indicators rose from 3.25% in 2013 to 6% in 2019.<sup>2</sup> In practice, MOHCD has seen costs rise as much as 8% annually in recent years.

The market conditions that drive up costs in the most expensive markets are the same, and they include cost of materials, which have been affected by recent tariffs on steel, and a skilled labor shortage. These conditions affect both market rate and affordable housing development. As a result, according to the Planning Department, nearly 31,000 new units of housing have been entitled for over two years but not yet started construction.

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<sup>1</sup> <https://turnercenter.berkeley.edu/construction-costs>

<sup>2</sup> <http://onesanfrancisco.org/sites/default/files/2019-04/Agenda%20Item%204%20-%202019%20AICCIE.pdf>

### **Affordable housing's socially driven goals add further costs**

Affordable housing is designed to include features that achieve socially driven goals. These goals include multi-bedroom/family friendly units, enhanced accessibility and resilience/sustainability, community development, and public housing transformation. While the goals are worthy, they add further costs to the projects. Unique features often require greater design work, review and approval by the applicable oversight agencies, and more complex construction.

#### **1. Multi-bedroom/Family friendly units**

Affordable housing serves many groups that cannot find housing in the market, including families whose residency has been on the decline in San Francisco. To achieve the City's family retention and family friendly goals, affordable housing includes a greater percentage of higher bedroom count units (three bedrooms and above) than typically offered by the market, which tends to focus on studio, 1- and 2-bedroom size units. By contrast, affordable housing projects' three- and four-bedroom units are more expensive to build as they reflect fewer total units across which costs can be shared, and are less able to incorporate efficiencies such as stacking of studios and one-bedroom units with consistent framing and mechanical systems. Moreover, in some HOPE SF projects, redevelopment law requires that the unit mix of the original public housing units be replicated in the replacement projects, resulting in a preponderance of 3-, 4- and 5-bedroom units. These disparities result in a per unit development cost of these family projects being higher.

#### **2. Enhanced Accessibility**

Affordable housing meets higher accessibility standards than market rate (non-publicly funded) housing types. While the Code requires that 5% of newly constructed units provide mobility features, affordable housing construction projects contain a minimum of 10% of units that are accessible with mobility features, and in San Francisco, this is further enhanced with the voluntary installation of grab bars in mobility dwelling units. The Code also requires 2% of units to provide communication features, whereas affordable housing provides for 4% of units that have communication features. The remaining 90% of units are adaptable (can be modified to provide accommodation for people with mobility or communication needs). Moreover, for our developments built for special needs populations, MOHCD often funds accessibility features such as grab bars and roll-in showers above what the code requires. Plan review and field inspection for enhanced mobility features must also be completed by an additional City agency, which increases project costs.

#### **3. Enhanced Sustainability**

The City has been enacting policies to make affordable housing greener and more sustainable as part of its climate action goals. These policies include storm water management, recycling non-potable water, conversion to public power and electrification, and zero waste. While some requirements can be waived on a case-by-case basis through administrative approval, these policies as a whole increase the design and construction costs of affordable housing.

#### **4. Community development**

Affordable housing is an integral part of community development that aims to improve the health, wellbeing and economic opportunity of residents. This means that affordable housing is not simply designed for residency, but also incorporates social services and community spaces like childcare facilities, health clinics, and community arts facilities. Many times these amenities are not required by code but nonetheless trigger additional project review that results in longer project schedules and higher project

costs. Additionally, where such amenities achieve social aims, the cost of tenant improvements can be borne by the residential development where in a market rate context such costs might be covered by the commercial occupant.

#### 5. Public housing transformation

In the case of HOPE SF, the City is not only funding the replacement of 1,900 dilapidate public housing units with 5,300 new units, but the complete transformation of long underserved communities into vibrant, mixed-income neighborhoods. In 2019-2020 alone, the City will be investing \$90 million in new infrastructure at the development sites to pave the way for new parks, streets, sewers, and utilities. Even though the projects are able to leverage non-City funds to keep the City's subsidy contribution lower than the average affordable unit, the total development costs of the projects are high because they include a pro-rata share of the cost to install new infrastructure.

#### **More time means more money**

Although recently affordable housing can benefit from streamlined approvals under SB 35, affordable housing is subject to more agency reviews and approvals than market-rate housing because of the regulatory requirements governments have imposed, and such reviews can add time. Due to escalating construction costs, the longer it takes for a project to start construction, the higher its construction costs will be.

Local requirements for affordable housing include:

- Mayor's Office on Disability (MOD) review for accessibility
- Arts Commission and Historical Preservation Commission design review
- Public Utilities Commission (PUC) right of first refusal for power and review of recycling water and storm water management
- Office of Economic and Workforce Development (OEWD) review of local hire and Contract Monitoring Division (CMD) review of small and local business procurement
- Board of Supervisors review for site acquisition or jurisdictional transfer, ground lease, and financing

State requirements for affordable housing include:

- Environmental review
- Local legislative approval for applying for state funding

Federal requirements for affordable housing include:

- Applications for allocations of low-income housing, solar and historic preservation tax credits
- Environmental review – depending on the scope of a proposed project utilizing federal funds, a Categorical Exemption, Environmental Assessment, or full Environmental Impact Statement can be required, adding several years to the front end of a project
- Historical preservation review

Typically, affordable housing projects take five years to develop, three of which are needed to secure entitlements and financing and two to construct, but the process can be longer if a project needs to wait for availability of state or tax credit funding that is offered just once or twice a year, relies on the impact fees generated by a specific market-rate project it is tied to by agreement, or is appealed or litigated.

#### **Cost containment through process improvements**

In response to the housing crisis and rising costs, MOHCD has taken steps to mitigate the impacts of cost escalation by implementing policies to relieve some of the regulatory burdens imposed on affordable housing, primarily policies that contain costs through process improvements. These improvements include SB 35 streamlining, Executive Directive 17-02 setting permit deadlines, and ongoing work to implement MOHCD working group recommendations.

### 1. SB 35

By far, the most impactful process improvement policy has been streamlining under SB 35. SB 35 has been a game changer, especially combined with state or local density bonus programs, because it exempts eligible projects that meet objective standards from state environmental review requirements. Instead of taking 22-24 months for environmental review, SB 35 projects only take six months to be entitled.

An added benefit to SB 35 is that the reduced time required for entitlements has allowed affordable housing projects to successfully qualify for State funding that requires “readiness” to be competitive and take advantage of unique opportunities such as federal land disposition programs that have short project completion deadlines.

### 2. Executive Directive 17-02

In 2017, Mayor Lee issued Executive Directive 17-02 to speed up the approval of housing development by setting entitlement and post-entitlement permit deadlines. The entitlement deadline is based on the type of environmental review required and the post entitlement approvals must be within a year of a project’s submission of a complete phase application. The executive directive also called on city agencies to deliver recommendations to the Mayor on process improvements needed to meet these deadlines.

Following the 2017 Executive Directive, MOHCD and permitting agencies have been meeting regularly to coordinate on the approval of affordable housing developments. As a result of the meetings, communication between agencies has improved and permitting times have been reduced through early intervention and problem solving.

This Housing Delivery Agencies group has set new goals for priority building approvals that include site permits at five months or less, architectural addenda at nine months or less, and ancillary permits at least 90 days before temporary certificate of occupancy. Should these new goals be achieved, a two-year pre-development period for an infill site is a goal that projects should be able to meet with regularity.

### 3. MOHCD working group

In 2017-2018, as a result of escalating construction costs, MOHCD convened a series of stakeholder meetings to identify cost drivers in affordable housing and strategies for addressing those drivers. The MOHCD working group made recommendations on process improvements for city agencies to implement in three specific areas: local regulations, workforce and labor, and design. Since the working group meetings, MOHCD has been collaborating with sister agencies on effectuating the below recommendations, specifically those that can have the greatest impact on cost.

For local regulations, the working group recommended that city agencies standardize codes, interpretations and designs, create design best practices, apply consistency in review across staff, and utilize third party peer review to focus on cost control.



For workforce and labor, the working group recommended that OEWD increase training opportunities and provide financial incentives to attract and support new workers in the industry and better inform contractors on how to comply with local hire requirements. The working group recommended that CMD support small and local businesses in meeting project requirements and assist in building their capacity.

For design, the working group recommended that Planning apply cost effectiveness in design review and approve designs and building materials that best achieve cost effectiveness.

### **Next steps for cost containment**

MOHCD has seen significant process improvements through SB 35 streamlining, Executive Directive 17-02, and implementation of working group recommendations. Affordable housing projects have also been able to reduce permitting costs with fee waivers granted by the Department of Building Inspection.

Cost containment will continue to be a major focus with the following next steps:

1. MOHCD will continue to work with city agency partners in implementing working group recommendations to achieve greater process improvements, including entering into a Memorandum of Understanding with MOD on standardized practices and clarifying code requirements for kitchens and bathrooms through administrative bulletins.
2. The City is pursuing cost containment by using factory built (modular) housing to construct three permanent supportive housing projects. These projects will be starting construction in early 2020. When completed, there will be more information on the time and cost savings that affordable housing projects can achieve through modular development.
3. MOHCD will continue to contain costs at the project level through design cost efficiencies or value engineering, but construction labor and material costs will continue to rise an estimated 4-8% annually, with more recent increases at 6-8%, unless radical approaches are taken to modernize the industry.

### **Conclusion**

Construction costs have been rising across the country because of market conditions, a skilled labor shortage, and prolonged entitlement and permitting timeframes. All residential development has been affected, but the impact on affordable housing is especially acute because affordable housing bears additional costs for incorporating socially driven goals and requirements. These goals and requirements include multi-bedroom/family friendly units, enhanced accessibility and resilience/sustainability, community development, and public housing transformation.

The City has focused on process improvements to reduce the timeline for affordable housing development and thereby contain costs. Implementation of SB 35 streamlining, Executive Directives 13-01 and 17-02, and working group recommendations have already led to significant process improvements, but construction costs will continue to rise an estimated 4-8% annually, with more recent increases at 6-8%, unless radical approaches are taken to modernize the industry.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: CCSF Monthly Pooled Investment Report for November 2019  
**Date:** Monday, December 16, 2019 6:13:00 PM  
**Attachments:** [CCSF Monthly Pooled Investment Report for November 2019.pdf](#)

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**From:** Dion, Ichieh (TTX) <[ichieh.dion@sfgov.org](mailto:ichieh.dion@sfgov.org)>  
**Sent:** Friday, December 13, 2019 1:16 PM  
**Subject:** CCSF Monthly Pooled Investment Report for November 2019

All-

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

Regards,

Ichieh Dion  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 140  
San Francisco, CA 94102  
415-554-5433

Office of the Treasurer & Tax Collector  
City and County of San Francisco



José Cisneros, Treasurer

Tajel Shah, Chief Assistant Treasurer  
Robert L. Shaw, CFA, Chief Investment Officer

Investment Report for the month of November 2019

December 15, 2019

**The Honorable London N. Breed**  
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

Colleagues,

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 November 30, 2019. 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 November 2019 for the portfolios under the Treasurer's management. All pricing and valuation data is obtained from Interactive Data Corporation.

**CCSF Pooled Fund Investment Earnings Statistics \***

<i>(in \$ million)</i>	Current Month		Prior Month	
	Fiscal YTD	November 2019	Fiscal YTD	October 2019
Average Daily Balance	\$ 11,004	\$ 11,432	\$ 10,899	\$ 11,213
Net Earnings	104.37	20.04	63.44	20.87
Earned Income Yield	2.26%	2.13%	2.33%	2.30%

**CCSF Pooled Fund Statistics \***

<i>(in \$ million)</i>	% of Portfolio	Book Value	Market Value	Wtd. Avg. Coupon	Wtd. Avg. YTM	WAM
<b>Investment Type</b>						
U.S. Treasuries	11.06%	\$ 1,312.6	\$ 1,313.8	1.87%	1.91%	424
Federal Agencies	44.14%	5,225.6	5,243.7	2.01%	2.08%	661
State & Local Government						
Agency Obligations	0.68%	80.3	81.2	2.11%	2.30%	425
Public Time Deposits	0.29%	35.0	35.0	2.19%	2.19%	42
Negotiable CDs	22.28%	2,644.5	2,647.0	2.30%	2.29%	130
Commercial Paper	6.90%	816.5	819.6	0.00%	2.01%	130
Medium Term Notes	0.21%	25.0	25.1	2.37%	2.41%	115
Money Market Funds	8.73%	1,036.6	1,036.6	1.60%	1.60%	1
Supranationals	5.71%	673.1	678.7	0.91%	2.20%	269
<b>Totals</b>	<b>100.0%</b>	<b>\$ 11,849.2</b>	<b>\$ 11,880.7</b>	<b>1.85%</b>	<b>2.07%</b>	<b>395</b>

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.

Respectfully,

**José Cisneros**  
Treasurer

cc: Treasury Oversight Committee: Aimee Brown, Kevin Kone, Eric Sandler, Meghan Wallace  
Ben Rosenfield - Controller, Office of the Controller  
Tonia Lediju, Ph.D. - Chief Audit Executive, Office of the Controller  
Mayor's Office of Public Policy and Finance  
San Francisco County Transportation Authority  
San Francisco Public Library  
San Francisco Health Service System

# Portfolio Summary

## Pooled Fund

As of November 30, 2019

<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	\$ 1,310.0	\$ 1,312.6	\$ 1,313.8	100.09	11.06%	100%	Yes
Federal Agencies	5,228.0	5,225.6	5,243.7	100.35	44.14%	100%	Yes
State & Local Government							
Agency Obligations	80.7	80.3	81.2	101.08	0.68%	20%	Yes
Public Time Deposits	35.0	35.0	35.0	100.00	0.29%	100%	Yes
Negotiable CDs	2,644.3	2,644.5	2,647.0	100.09	22.28%	30%	Yes
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes
Commercial Paper	825.0	816.5	819.6	100.39	6.90%	25%	Yes
Medium Term Notes	25.0	25.0	25.1	100.36	0.21%	25%	Yes
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes
Reverse Repurchase/ Securities Lending Agreements	-	-	-	-	0.00%	\$75mm	Yes
Money Market Funds - Government	1,036.6	1,036.6	1,036.6	100.00	8.73%	20%	Yes
LAIF	-	-	-	-	0.00%	\$50mm	Yes
Supranationals	677.1	673.1	678.7	100.84	5.71%	30%	Yes
<b>TOTAL</b>	<b>\$ 11,861.8</b>	<b>\$ 11,849.2</b>	<b>\$ 11,880.7</b>	<b>100.27</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 <https://sftreasurer.org/investments>

Totals may not add due to rounding.

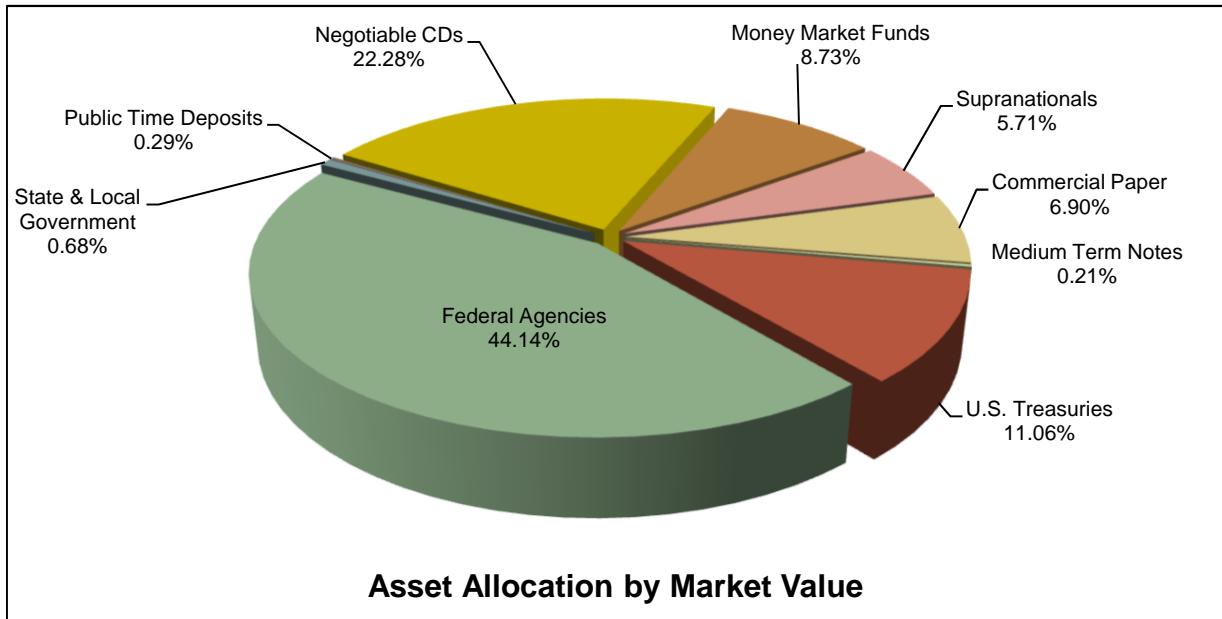
# City and County of San Francisco

## Pooled Fund Portfolio Statistics

For the month ended November 30, 2019

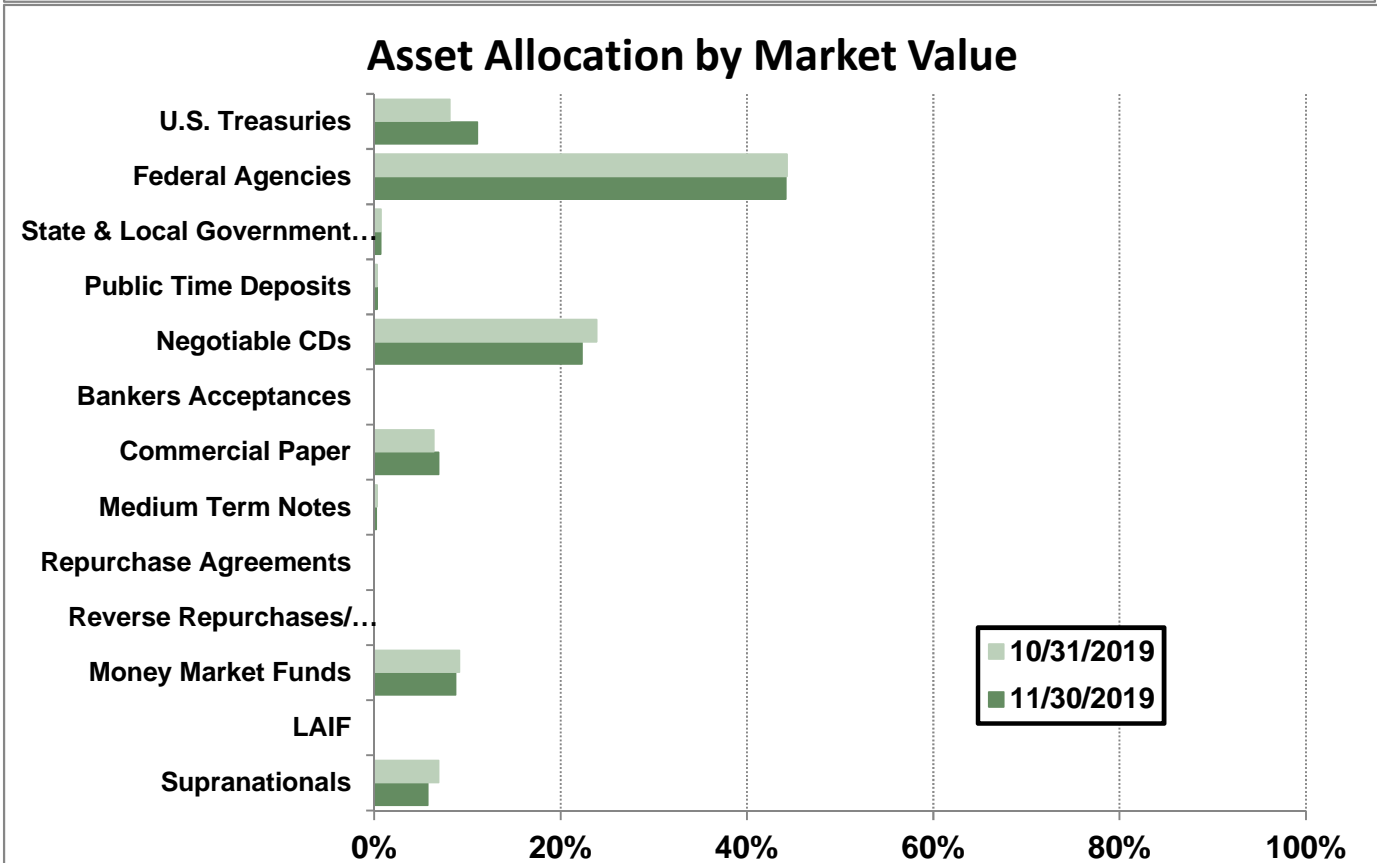
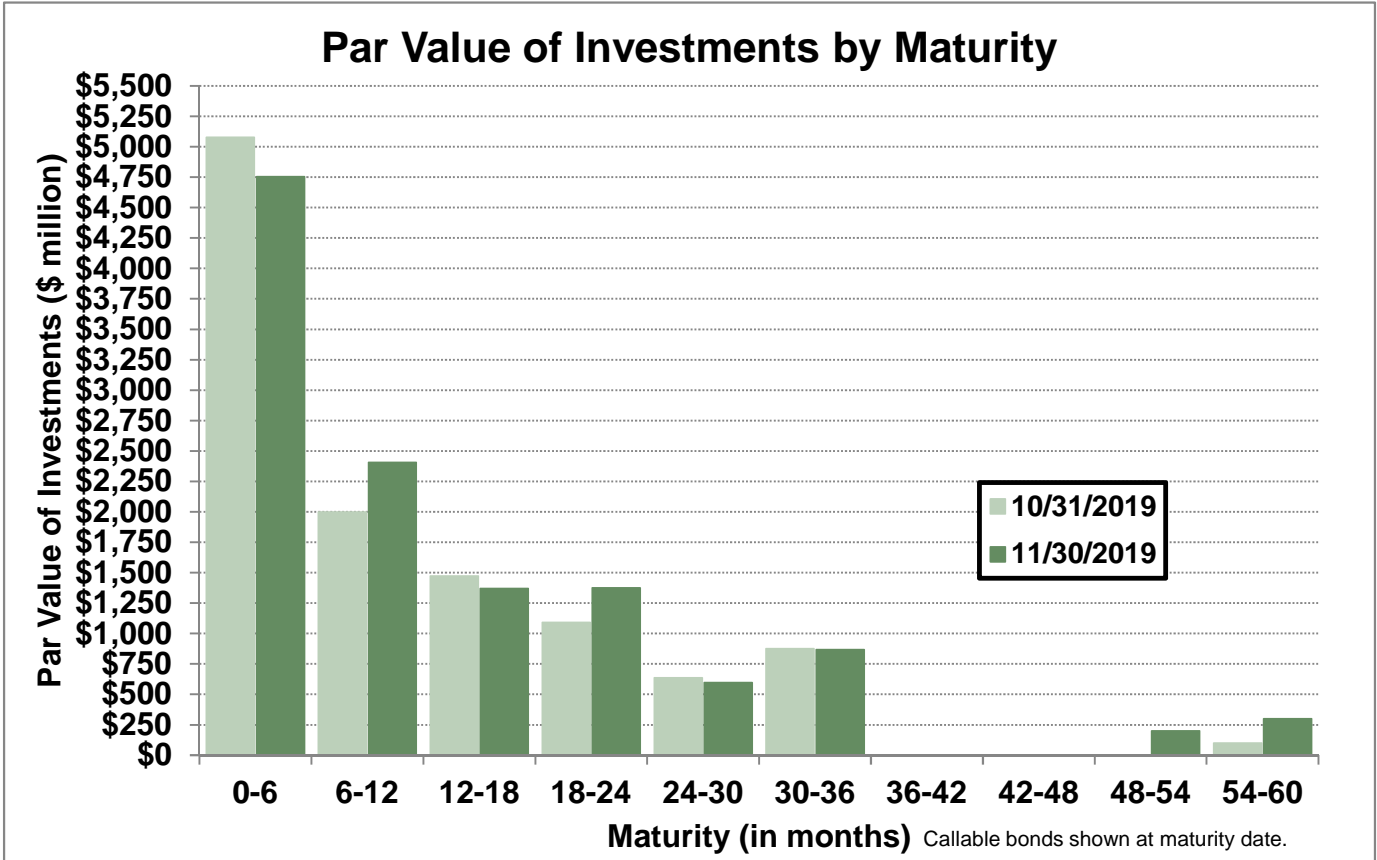
Average Daily Balance	\$11,432,014,553
Net Earnings	\$20,038,525
Earned Income Yield	2.13%
Weighted Average Maturity	395 days

Investment Type	(\$ million)	Par Value	Book Value	Market Value
U.S. Treasuries	\$	1,310.0	\$ 1,312.6	\$ 1,313.8
Federal Agencies		5,228.0	5,225.6	5,243.7
State & Local Government				
Agency Obligations		80.7	80.3	81.2
Public Time Deposits		35.0	35.0	35.0
Negotiable CDs		2,644.3	2,644.5	2,647.0
Commercial Paper		825.0	816.5	819.6
Medium Term Notes		25.0	25.0	25.1
Money Market Funds		1,036.6	1,036.6	1,036.6
Supranationals		677.1	673.1	678.7
<b>Total</b>		<b>\$ 11,861.8</b>	<b>\$ 11,849.2</b>	<b>\$ 11,880.7</b>

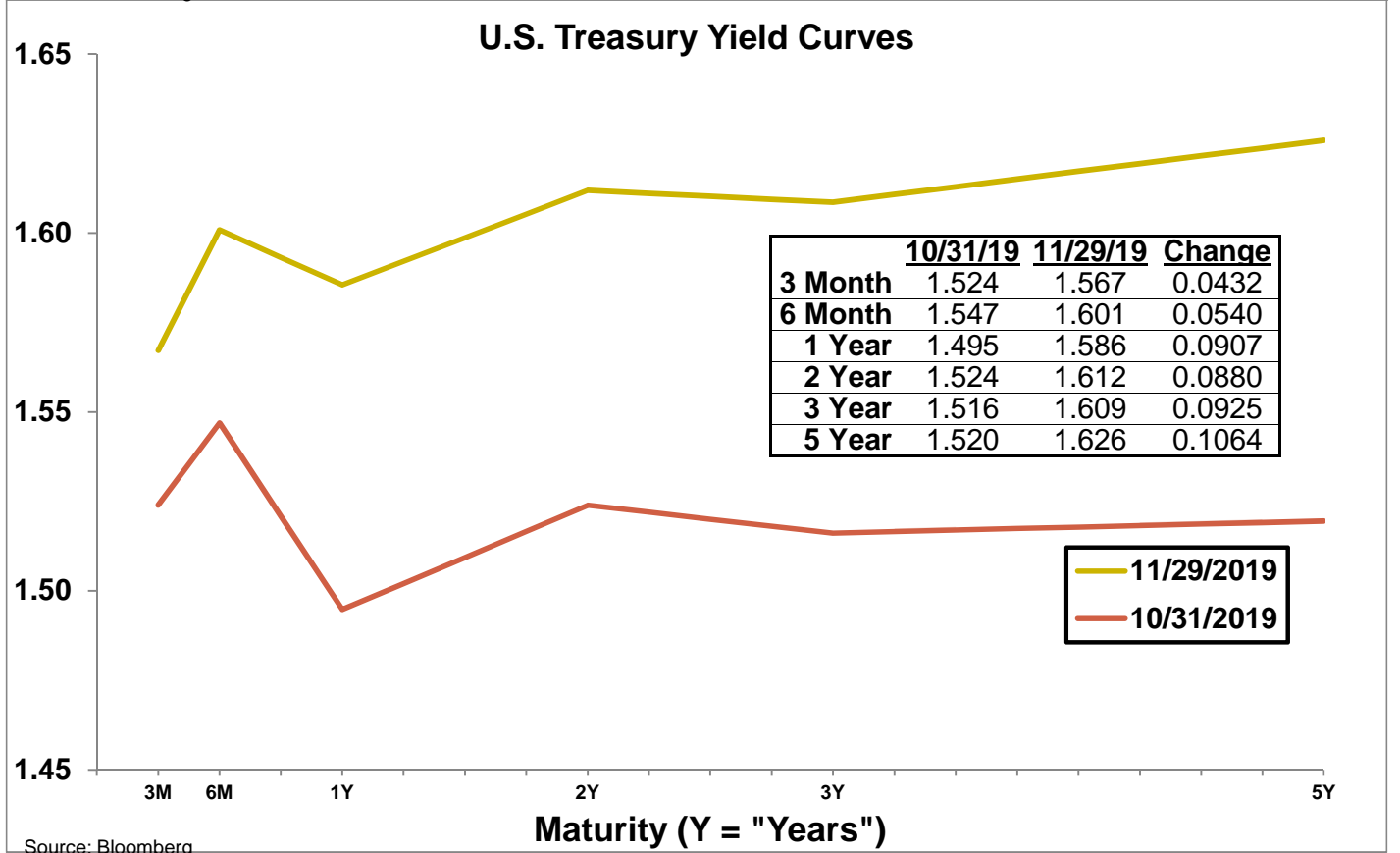
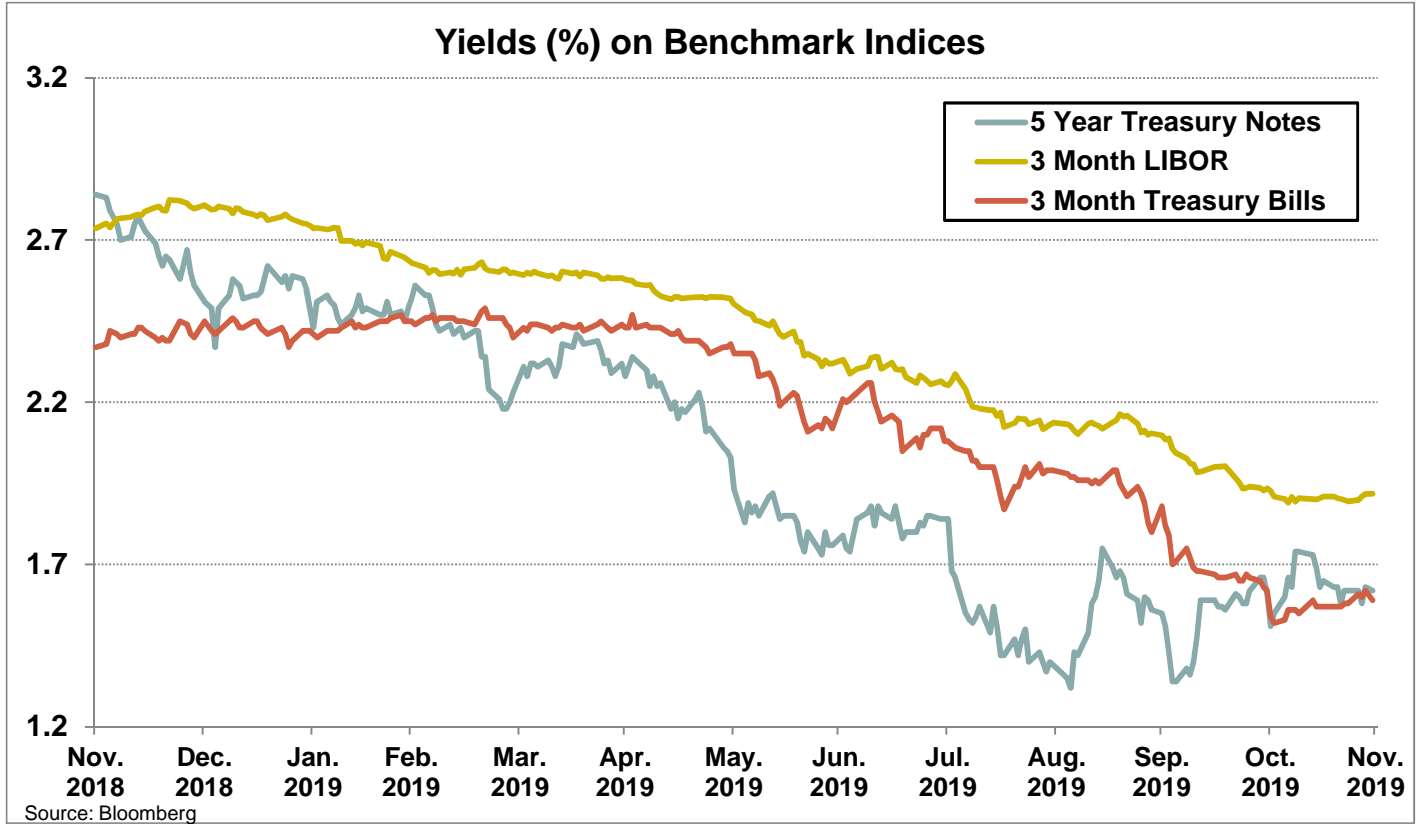


# Portfolio Analysis

## Pooled Fund



# Yield Curves



# Investment Inventory

## Pooled Fund

As of November 30, 2019

Type of Investment	CUSIP	Issuer Name	Settle		Maturity		Coupon	Par Value	Book Value	Amortized			
			Date	Date	Date	Date				Book Value	Market Value		
U.S. Treasuries	9128283N8	US TREASURY	1/16/2018	12/31/2019	1.88	\$	50,000,000	\$	49,871,094	\$	49,994,584	\$	50,004,750
U.S. Treasuries	912796TM1	TREASURY BILL	10/3/2019	4/2/2020	0.00		50,000,000		49,548,792		49,695,063		49,736,950
U.S. Treasuries	912828XU9	US TREASURY	6/20/2017	6/15/2020	1.50		50,000,000		49,982,422		49,996,826		49,966,800
U.S. Treasuries	912828XU9	US TREASURY	4/3/2019	6/15/2020	1.50		50,000,000		49,478,516		49,765,985		49,966,800
U.S. Treasuries	912828XU9	US TREASURY	12/20/2018	6/15/2020	1.50		100,000,000		98,312,500		99,387,776		99,933,600
U.S. Treasuries	912828XY1	US TREASURY	4/3/2019	6/30/2020	2.50		50,000,000		50,070,313		50,032,833		50,240,250
U.S. Treasuries	9128285B2	US TREASURY	10/1/2019	9/30/2020	2.75		60,000,000		60,557,633		60,460,685		60,522,660
U.S. Treasuries	9128282Z2	US TREASURY	11/20/2019	10/15/2020	1.63		50,000,000		50,079,918		50,000,000		49,974,600
U.S. Treasuries	9128283L2	US TREASURY	11/18/2019	12/15/2020	1.88		50,000,000		50,528,496		50,124,642		50,087,900
U.S. Treasuries	9128283L2	US TREASURY	11/26/2019	12/15/2020	1.88		50,000,000		50,539,223		50,117,593		50,087,900
U.S. Treasuries	912828N48	US TREASURY	11/22/2019	12/31/2020	1.75		50,000,000		50,403,363		50,057,292		50,017,600
U.S. Treasuries	9128283Q1	US TREASURY	3/4/2019	1/15/2021	2.00		50,000,000		49,486,328		49,690,894		50,162,100
U.S. Treasuries	9128283Q1	US TREASURY	11/18/2019	1/15/2021	2.00		50,000,000		50,553,329		50,204,470		50,162,100
U.S. Treasuries	9128283Q1	US TREASURY	11/22/2019	1/15/2021	2.00		50,000,000		50,562,245		50,204,506		50,162,100
U.S. Treasuries	9128284B3	US TREASURY	11/22/2019	3/15/2021	2.38		50,000,000		50,694,497		50,463,775		50,435,550
U.S. Treasuries	912828C57	US TREASURY	4/15/2019	3/31/2021	2.25		50,000,000		49,863,281		49,907,199		50,367,200
U.S. Treasuries	9128284G2	US TREASURY	4/9/2019	4/15/2021	2.38		50,000,000		50,013,672		50,009,294		50,457,050
U.S. Treasuries	9128284T4	US TREASURY	11/26/2019	6/15/2021	2.63		50,000,000		51,320,537		50,725,963		50,709,000
U.S. Treasuries	9128284T4	US TREASURY	11/27/2019	6/15/2021	2.63		50,000,000		51,335,841		50,738,882		50,709,000
U.S. Treasuries	9128287A2	US TREASURY	11/8/2019	6/30/2021	1.63		50,000,000		50,222,826		49,936,139		49,966,800
U.S. Treasuries	912828S27	US TREASURY	8/15/2017	6/30/2021	1.13		25,000,000		24,519,531		24,804,077		24,788,075
U.S. Treasuries	912828T67	US TREASURY	11/10/2016	10/31/2021	1.25		50,000,000		49,574,219		49,835,877		49,623,050
U.S. Treasuries	912828U65	US TREASURY	12/13/2016	11/30/2021	1.75		100,000,000		99,312,500		99,723,180		100,226,600
U.S. Treasuries	912828U81	US TREASURY	11/22/2019	12/31/2021	2.00		50,000,000		50,796,365		50,397,641		50,373,050
U.S. Treasuries	912828XW5	US TREASURY	8/15/2017	6/30/2022	1.75		25,000,000		24,977,539		24,988,113		25,099,600
<b>Subtotals</b>					<b>1.87</b>	<b>\$</b>	<b>1,310,000,000</b>	<b>\$</b>	<b>1,312,604,979</b>	<b>\$</b>	<b>1,311,263,291</b>	<b>\$</b>	<b>1,313,781,085</b>
Federal Agencies	313384PZ6	FED HOME LN DISCOUNT NT	11/29/2019	12/2/2019	0.00	\$	80,000,000	\$	79,989,800	\$	79,996,600	\$	80,000,000
Federal Agencies	3133EGN43	FEDERAL FARM CREDIT BANK	12/2/2016	12/2/2019	1.94		50,000,000		50,000,000		50,000,000		50,000,000
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	12/15/2017	12/13/2019	2.38		11,360,000		11,464,888		11,361,729		11,362,381
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	12/12/2017	12/13/2019	2.38		20,000,000		20,186,124		20,003,055		20,004,192
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	12/15/2017	12/13/2019	2.38		40,000,000		40,369,200		40,006,086		40,008,384
Federal Agencies	3136G4KQ5	FANNIE MAE	11/17/2017	1/17/2020	1.65		1,000,000		996,070		999,766		1,000,022
Federal Agencies	3136G4KQ5	FANNIE MAE	11/17/2017	1/17/2020	1.65		31,295,000		31,172,011		31,287,692		31,295,676
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	4/24/2018	1/24/2020	2.42		25,000,000		24,996,500		24,999,705		25,030,741
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	4/24/2018	1/24/2020	2.42		25,000,000		24,995,700		24,999,637		25,030,741
Federal Agencies	313384SK6	FED HOME LN DISCOUNT NT	11/19/2019	1/29/2020	0.00		33,375,000		33,271,658		33,289,124		33,289,504
Federal Agencies	313384SK6	FED HOME LN DISCOUNT NT	9/30/2019	1/29/2020	0.00		50,000,000		49,690,778		49,849,222		49,871,917
Federal Agencies	3130ADN32	FEDERAL HOME LOAN BANK	2/9/2018	2/11/2020	2.13		50,000,000		49,908,500		49,991,000		50,042,559
Federal Agencies	313378J77	FEDERAL HOME LOAN BANK	5/17/2017	3/13/2020	1.88		15,710,000		15,843,849		15,723,372		15,720,868
Federal Agencies	3133EHZN6	FEDERAL FARM CREDIT BANK	9/20/2017	3/20/2020	1.45		20,000,000		19,979,400		19,997,515		19,991,632
Federal Agencies	3133EJHL6	FEDERAL FARM CREDIT BANK	3/27/2018	3/27/2020	2.38		50,000,000		49,964,000		49,994,238		50,118,077
Federal Agencies	3134GBET5	FREDDIE MAC	5/22/2018	4/13/2020	1.80		10,000,000		9,839,400		9,968,901		10,002,075
Federal Agencies	3133EJG37	FEDERAL FARM CREDIT BANK	10/15/2018	4/15/2020	2.85		25,000,000		24,992,500		24,998,139		25,114,216
Federal Agencies	3136G4BL6	FANNIE MAE	10/17/2016	4/17/2020	1.25		15,000,000		15,000,000		15,000,000		14,976,665
Federal Agencies	3137EAEM7	FREDDIE MAC	4/19/2018	4/23/2020	2.50		35,000,000		34,992,300		34,998,491		35,127,721
Federal Agencies	3134GBPB2	FREDDIE MAC	5/30/2017	5/22/2020	1.70		15,750,000		15,750,000		15,750,000		15,759,657
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	6/15/2017	6/15/2020	1.54		25,000,000		24,997,500		24,999,551		24,984,162
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	6/15/2017	6/15/2020	1.54		26,900,000		26,894,620		26,899,033		26,882,958
Federal Agencies	3134GBST0	FREDDIE MAC	6/22/2017	6/22/2020	1.65		14,675,000		14,675,000		14,675,000		14,680,890



# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Coupon	Par Value	Book Value	Amortized	Market Value
			Date	Date				Book Value	
Federal Agencies	3134GBTX0	FREDDIE MAC	6/29/2017	6/29/2020	1.75	50,000,000	49,990,000	49,998,075	49,979,517
Federal Agencies	3136G3TG0	FANNIE MAE	6/30/2016	6/30/2020	1.75	15,000,000	15,000,000	15,000,000	14,999,950
Federal Agencies	3134GB5M0	FREDDIE MAC	12/1/2017	7/1/2020	1.96	50,000,000	50,000,000	50,000,000	50,000,000
Federal Agencies	3133EHQB2	FEDERAL FARM CREDIT BANK	7/6/2017	7/6/2020	1.55	25,000,000	24,989,961	24,998,003	24,984,357
Federal Agencies	3130ABNV4	FEDERAL HOME LOAN BANK	7/13/2017	7/13/2020	1.75	50,000,000	50,000,000	50,000,000	49,985,739
Federal Agencies	3134GBXV9	FREDDIE MAC	7/13/2017	7/13/2020	1.85	50,000,000	50,000,000	50,000,000	50,004,584
Federal Agencies	3135G0T60	FANNIE MAE	8/1/2017	7/30/2020	1.50	50,000,000	49,848,500	49,966,487	49,948,955
Federal Agencies	3130ABZE9	FEDERAL HOME LOAN BANK	8/28/2017	8/28/2020	1.65	6,700,000	6,699,330	6,699,834	6,700,639
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	8/28/2017	8/28/2020	1.80	25,000,000	25,000,000	25,000,000	24,987,997
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	8/28/2017	8/28/2020	1.80	50,000,000	50,000,000	50,000,000	49,975,993
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	9/10/2019	9/10/2020	2.05	50,000,000	50,000,000	50,000,000	50,002,029
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	9/10/2019	9/10/2020	2.05	50,000,000	50,000,000	50,000,000	50,002,029
Federal Agencies	3130ADT93	FEDERAL HOME LOAN BANK	3/14/2018	9/14/2020	2.40	25,000,000	24,984,458	24,995,108	25,141,155
Federal Agencies	3133EJ3N7	FEDERAL FARM CREDIT BANK	12/21/2018	9/21/2020	2.77	25,000,000	24,990,750	24,995,736	25,224,359
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	9/8/2017	9/28/2020	1.38	18,000,000	17,942,220	17,984,364	17,954,404
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	9/8/2017	9/28/2020	1.38	30,000,000	29,903,700	29,973,940	29,924,006
Federal Agencies	3130ACK52	FEDERAL HOME LOAN BANK	3/12/2018	10/5/2020	1.70	25,530,000	25,035,101	25,366,968	25,535,356
Federal Agencies	3133EAK57	FEDERAL FARM CREDIT BANK	9/25/2019	10/20/2020	1.76	112,500,000	112,450,838	112,459,262	112,473,551
Federal Agencies	3132X0KR1	FARMER MAC	11/2/2016	11/2/2020	1.98	25,000,000	25,000,000	25,000,000	25,035,944
Federal Agencies	3132X0ZF1	FARMER MAC	11/13/2017	11/9/2020	1.93	12,000,000	11,970,000	11,990,549	12,009,646
Federal Agencies	3133EJT90	FEDERAL FARM CREDIT BANK	11/16/2018	11/16/2020	2.95	50,000,000	49,947,835	49,974,952	50,615,494
Federal Agencies	3137EAK1	FREDDIE MAC	11/15/2017	11/17/2020	1.88	50,000,000	49,952,000	49,984,612	50,100,321
Federal Agencies	3134GBX56	FREDDIE MAC	11/24/2017	11/24/2020	2.25	60,000,000	60,223,200	60,073,110	60,351,273
Federal Agencies	3134GBLR1	FREDDIE MAC	5/25/2017	11/25/2020	1.75	24,715,000	24,712,529	24,714,305	24,748,665
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	11/27/2017	11/27/2020	1.90	25,000,000	24,992,629	24,997,565	25,053,466
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	11/27/2017	11/27/2020	1.90	25,000,000	24,992,629	24,997,565	25,053,466
Federal Agencies	3130A3UQ5	FEDERAL HOME LOAN BANK	12/13/2017	12/11/2020	1.88	10,000,000	9,957,600	9,985,427	10,023,258
Federal Agencies	3132X0ZY0	FARMER MAC	12/15/2017	12/15/2020	2.05	12,750,000	12,741,458	12,747,038	12,772,950
Federal Agencies	3133EGX75	FEDERAL FARM CREDIT BANK	12/21/2016	12/21/2020	1.91	50,000,000	50,000,000	50,000,000	50,055,079
Federal Agencies	3133EFTX5	FEDERAL FARM CREDIT BANK	12/24/2015	12/24/2020	2.04	100,000,000	100,000,000	100,000,000	100,257,279
Federal Agencies	3133EJ4Q9	FEDERAL FARM CREDIT BANK	1/11/2019	1/11/2021	2.55	100,000,000	99,934,000	99,963,253	101,045,644
Federal Agencies	3130AC2K9	FEDERAL HOME LOAN BANK	9/20/2017	2/10/2021	1.87	50,200,000	50,189,960	50,196,459	50,113,949
Federal Agencies	3133EJCE7	FEDERAL FARM CREDIT BANK	4/16/2018	2/12/2021	2.35	50,000,000	49,673,710	49,861,334	50,407,768
Federal Agencies	3137EAE19	FREDDIE MAC	2/16/2018	2/16/2021	2.38	22,000,000	21,941,920	21,976,524	22,196,239
Federal Agencies	3134GBD58	FREDDIE MAC	8/30/2017	2/26/2021	1.80	5,570,000	5,569,443	5,569,802	5,566,771
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	3/11/2019	3/11/2021	2.55	50,000,000	49,975,000	49,984,063	50,590,330
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	3/11/2019	3/11/2021	2.55	50,000,000	49,975,000	49,984,063	50,590,330
Federal Agencies	3133EKR99	FEDERAL FARM CREDIT BANK	10/3/2019	3/25/2021	1.82	90,000,000	89,982,000	89,983,970	90,094,089
Federal Agencies	3132X0Q53	FARMER MAC	3/29/2018	3/29/2021	2.60	6,350,000	6,343,079	6,346,943	6,412,562
Federal Agencies	3132X0Q53	FARMER MAC	3/29/2018	3/29/2021	2.60	20,450,000	20,427,710	20,440,156	20,651,479
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	4/5/2019	4/5/2021	2.23	25,000,000	24,916,500	24,943,915	25,200,745
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	4/5/2019	4/5/2021	2.23	25,000,000	24,917,500	24,944,586	25,200,745
Federal Agencies	3134GBJP8	FREDDIE MAC	11/16/2017	5/3/2021	1.89	22,000,000	21,874,600	21,948,511	22,002,740
Federal Agencies	3133EJNS4	FEDERAL FARM CREDIT BANK	5/22/2018	5/10/2021	2.70	17,700,000	17,653,095	17,677,240	17,966,096
Federal Agencies	3135G0U35	FANNIE MAE	6/25/2018	6/22/2021	2.75	25,000,000	24,994,250	24,997,007	25,417,454
Federal Agencies	3134GBJ60	FREDDIE MAC	9/29/2017	6/29/2021	1.90	50,000,000	50,000,000	50,000,000	50,002,322
Federal Agencies	3130ACQ98	FEDERAL HOME LOAN BANK	11/1/2017	7/1/2021	2.08	100,000,000	100,000,000	100,000,000	100,023,159
Federal Agencies	3134GBM25	FREDDIE MAC	10/2/2017	7/1/2021	1.92	50,000,000	50,000,000	50,000,000	50,004,962
Federal Agencies	3130ACF33	FEDERAL HOME LOAN BANK	9/18/2017	9/13/2021	1.88	25,000,000	24,927,500	24,967,534	24,960,529
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,984,785
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,984,785

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## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Coupon	Par Value	Book Value	Amortized	Market Value
			Date	Date				Book Value	
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,984,785
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,984,785
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,989,238
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,989,238
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,989,238
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021	2.03	25,000,000	25,000,000	25,000,000	24,989,238
Federal Agencies	3130AH5D1	FEDERAL HOME LOAN BANK	9/23/2019	9/23/2021	2.05	100,000,000	100,000,000	100,000,000	100,105,506
Federal Agencies	3134GUGC8	FREDDIE MAC	10/9/2019	10/7/2021	2.00	33,680,000	33,683,742	33,680,000	33,554,215
Federal Agencies	3135G0Q89	FANNIE MAE	10/21/2016	10/7/2021	1.38	25,000,000	25,000,000	25,000,000	24,881,763
Federal Agencies	3133EJK24	FEDERAL FARM CREDIT BANK	10/19/2018	10/19/2021	3.00	25,000,000	24,980,900	24,988,010	25,613,869
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	10/25/2016	10/25/2021	1.38	14,500,000	14,500,000	14,500,000	14,420,143
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	10/25/2016	10/25/2021	1.38	15,000,000	15,000,000	15,000,000	14,917,389
Federal Agencies	3134GULE8	FREDDIE MAC	10/28/2019	10/28/2021	2.00	25,000,000	25,000,000	25,000,000	24,969,994
Federal Agencies	3134GULE8	FREDDIE MAC	10/28/2019	10/28/2021	2.00	85,675,000	85,675,000	85,675,000	85,572,168
Federal Agencies	3133EJT74	FEDERAL FARM CREDIT BANK	11/15/2018	11/15/2021	3.05	50,000,000	49,950,000	49,967,381	51,316,797
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	11/8/2019	11/19/2021	1.63	17,000,000	16,970,930	16,971,831	16,989,437
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	11/8/2019	11/19/2021	1.63	25,000,000	24,957,250	24,958,575	24,984,466
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	11/8/2019	11/19/2021	1.63	25,000,000	24,957,250	24,958,575	24,984,466
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	11/8/2019	11/19/2021	1.63	45,000,000	44,923,050	44,925,435	44,972,038
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	11/8/2019	11/19/2021	1.63	50,000,000	49,914,500	49,917,150	49,968,932
Federal Agencies	3130ACB60	FEDERAL HOME LOAN BANK	9/8/2017	12/15/2021	2.00	50,000,000	50,000,000	50,000,000	50,004,060
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	12/17/2018	12/17/2021	2.80	25,000,000	24,974,250	24,982,450	25,562,292
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	12/17/2018	12/17/2021	2.80	25,000,000	24,974,250	24,982,450	25,562,292
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	12/17/2018	12/17/2021	2.80	25,000,000	24,964,250	24,975,634	25,562,292
Federal Agencies	3133EKAK2	FEDERAL FARM CREDIT BANK	2/19/2019	2/14/2022	2.53	20,700,000	20,682,612	20,687,154	21,097,006
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	3/1/2019	3/1/2022	2.55	10,000,000	9,997,186	9,997,892	10,199,924
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	4/5/2019	3/11/2022	2.50	17,780,000	17,848,986	17,833,527	18,110,695
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	4/5/2019	3/11/2022	2.50	40,000,000	40,158,360	40,122,873	40,743,972
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	4/8/2019	3/14/2022	2.47	26,145,000	26,226,050	26,208,114	26,628,590
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	4/8/2019	3/14/2022	2.47	45,500,000	45,634,680	45,604,877	46,341,589
Federal Agencies	3135G0T45	FANNIE MAE	6/6/2017	4/5/2022	1.88	25,000,000	25,072,250	25,035,060	25,132,954
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	25,000,000	24,918,000	24,935,432	25,345,045
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	50,000,000	49,836,000	49,870,865	50,690,089
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	50,000,000	49,836,000	49,870,865	50,690,089
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	4/18/2019	4/18/2022	2.35	50,000,000	49,969,500	49,975,817	50,819,495
Federal Agencies	3133EKLK5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022	2.25	25,000,000	24,949,250	24,958,465	25,359,234
Federal Agencies	3133EKLK5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022	2.25	35,000,000	34,928,950	34,941,851	35,502,928
Federal Agencies	3133EHL7	FEDERAL FARM CREDIT BANK	6/6/2017	6/2/2022	1.88	50,000,000	50,059,250	50,029,723	50,272,926
Federal Agencies	3133EHL7	FEDERAL FARM CREDIT BANK	6/9/2017	6/2/2022	1.88	50,000,000	49,997,500	49,998,744	50,272,926
Federal Agencies	3134GBF72	FREDDIE MAC	9/15/2017	6/15/2022	2.01	50,000,000	50,000,000	50,000,000	50,005,527
Federal Agencies	3134GBN73	FREDDIE MAC	10/2/2017	7/1/2022	2.07	50,000,000	50,000,000	50,000,000	50,013,918
Federal Agencies	3134GUNR7	FREDDIE MAC	11/12/2019	8/12/2022	2.00	25,000,000	25,000,000	25,000,000	25,000,675
Federal Agencies	3134GUNR7	FREDDIE MAC	11/12/2019	8/12/2022	2.00	25,000,000	25,000,000	25,000,000	25,000,675
Federal Agencies	3134GUNR7	FREDDIE MAC	11/12/2019	8/12/2022	2.00	25,000,000	25,000,000	25,000,000	25,000,675
Federal Agencies	3134GUNR7	FREDDIE MAC	11/12/2019	8/12/2022	2.00	25,000,000	25,000,000	25,000,000	25,000,675
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022	2.09	25,000,000	25,000,000	25,000,000	24,999,678
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022	2.09	25,000,000	25,000,000	25,000,000	24,999,678
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022	2.09	25,000,000	25,000,000	25,000,000	24,999,678
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022	2.09	25,000,000	25,000,000	25,000,000	24,999,678
Federal Agencies	3130AH4A8	FEDERAL HOME LOAN BANK	9/19/2019	9/19/2022	2.25	100,000,000	100,000,000	100,000,000	100,000,903
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022	2.05	25,000,000	25,000,000	25,000,000	24,957,438

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Coupon	Par Value	Book Value	Amortized	Market Value
			Date	Date				Book Value	
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022	2.05	25,000,000	25,000,000	25,000,000	24,957,438
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022	2.05	25,000,000	25,000,000	25,000,000	24,957,438
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022	2.05	25,000,000	25,000,000	25,000,000	24,957,438
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022	2.10	25,000,000	25,000,000	25,000,000	25,013,428
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022	2.10	25,000,000	25,000,000	25,000,000	25,013,428
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022	2.10	25,000,000	25,000,000	25,000,000	25,013,428
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022	2.10	50,000,000	50,000,000	50,000,000	50,026,856
Federal Agencies	3134GULD0	FREDDIE MAC	10/23/2019	10/21/2022	2.13	15,495,000	15,496,829	15,495,000	15,483,752
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	10/30/2019	10/28/2022	2.00	25,000,000	25,000,000	25,000,000	25,014,415
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	10/30/2019	10/28/2022	2.00	25,000,000	25,000,000	25,000,000	25,014,415
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	10/30/2019	10/28/2022	2.00	50,000,000	50,000,000	50,000,000	50,028,830
Federal Agencies	3134GUTS9	FREDDIE MAC	11/20/2019	5/20/2024	2.07	25,000,000	24,997,500	24,997,517	24,975,379
Federal Agencies	3134GUTS9	FREDDIE MAC	11/20/2019	5/20/2024	2.07	25,000,000	24,997,500	24,997,517	24,975,379
Federal Agencies	3134GUTS9	FREDDIE MAC	11/20/2019	5/20/2024	2.07	25,000,000	24,997,500	24,997,517	24,975,379
Federal Agencies	3134GUTS9	FREDDIE MAC	11/20/2019	5/20/2024	2.07	25,000,000	24,997,500	24,997,517	24,975,379
Federal Agencies	3134GUVL1	FREDDIE MAC	11/25/2019	5/28/2024	2.00	50,000,000	50,000,000	50,000,000	49,957,196
Federal Agencies	3134GUVL1	FREDDIE MAC	11/25/2019	5/28/2024	2.00	50,000,000	50,000,000	50,000,000	49,957,196
Federal Agencies	3134GUUR9	FREDDIE MAC	11/26/2019	8/26/2024	2.05	25,000,000	25,000,000	25,000,000	24,972,366
Federal Agencies	3134GUUR9	FREDDIE MAC	11/26/2019	8/26/2024	2.05	25,000,000	25,000,000	25,000,000	24,972,366
Federal Agencies	3134GUUR9	FREDDIE MAC	11/26/2019	8/26/2024	2.05	25,000,000	25,000,000	25,000,000	24,972,366
Federal Agencies	3134GUUR9	FREDDIE MAC	11/26/2019	8/26/2024	2.05	25,000,000	25,000,000	25,000,000	24,972,366
Federal Agencies	3134GUV9	FREDDIE MAC	11/27/2019	8/27/2024	2.05	25,000,000	25,000,000	25,000,000	24,977,341
Federal Agencies	3134GUV9	FREDDIE MAC	11/27/2019	8/27/2024	2.05	25,000,000	25,000,000	25,000,000	24,977,341
Federal Agencies	3134GUV9	FREDDIE MAC	11/27/2019	8/27/2024	2.05	25,000,000	25,000,000	25,000,000	24,977,341
Federal Agencies	3134GUV9	FREDDIE MAC	11/27/2019	8/27/2024	2.05	25,000,000	25,000,000	25,000,000	24,977,341
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	11/27/2019	11/27/2024	2.10	25,000,000	25,000,000	25,000,000	24,990,938
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	11/27/2019	11/27/2024	2.10	25,000,000	25,000,000	25,000,000	24,990,938
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	11/27/2019	11/27/2024	2.10	25,000,000	25,000,000	25,000,000	24,990,938
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	11/27/2019	11/27/2024	2.10	25,000,000	25,000,000	25,000,000	24,990,938
<b>Subtotals</b>					<b>2.01</b>	<b>\$ 5,228,005,000</b>	<b>\$ 5,225,616,574</b>	<b>\$ 5,226,514,939</b>	<b>\$ 5,243,728,626</b>
State/Local Agencies	977100CW4	WISCONSIN ST GEN FUND ANNUA	8/16/2016	5/1/2020	1.45	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 17,982,900
State/Local Agencies	13063DGA0	CALIFORNIA ST	4/25/2018	4/1/2021	2.80	33,000,000	33,001,320	33,000,600	33,441,210
State/Local Agencies	13066YTY5	CALIFORNIA ST DEPT OF WTR RES	2/6/2017	5/1/2021	1.71	27,962,641	27,489,513	27,804,319	27,969,911
State/Local Agencies	91412GF59	UNIV OF CALIFORNIA CA REVENUE	8/9/2016	5/15/2021	1.91	1,769,000	1,810,695	1,781,724	1,771,017
<b>Subtotals</b>					<b>2.11</b>	<b>\$ 80,731,641</b>	<b>\$ 80,301,528</b>	<b>\$ 80,586,643</b>	<b>\$ 81,165,038</b>
Public Time Deposits	PP9J6D723	SAN FRANCISCO CREDIT UNION	6/4/2019	12/4/2019	2.40	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Public Time Deposits	PPEQ338W9	BANK OF SAN FRANCISCO	6/11/2019	12/11/2019	2.24	5,000,000	5,000,000	5,000,000	5,000,000
Public Time Deposits	PPQD3GI13	BRIDGE BANK	6/24/2019	12/23/2019	2.23	10,000,000	10,000,000	10,000,000	10,000,000
Public Time Deposits	PP9J79QD6	BRIDGE BANK	9/26/2019	3/24/2020	1.95	10,000,000	10,000,000	10,000,000	10,000,000
<b>Subtotals</b>					<b>2.20</b>	<b>\$ 35,000,000</b>	<b>\$ 35,000,000</b>	<b>\$ 35,000,000</b>	<b>\$ 35,000,000</b>

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Coupon	Par Value	Book Value	Amortized	Market Value
			Date	Date				Book Value	
Negotiable CDs	65602VQL3	NORINCHUKIN BANK NY	8/1/2019	12/2/2019	2.25	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,002,850
Negotiable CDs	06370RPG8	BANK OF MONTREAL CHICAGO	12/3/2018	12/3/2019	3.12	50,000,000	50,000,000	50,000,000	50,008,150
Negotiable CDs	89114MPF8	TORONTO DOMINION BANK NY	12/6/2018	12/6/2019	3.10	50,000,000	50,000,000	50,000,000	50,014,350
Negotiable CDs	96130ABE7	WESTPAC BANKING CORP NY	12/7/2018	12/6/2019	3.05	50,000,000	50,000,000	50,000,000	50,013,300
Negotiable CDs	06370RQD4	BANK OF MONTREAL CHICAGO	12/6/2018	12/9/2019	3.06	50,000,000	50,000,000	50,000,000	50,019,300
Negotiable CDs	06370RQZ5	BANK OF MONTREAL CHICAGO	12/10/2018	12/11/2019	3.06	50,000,000	50,000,000	50,000,000	50,023,100
Negotiable CDs	06370R3G2	BANK OF MONTREAL CHICAGO	9/18/2019	12/17/2019	2.05	45,000,000	45,000,000	45,000,000	45,009,090
Negotiable CDs	06370R4S5	BANK OF MONTREAL CHICAGO	10/2/2019	1/2/2020	2.05	35,000,000	35,000,000	35,000,000	35,011,935
Negotiable CDs	63873NE49	NATIXIS NY BRANCH	1/11/2019	1/6/2020	3.00	50,000,000	50,000,000	50,000,000	50,063,450
Negotiable CDs	78012UNB7	ROYAL BANK OF CANADA NY	4/8/2019	1/6/2020	2.57	25,000,000	25,000,000	25,000,000	25,023,225
Negotiable CDs	78012UNC5	ROYAL BANK OF CANADA NY	4/8/2019	1/8/2020	2.57	25,000,000	25,000,000	25,000,000	25,024,175
Negotiable CDs	89114MB30	TORONTO DOMINION BANK NY	4/8/2019	1/17/2020	2.60	50,000,000	50,000,000	50,000,000	50,056,150
Negotiable CDs	65602VRW8	NORINCHUKIN BANK NY	9/24/2019	1/24/2020	2.11	50,000,000	50,000,000	50,000,000	50,019,800
Negotiable CDs	06417G6G8	BANK OF NOVA SCOTIA HOUS	4/25/2019	2/3/2020	2.57	50,000,000	50,000,000	50,000,000	50,066,100
Negotiable CDs	89114MF36	TORONTO DOMINION BANK NY	4/24/2019	2/3/2020	2.56	50,000,000	50,000,000	50,000,000	50,066,650
Negotiable CDs	06417G6H6	BANK OF NOVA SCOTIA HOUS	4/25/2019	2/5/2020	2.57	50,000,000	50,000,000	50,000,000	50,067,800
Negotiable CDs	06417G6K9	BANK OF NOVA SCOTIA HOUS	4/29/2019	2/6/2020	2.56	50,000,000	50,000,000	50,000,000	50,067,800
Negotiable CDs	96130ABW7	WESTPAC BANKING CORP NY	2/15/2019	2/14/2020	2.71	50,000,000	50,000,000	50,000,000	50,082,300
Negotiable CDs	06417G6L7	BANK OF NOVA SCOTIA HOUS	4/29/2019	2/19/2020	2.57	50,000,000	50,000,000	50,000,000	50,079,700
Negotiable CDs	06417G6V5	BANK OF NOVA SCOTIA HOUS	5/6/2019	2/21/2020	2.57	50,000,000	50,000,000	50,000,000	50,081,400
Negotiable CDs	65602VTH9	NORINCHUKIN BANK NY	10/25/2019	2/25/2020	1.93	75,000,000	75,000,000	75,000,000	75,006,975
Negotiable CDs	96130ACE6	WESTPAC BANKING CORP NY	3/6/2019	2/26/2020	2.70	50,000,000	50,000,000	50,000,000	50,093,700
Negotiable CDs	06367BAK5	BANK OF MONTREAL CHICAGO	11/26/2019	2/28/2020	1.85	35,000,000	35,000,000	35,000,000	34,999,265
Negotiable CDs	06370RUV9	BANK OF MONTREAL CHICAGO	3/1/2019	3/2/2020	2.68	50,000,000	50,000,000	50,000,000	50,102,650
Negotiable CDs	06370RVN6	BANK OF MONTREAL CHICAGO	3/5/2019	3/2/2020	2.70	50,000,000	50,000,000	50,000,000	50,105,300
Negotiable CDs	06417MBS3	BANK OF NOVA SCOTIA HOUS	9/12/2019	3/12/2020	2.02	100,000,000	100,000,000	100,000,000	100,041,000
Negotiable CDs	65602VVD5	NORINCHUKIN BANK NY	11/25/2019	3/16/2020	1.87	50,000,000	50,000,000	50,000,000	49,996,950
Negotiable CDs	89114N4B8	TORONTO DOMINION BANK NY	9/17/2019	3/16/2020	2.06	75,000,000	75,000,000	75,000,000	75,045,675
Negotiable CDs	65602VUF1	NORINCHUKIN BANK NY	11/7/2019	3/18/2020	1.89	40,000,000	40,000,000	40,000,000	39,999,720
Negotiable CDs	78012UMY8	ROYAL BANK OF CANADA NY	4/4/2019	3/25/2020	2.58	50,000,000	50,000,000	50,000,000	50,121,850
Negotiable CDs	78012UMZ5	ROYAL BANK OF CANADA NY	4/4/2019	3/30/2020	2.58	50,000,000	50,000,000	50,000,000	50,127,700
Negotiable CDs	06370RYS2	BANK OF MONTREAL CHICAGO	4/11/2019	4/13/2020	2.60	65,000,000	65,000,000	65,000,000	65,187,720
Negotiable CDs	65602VSV9	NORINCHUKIN BANK NY	11/4/2019	4/24/2020	1.95	70,500,000	70,551,637	70,508,119	70,505,781
Negotiable CDs	89114N4G7	TORONTO DOMINION BANK NY	9/18/2019	4/24/2020	2.05	40,000,000	40,000,000	40,000,000	40,033,120
Negotiable CDs	06417MCD5	BANK OF NOVA SCOTIA HOUS	9/18/2019	4/27/2020	2.03	100,000,000	100,000,000	100,000,000	100,058,800
Negotiable CDs	65602VTE6	NORINCHUKIN BANK NY	10/29/2019	4/28/2020	1.94	50,000,000	50,000,000	50,000,000	50,001,400
Negotiable CDs	65602VTL0	NORINCHUKIN BANK NY	10/30/2019	4/30/2020	1.93	75,000,000	75,000,000	75,000,000	74,998,950
Negotiable CDs	78012UQY4	ROYAL BANK OF CANADA NY	9/17/2019	5/11/2020	2.02	100,000,000	100,000,000	100,000,000	100,098,300
Negotiable CDs	89114NB20	TORONTO DOMINION BANK NY	11/19/2019	6/22/2020	1.83	60,000,000	60,000,000	60,000,000	59,997,600
Negotiable CDs	89114NA54	TORONTO DOMINION BANK NY	11/6/2019	7/1/2020	1.86	50,000,000	50,000,000	50,000,000	50,005,850
Negotiable CDs	96121T4A3	WESTPAC BANKING CORP NY	11/12/2019	8/3/2020	2.05	28,790,000	28,983,173	28,824,744	28,880,026
Negotiable CDs	06367BAC3	BANK OF MONTREAL CHICAGO	11/25/2019	9/2/2020	2.00	50,000,000	50,000,000	50,000,000	49,999,890
Negotiable CDs	89114N5H4	TORONTO DOMINION BANK NY	9/25/2019	9/24/2020	2.01	100,000,000	100,000,000	100,000,000	100,146,575
Negotiable CDs	06417MCW3	BANK OF NOVA SCOTIA HOUS	9/27/2019	9/28/2020	2.02	50,000,000	50,000,000	50,000,000	50,126,956
Negotiable CDs	89114N5M3	TORONTO DOMINION BANK NY	9/27/2019	9/28/2020	2.03	50,000,000	50,000,000	50,000,000	50,083,238
Negotiable CDs	06417MDE2	BANK OF NOVA SCOTIA HOUS	10/3/2019	10/9/2020	2.09	50,000,000	50,000,000	50,000,000	50,111,948
Negotiable CDs	89114N6E0	TORONTO DOMINION BANK NY	10/1/2019	10/9/2020	2.09	50,000,000	50,000,000	50,000,000	50,111,941
Negotiable CDs	06370R6W4	BANK OF MONTREAL CHICAGO	11/13/2019	10/26/2020	2.05	50,000,000	50,000,000	50,000,000	50,098,871
Negotiable CDs	96130ADY1	WESTPAC BANKING CORP NY	10/30/2019	10/28/2020	1.97	50,000,000	50,000,000	50,000,000	50,064,670
<b>Subtotals</b>					<b>2.30</b>	<b>\$ 2,644,290,000</b>	<b>\$ 2,644,534,810</b>	<b>\$ 2,644,332,863</b>	<b>\$ 2,646,953,046</b>

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle	Maturity	Coupon	Par Value	Book Value	Amortized	Market Value
			Date	Date				Book Value	
Commercial Paper	62479MZP1	MUFG BANK LTD NY	7/26/2019	12/23/2019	0.00	\$ 60,000,000	\$ 59,447,500	\$ 59,918,967	\$ 59,940,600
Commercial Paper	62479LAT2	MUFG BANK LTD NY	9/27/2019	1/27/2020	0.00	50,000,000	49,647,556	49,835,333	49,871,750
Commercial Paper	62479LAX3	MUFG BANK LTD NY	8/28/2019	1/31/2020	0.00	40,000,000	39,644,667	39,861,056	39,883,422
Commercial Paper	62479LBT1	MUFG BANK LTD NY	9/30/2019	2/27/2020	0.00	50,000,000	49,572,917	49,749,444	49,789,778
Commercial Paper	62479LC45	MUFG BANK LTD NY	10/24/2019	3/4/2020	0.00	15,000,000	14,894,400	14,924,800	14,930,283
Commercial Paper	62479LC45	MUFG BANK LTD NY	10/7/2019	3/4/2020	0.00	25,000,000	24,797,194	24,872,056	24,883,806
Commercial Paper	62479LC60	MUFG BANK LTD NY	9/11/2019	3/6/2020	0.00	50,000,000	49,500,958	49,729,333	49,762,667
Commercial Paper	62479LCG8	MUFG BANK LTD NY	10/7/2019	3/16/2020	0.00	75,000,000	74,342,583	74,567,167	74,606,917
Commercial Paper	89233GCH7	TOYOTA MOTOR CREDIT CORP	9/18/2019	3/17/2020	0.00	50,000,000	49,484,653	49,695,347	49,735,472
Commercial Paper	89233GCJ3	TOYOTA MOTOR CREDIT CORP	9/24/2019	3/18/2020	0.00	50,000,000	49,511,111	49,700,000	49,733,000
Commercial Paper	89233GD11	TOYOTA MOTOR CREDIT CORP	11/25/2019	4/1/2020	0.00	50,000,000	49,664,000	49,679,750	49,689,917
Commercial Paper	89233GEN2	TOYOTA MOTOR CREDIT CORP	11/25/2019	5/22/2020	0.00	50,000,000	49,535,097	49,550,681	49,560,292
Commercial Paper	62479LF59	MUFG BANK LTD NY	9/24/2019	6/5/2020	0.00	25,000,000	24,638,750	24,735,083	24,762,354
Commercial Paper	62479LFF7	MUFG BANK LTD NY	9/24/2019	6/15/2020	0.00	50,000,000	49,249,167	49,441,833	49,499,292
Commercial Paper	62479LG17	MUFG BANK LTD NY	10/25/2019	7/1/2020	0.00	60,000,000	59,195,833	59,314,850	59,350,350
Commercial Paper	62479LG17	MUFG BANK LTD NY	10/21/2019	7/1/2020	0.00	75,000,000	73,984,000	74,148,000	74,187,938
Commercial Paper	89233GG18	TOYOTA MOTOR CREDIT CORP	11/6/2019	7/1/2020	0.00	50,000,000	49,381,861	49,446,792	49,458,625
<b>Subtotals</b>					<b>0.00</b>	<b>\$ 825,000,000</b>	<b>\$ 816,492,247</b>	<b>\$ 819,170,492</b>	<b>\$ 819,646,461</b>
Medium Term Notes	89236TEJ0	TOYOTA MOTOR CREDIT CORP	1/11/2018	1/10/2020	2.20	\$ 20,000,000	\$ 19,982,200	\$ 19,999,023	\$ 20,004,957
Medium Term Notes	89236TFQ3	TOYOTA MOTOR CREDIT CORP	1/8/2019	1/8/2021	3.05	5,000,000	4,997,000	4,998,342	5,064,335
<b>Subtotals</b>					<b>2.37</b>	<b>\$ 25,000,000</b>	<b>\$ 24,979,200</b>	<b>\$ 24,997,365</b>	<b>\$ 25,069,292</b>
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	11/30/2019	12/1/2019	1.55	\$ 10,523,232	\$ 10,523,232	\$ 10,523,232	\$ 10,523,232
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-P	11/30/2019	12/1/2019	1.59	98,768,991	98,768,991	98,768,991	98,768,991
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	11/30/2019	12/1/2019	1.55	10,493,518	10,493,518	10,493,518	10,493,518
Money Market Funds	31607A703	FIDELITY INST GOV FUND	11/30/2019	12/1/2019	1.60	905,480,369	905,480,369	905,480,369	905,480,369
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUI	11/30/2019	12/1/2019	1.57	11,330,213	11,330,213	11,330,213	11,330,213
<b>Subtotals</b>					<b>1.60</b>	<b>\$ 1,036,596,324</b>	<b>\$ 1,036,596,324</b>	<b>\$ 1,036,596,324</b>	<b>\$ 1,036,596,324</b>
Supranationals	459052RX6	INTL BK RECON & DEVELOP DISC	4/24/2019	1/17/2020	0.00	\$ 20,000,000	\$ 19,645,644	\$ 19,937,856	\$ 19,959,367
Supranationals	459052SC1	INTL BK RECON & DEVELOP DISC	4/24/2019	1/22/2020	0.00	40,000,000	39,278,067	39,862,489	39,909,900
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	10/3/2019	1/27/2020	0.00	25,000,000	24,850,972	24,926,771	24,938,167
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	10/3/2019	1/27/2020	0.00	50,000,000	49,701,944	49,853,542	49,876,334
Supranationals	459052SJ6	INTL BK RECON & DEVELOP DISC	10/2/2019	1/28/2020	0.00	100,000,000	99,393,611	99,701,944	99,748,250
Supranationals	459058FZ1	INTL BK RECON & DEVELOP	3/21/2017	4/21/2020	1.88	50,000,000	49,956,500	49,994,519	50,019,088
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	5/17/2018	5/12/2020	1.63	10,000,000	9,789,360	9,952,708	9,995,305
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	4/12/2017	5/12/2020	1.63	25,000,000	24,940,750	24,991,423	24,988,263
Supranationals	459058GA5	INTL BK RECON & DEVELOP	8/29/2017	9/4/2020	1.63	50,000,000	49,989,500	49,997,351	49,957,000
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	11/9/2017	11/9/2020	1.95	50,000,000	49,965,000	49,989,015	50,039,811
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	12/20/2017	11/9/2020	1.95	50,000,000	49,718,500	49,908,212	50,039,811
Supranationals	45950KCM0	INTERNATIONAL FINANCE CORP	1/25/2018	1/25/2021	2.25	50,000,000	49,853,000	49,943,534	50,284,276
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	4/19/2018	4/19/2021	2.63	45,000,000	44,901,000	44,954,384	45,512,314
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	5/16/2018	4/19/2021	2.63	50,000,000	49,693,972	49,855,431	50,569,238
Supranationals	45950KCJ7	INTERNATIONAL FINANCE CORP	5/23/2018	7/20/2021	1.13	12,135,000	11,496,942	11,804,913	12,022,538
Supranationals	459058GH0	INTL BK RECON & DEVELOP	7/25/2018	7/23/2021	2.75	50,000,000	49,883,000	49,935,832	50,856,627
<b>Subtotals</b>					<b>1.39</b>	<b>\$ 677,135,000</b>	<b>\$ 673,057,762</b>	<b>\$ 675,609,922</b>	<b>\$ 678,716,287</b>
<b>Grand Totals</b>					<b>1.85</b>	<b>\$ 11,861,757,965</b>	<b>\$ 11,849,183,425</b>	<b>\$ 11,854,071,839</b>	<b>\$ 11,880,656,158</b>

# Monthly Investment Earnings

## Pooled Fund

For month ended November 30, 2019

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
							Date	Earned Interest			
U.S. Treasuries	912796WD7	TREASURY BILL	\$ -	0.00	1.74	10/15/19	11/12/19	\$ -	\$ 53,167	\$ -	\$ 53,167
U.S. Treasuries	912796ST7	TREASURY BILL	-	0.00	1.91	8/22/19	11/21/19	-	52,778	-	52,778
U.S. Treasuries	9128283N8	US TREASURY	50,000,000	1.88	2.01	1/16/18	12/31/19	76,427	5,416	-	81,843
U.S. Treasuries	912796TM1	TREASURY BILL	50,000,000	0.00	1.80	10/3/19	4/2/20	-	74,375	-	74,375
U.S. Treasuries	912828XU9	US TREASURY	50,000,000	1.50	1.51	6/20/17	6/15/20	61,475	483	-	61,959
U.S. Treasuries	912828XU9	US TREASURY	50,000,000	1.50	2.39	4/3/19	6/15/20	61,475	35,637	-	97,112
U.S. Treasuries	912828XU9	US TREASURY	100,000,000	1.50	2.67	12/20/18	6/15/20	122,951	93,232	-	216,183
U.S. Treasuries	912828XY1	US TREASURY	50,000,000	2.50	2.38	4/3/19	6/30/20	101,902	(4,646)	-	97,256
U.S. Treasuries	9128285B2	US TREASURY	60,000,000	2.75	1.81	10/1/19	9/30/20	135,246	(45,462)	-	89,784
U.S. Treasuries	9128282Z2	US TREASURY	50,000,000	1.63	1.63	11/20/19	10/15/20	24,419	-	-	24,419
U.S. Treasuries	9128283L2	US TREASURY	50,000,000	1.88	1.63	11/18/19	12/15/20	33,299	(4,264)	-	29,035
U.S. Treasuries	9128283L2	US TREASURY	50,000,000	1.88	1.65	11/26/19	12/15/20	12,807	(1,547)	-	11,260
U.S. Treasuries	912828N48	US TREASURY	50,000,000	1.75	1.64	11/22/19	12/31/20	21,399	(1,302)	-	20,097
U.S. Treasuries	9128283Q1	US TREASURY	50,000,000	2.00	2.57	3/4/19	1/15/21	81,522	22,562	-	104,084
U.S. Treasuries	9128283Q1	US TREASURY	50,000,000	2.00	1.63	11/18/19	1/15/21	35,326	(6,467)	-	28,859
U.S. Treasuries	9128283Q1	US TREASURY	50,000,000	2.00	1.63	11/22/19	1/15/21	24,457	(4,478)	-	19,978
U.S. Treasuries	9128284B3	US TREASURY	50,000,000	2.38	1.64	11/22/19	3/15/21	29,361	(8,881)	-	20,480
U.S. Treasuries	912828C57	US TREASURY	50,000,000	2.25	2.39	4/15/19	3/31/21	92,213	5,728	-	97,942
U.S. Treasuries	9128284G2	US TREASURY	50,000,000	2.38	2.36	4/9/19	4/15/21	97,336	(557)	-	96,780
U.S. Treasuries	9128284T4	US TREASURY	50,000,000	2.63	1.66	11/26/19	6/15/21	17,930	(6,459)	-	11,472
U.S. Treasuries	9128284T4	US TREASURY	50,000,000	2.63	1.65	11/27/19	6/15/21	14,344	(5,259)	-	9,085
U.S. Treasuries	9128287A2	US TREASURY	50,000,000	1.63	1.71	11/8/19	6/30/21	50,781	2,546	-	53,327
U.S. Treasuries	912828S27	US TREASURY	25,000,000	1.13	1.64	8/15/17	6/30/21	22,928	10,187	-	33,115
U.S. Treasuries	912828T67	US TREASURY	50,000,000	1.25	1.43	11/10/16	10/31/21	51,511	7,034	-	58,545
U.S. Treasuries	912828U65	US TREASURY	100,000,000	1.75	1.90	12/13/16	11/30/21	143,443	11,376	-	154,819
U.S. Treasuries	912828U81	US TREASURY	50,000,000	2.00	1.61	11/22/19	12/31/21	24,457	(4,703)	-	19,754
U.S. Treasuries	912828XW5	US TREASURY	25,000,000	1.75	1.77	8/15/17	6/30/22	35,666	379	-	36,044
<b>Subtotals</b>			<b>\$ 1,310,000,000</b>					<b>\$ 1,372,676</b>	<b>\$ 280,874</b>	<b>\$ -</b>	<b>\$ 1,653,550</b>
Federal Agencies	3134GAVL5	FREDDIE MAC	\$ -	1.17	1.17	11/4/16	11/4/19	\$ 9,750	\$ -	\$ -	\$ 9,750
Federal Agencies	3133EJRU5	FEDERAL FARM CREDIT BANK	-	2.45	2.47	6/14/18	11/14/19	44,236	314	-	44,550
Federal Agencies	3136G3LV5	FANNIE MAE	-	1.35	1.35	5/26/16	11/26/19	8,391	-	-	8,391
Federal Agencies	313384PZ6	FED HOME LN DISCOUNT NT	80,000,000	0.00	1.53	11/29/19	12/2/19	-	6,800	-	6,800
Federal Agencies	3133EGN43	FEDERAL FARM CREDIT BANK	50,000,000	1.94	1.94	12/2/16	12/2/19	81,357	-	-	81,357
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	11,360,000	2.38	1.90	12/15/17	12/13/19	22,483	(4,322)	-	18,161
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	20,000,000	2.38	1.90	12/12/17	12/13/19	39,583	(7,638)	-	31,945
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	40,000,000	2.38	1.90	12/15/17	12/13/19	79,167	(15,214)	-	63,952
Federal Agencies	3136G4KQ5	FANNIE MAE	1,000,000	1.65	1.84	11/17/17	1/17/20	1,375	149	-	1,524
Federal Agencies	3136G4KQ5	FANNIE MAE	31,295,000	1.65	1.84	11/17/17	1/17/20	43,031	4,665	-	47,695
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	25,000,000	2.42	2.43	4/24/18	1/24/20	50,417	164	-	50,581
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	25,000,000	2.42	2.43	4/24/18	1/24/20	50,417	202	-	50,618
Federal Agencies	313384SK6	FED HOME LN DISCOUNT NT	33,375,000	0.00	1.57	11/19/19	1/29/20	-	17,466	-	17,466
Federal Agencies	313384SK6	FED HOME LN DISCOUNT NT	50,000,000	0.00	1.85	9/30/19	1/29/20	-	76,667	-	76,667
Federal Agencies	3130ADN32	FEDERAL HOME LOAN BANK	50,000,000	2.13	2.22	2/9/18	2/11/20	88,542	3,750	-	92,292
Federal Agencies	313378J77	FEDERAL HOME LOAN BANK	15,710,000	1.88	1.56	5/17/17	3/13/20	24,547	(3,895)	-	20,652
Federal Agencies	3133EHZN6	FEDERAL FARM CREDIT BANK	20,000,000	1.45	1.49	9/20/17	3/20/20	24,167	678	-	24,844
Federal Agencies	3133EJHL6	FEDERAL FARM CREDIT BANK	50,000,000	2.38	2.41	3/27/18	3/27/20	98,958	1,477	-	100,436
Federal Agencies	3134GBET5	FREDDIE MAC	10,000,000	1.80	2.68	5/22/18	4/13/20	15,000	6,962	-	21,962
Federal Agencies	3133EJG37	FEDERAL FARM CREDIT BANK	25,000,000	2.85	2.87	10/15/18	4/15/20	59,375	411	-	59,786
Federal Agencies	3136G4BL6	FANNIE MAE	15,000,000	1.25	1.25	10/17/16	4/17/20	15,625	-	-	15,625
Federal Agencies	3137EAEM7	FREDDIE MAC	35,000,000	2.50	2.51	4/19/18	4/23/20	72,917	314	-	73,231
Federal Agencies	3134GBPB2	FREDDIE MAC	15,750,000	1.70	1.70	5/30/17	5/22/20	22,313	-	-	22,313
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	25,000,000	1.54	1.54	6/15/17	6/15/20	32,083	68	-	32,152

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	26,900,000	1.54	1.55	6/15/17	6/15/20	34,522	147	-	-	34,669
Federal Agencies	3134GBST0	FREDDIE MAC	14,675,000	1.65	1.65	6/22/17	6/22/20	20,178	-	-	-	20,178
Federal Agencies	3134GBTX0	FREDDIE MAC	50,000,000	1.75	1.76	6/29/17	6/29/20	72,917	274	-	-	73,190
Federal Agencies	3136G3TG0	FANNIE MAE	15,000,000	1.75	1.75	6/30/16	6/30/20	21,875	-	-	-	21,875
Federal Agencies	3134GB5M0	FREDDIE MAC	50,000,000	1.96	1.96	12/1/17	7/1/20	81,667	-	-	-	81,667
Federal Agencies	3133EHQB2	FEDERAL FARM CREDIT BANK	25,000,000	1.55	1.56	7/6/17	7/6/20	32,292	275	-	-	32,566
Federal Agencies	3130ABNV4	FEDERAL HOME LOAN BANK	50,000,000	1.75	1.75	7/13/17	7/13/20	72,917	-	-	-	72,917
Federal Agencies	3134GBXV9	FREDDIE MAC	50,000,000	1.85	1.85	7/13/17	7/13/20	77,083	-	-	-	77,083
Federal Agencies	3135G0T60	FANNIE MAE	50,000,000	1.50	1.60	8/1/17	7/30/20	62,500	4,154	-	-	66,654
Federal Agencies	3130ABZE9	FEDERAL HOME LOAN BANK	6,700,000	1.65	1.65	8/28/17	8/28/20	9,213	18	-	-	9,231
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	25,000,000	1.80	1.80	8/28/17	8/28/20	37,500	-	-	-	37,500
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	50,000,000	1.80	1.80	8/28/17	8/28/20	75,000	-	-	-	75,000
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	50,000,000	2.05	2.05	9/10/19	9/10/20	85,417	-	-	-	85,417
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	50,000,000	2.05	2.05	9/10/19	9/10/20	85,417	-	-	-	85,417
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	-	2.10	2.10	8/15/19	9/11/20	40,833	-	-	-	40,833
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	-	2.10	2.10	8/15/19	9/11/20	20,417	-	-	-	20,417
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	-	2.10	2.10	8/15/19	9/11/20	20,417	-	-	-	20,417
Federal Agencies	3130ADT93	FEDERAL HOME LOAN BANK	25,000,000	2.40	2.43	3/14/18	9/14/20	50,000	510	-	-	50,510
Federal Agencies	3133EJ3N7	FEDERAL FARM CREDIT BANK	25,000,000	2.77	2.79	12/21/18	9/21/20	57,708	434	-	-	58,142
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	18,000,000	1.38	1.48	9/8/17	9/28/20	20,625	1,553	-	-	22,178
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	30,000,000	1.38	1.48	9/8/17	9/28/20	34,375	2,589	-	-	36,964
Federal Agencies	3130ACK52	FEDERAL HOME LOAN BANK	25,530,000	1.70	2.48	3/12/18	10/5/20	36,168	15,828	-	-	51,996
Federal Agencies	3133EKR57	FEDERAL FARM CREDIT BANK	112,500,000	1.76	1.81	9/25/19	10/20/20	172,629	3,772	-	-	176,401
Federal Agencies	3132X0KR1	FARMER MAC	25,000,000	1.98	1.98	11/2/16	11/2/20	41,512	-	-	-	41,512
Federal Agencies	3132X0ZF1	FARMER MAC	12,000,000	1.93	2.02	11/13/17	11/9/20	19,300	824	-	-	20,124
Federal Agencies	3133EJ3N7	FEDERAL FARM CREDIT BANK	50,000,000	2.95	3.00	11/16/18	11/16/20	122,917	2,141	-	-	125,058
Federal Agencies	3137EAEK1	FREDDIE MAC	50,000,000	1.88	1.91	11/15/17	11/17/20	78,125	1,311	-	-	79,436
Federal Agencies	3134GBX56	FREDDIE MAC	60,000,000	2.25	2.12	11/24/17	11/24/20	112,500	(6,109)	-	-	106,391
Federal Agencies	3134GBLR1	FREDDIE MAC	24,715,000	1.75	1.75	5/25/17	11/25/20	36,043	58	-	-	36,101
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	25,000,000	1.90	1.91	11/27/17	11/27/20	39,583	202	-	-	39,785
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	25,000,000	1.90	1.91	11/27/17	11/27/20	39,583	202	-	-	39,785
Federal Agencies	3130A3UQ5	FEDERAL HOME LOAN BANK	10,000,000	1.88	2.02	12/13/17	12/11/20	15,625	1,163	-	-	16,788
Federal Agencies	3132X0ZY0	FARMER MAC	12,750,000	2.05	2.07	12/15/17	12/15/20	21,781	234	-	-	22,015
Federal Agencies	3133EGX75	FEDERAL FARM CREDIT BANK	50,000,000	1.91	1.91	12/21/16	12/21/20	83,117	-	-	-	83,117
Federal Agencies	3133EFTX5	FEDERAL FARM CREDIT BANK	100,000,000	2.04	2.04	12/24/15	12/24/20	177,101	-	-	-	177,101
Federal Agencies	3133EJ4Q9	FEDERAL FARM CREDIT BANK	100,000,000	2.55	2.58	1/11/19	1/11/21	212,500	2,709	-	-	215,209
Federal Agencies	3130AC2K9	FEDERAL HOME LOAN BANK	50,200,000	1.87	1.88	9/20/17	2/10/21	78,228	243	-	-	78,471
Federal Agencies	3133EJCE7	FEDERAL FARM CREDIT BANK	50,000,000	2.35	2.59	4/16/18	2/12/21	97,917	9,476	-	-	107,393
Federal Agencies	3137EAE19	FREDDIE MAC	22,000,000	2.38	2.47	2/16/18	2/16/21	43,542	1,590	-	-	45,131
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	-	2.05	2.05	8/30/19	2/26/21	35,590	-	-	-	35,590
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	-	2.05	2.05	8/30/19	2/26/21	35,590	-	-	-	35,590
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	-	2.05	2.05	8/30/19	2/26/21	35,590	-	-	-	35,590
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	-	2.05	2.05	8/30/19	2/26/21	35,590	-	-	-	35,590
Federal Agencies	3134GBD58	FREDDIE MAC	5,570,000	1.80	1.80	8/30/17	2/26/21	8,355	13	-	-	8,368
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	50,000,000	2.55	2.58	3/11/19	3/11/21	106,250	1,026	-	-	107,276
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	50,000,000	2.55	2.58	3/11/19	3/11/21	106,250	1,026	-	-	107,276
Federal Agencies	3133EKR99	FEDERAL FARM CREDIT BANK	90,000,000	1.82	1.83	10/3/19	3/25/21	143,235	1,002	-	-	144,237
Federal Agencies	3132X0Q53	FARMER MAC	6,350,000	2.60	2.64	3/29/18	3/29/21	13,758	189	-	-	13,948
Federal Agencies	3132X0Q53	FARMER MAC	20,450,000	2.60	2.64	3/29/18	3/29/21	44,308	610	-	-	44,918
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	25,000,000	2.23	2.40	4/5/19	4/5/21	46,458	3,427	-	-	49,885
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	25,000,000	2.23	2.40	4/5/19	4/5/21	46,458	3,386	-	-	49,844
Federal Agencies	3134GBJP8	FREDDIE MAC	22,000,000	1.89	2.06	11/16/17	5/3/21	34,650	2,976	-	-	37,626
Federal Agencies	3133EJNS4	FEDERAL FARM CREDIT BANK	17,700,000	2.70	2.79	5/22/18	5/10/21	39,825	1,298	-	-	41,123
Federal Agencies	3135G0U35	FANNIE MAE	25,000,000	2.75	2.76	6/25/18	6/22/21	57,292	158	-	-	57,449

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Federal Agencies	3134GBJ60	FREDDIE MAC	50,000,000	1.90	1.90	9/29/17	6/29/21	79,167	-	-	79,167	
Federal Agencies	3130ACQ98	FEDERAL HOME LOAN BANK	100,000,000	2.08	2.08	11/1/17	7/1/21	173,333	-	-	173,333	
Federal Agencies	3134GBM25	FREDDIE MAC	50,000,000	1.92	1.92	10/2/17	7/1/21	80,000	-	-	80,000	
Federal Agencies	3130AGYB5	FEDERAL HOME LOAN BANK	-	2.05	2.06	8/29/19	8/27/21	162,669	814	19,231	182,714	
Federal Agencies	3130ACF33	FEDERAL HOME LOAN BANK	25,000,000	1.88	1.95	9/18/17	9/13/21	39,063	1,494	-	40,556	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292	
Federal Agencies	3130AH5D1	FEDERAL HOME LOAN BANK	100,000,000	2.05	2.05	9/23/19	9/23/21	170,833	-	-	170,833	
Federal Agencies	3134GUC88	FREDDIE MAC	33,680,000	2.00	2.00	10/9/19	10/7/21	56,133	-	-	56,133	
Federal Agencies	3135G0Q89	FANNIE MAE	25,000,000	1.38	1.38	10/21/16	10/7/21	28,646	-	-	28,646	
Federal Agencies	3133EJK24	FEDERAL FARM CREDIT BANK	25,000,000	3.00	3.03	10/19/18	10/19/21	62,500	523	-	63,023	
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	14,500,000	1.38	1.38	10/25/16	10/25/21	16,615	-	-	16,615	
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	15,000,000	1.38	1.38	10/25/16	10/25/21	17,188	-	-	17,188	
Federal Agencies	3134GULE8	FREDDIE MAC	25,000,000	2.00	2.00	10/28/19	10/28/21	41,667	-	-	41,667	
Federal Agencies	3134GULE8	FREDDIE MAC	85,675,000	2.00	2.00	10/28/19	10/28/21	142,792	-	-	142,792	
Federal Agencies	3133EJT74	FEDERAL FARM CREDIT BANK	50,000,000	3.05	3.09	11/15/18	11/15/21	127,083	1,369	-	128,452	
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	17,000,000	1.63	1.71	11/8/19	11/19/21	17,649	901	-	18,550	
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	25,000,000	1.63	1.71	11/8/19	11/19/21	25,955	1,325	-	27,280	
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	25,000,000	1.63	1.71	11/8/19	11/19/21	25,955	1,325	-	27,280	
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	45,000,000	1.63	1.71	11/8/19	11/19/21	46,719	2,385	-	49,104	
Federal Agencies	3130AHJY0	FEDERAL HOME LOAN BANK	50,000,000	1.63	1.71	11/8/19	11/19/21	51,910	2,650	-	54,560	
Federal Agencies	3130ACB60	FEDERAL HOME LOAN BANK	50,000,000	2.00	2.00	9/8/17	12/15/21	83,333	-	-	83,333	
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	25,000,000	2.80	2.84	12/17/18	12/17/21	58,333	705	-	59,038	
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	25,000,000	2.80	2.84	12/17/18	12/17/21	58,333	705	-	59,038	
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	25,000,000	2.80	2.85	12/17/18	12/17/21	58,333	979	-	59,312	
Federal Agencies	3133EKAK2	FEDERAL FARM CREDIT BANK	20,700,000	2.53	2.56	2/19/19	2/14/22	43,643	478	-	44,121	
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	10,000,000	2.55	2.56	3/1/19	3/1/22	21,250	77	-	21,327	
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	17,780,000	2.50	2.36	4/5/19	3/11/22	37,042	(1,932)	-	35,109	
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	40,000,000	2.50	2.36	4/5/19	3/11/22	83,333	(4,436)	-	78,897	
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	26,145,000	2.47	2.36	4/8/19	3/14/22	53,815	(2,270)	-	51,545	
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	45,500,000	2.47	2.36	4/8/19	3/14/22	93,654	(3,773)	-	89,882	
Federal Agencies	3135G0T45	FANNIE MAE	25,000,000	1.88	1.81	6/6/17	4/5/22	39,063	(1,229)	-	37,834	
Federal Agencies	3135G0V59	FANNIE MAE	25,000,000	2.25	2.36	4/12/19	4/12/22	46,875	2,245	-	49,120	
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,489	-	98,239	
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,489	-	98,239	
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	50,000,000	2.35	2.37	4/18/19	4/18/22	97,917	835	-	98,752	
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	25,000,000	2.25	2.32	5/16/19	5/16/22	46,875	1,389	-	48,264	
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	35,000,000	2.25	2.32	5/16/19	5/16/22	65,625	1,945	-	67,570	
Federal Agencies	3134GBQG0	FREDDIE MAC	-	2.18	2.18	5/25/17	5/25/22	72,667	-	-	72,667	
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.85	6/6/17	6/2/22	78,125	(976)	-	77,149	
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.88	6/9/17	6/2/22	78,125	41	-	78,166	
Federal Agencies	3134GBF72	FREDDIE MAC	50,000,000	2.01	2.01	9/15/17	6/15/22	83,750	-	-	83,750	
Federal Agencies	3134GBN73	FREDDIE MAC	50,000,000	2.07	2.07	10/2/17	7/1/22	86,250	-	-	86,250	
Federal Agencies	3134GUNR7	FREDDIE MAC	25,000,000	2.00	2.00	11/12/19	8/12/22	26,389	-	-	26,389	
Federal Agencies	3134GUNR7	FREDDIE MAC	25,000,000	2.00	2.00	11/12/19	8/12/22	26,389	-	-	26,389	
Federal Agencies	3134GUNR7	FREDDIE MAC	25,000,000	2.00	2.00	11/12/19	8/12/22	26,389	-	-	26,389	
Federal Agencies	3134GUNR7	FREDDIE MAC	25,000,000	2.00	2.00	11/12/19	8/12/22	26,389	-	-	26,389	
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542	



# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Expense		Gain/(Loss)	/Net Earnings	
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542	
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542	
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542	
Federal Agencies	3130AH4A8	FEDERAL HOME LOAN BANK	100,000,000	2.25	2.25	9/19/19	9/19/22	187,500	-	-	187,500	
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	42,708	-	-	42,708	
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	42,708	-	-	42,708	
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	42,708	-	-	42,708	
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	42,708	-	-	42,708	
Federal Agencies	3134GUJN1	FREDDIE MAC	25,000,000	2.10	2.10	10/17/19	10/17/22	43,750	-	-	43,750	
Federal Agencies	3134GUJN1	FREDDIE MAC	25,000,000	2.10	2.10	10/17/19	10/17/22	43,750	-	-	43,750	
Federal Agencies	3134GUJN1	FREDDIE MAC	25,000,000	2.10	2.10	10/17/19	10/17/22	43,750	-	-	43,750	
Federal Agencies	3134GUJN1	FREDDIE MAC	50,000,000	2.10	2.10	10/17/19	10/17/22	87,500	-	-	87,500	
Federal Agencies	3134GULD0	FREDDIE MAC	15,495,000	2.13	2.13	10/23/19	10/21/22	27,439	-	-	27,439	
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	25,000,000	2.00	2.00	10/30/19	10/28/22	41,667	-	-	41,667	
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	25,000,000	2.00	2.00	10/30/19	10/28/22	41,667	-	-	41,667	
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	50,000,000	2.00	2.00	10/30/19	10/28/22	83,333	-	-	83,333	
Federal Agencies	3134GTMN0	FREDDIE MAC	-	2.85	2.85	5/20/19	5/20/24	37,604	-	-	37,604	
Federal Agencies	3134GTMN0	FREDDIE MAC	-	2.85	2.85	5/20/19	5/20/24	37,604	-	-	37,604	
Federal Agencies	3134GTMN0	FREDDIE MAC	-	2.85	2.85	5/20/19	5/20/24	37,604	-	-	37,604	
Federal Agencies	3134GTMN0	FREDDIE MAC	-	2.85	2.85	5/20/19	5/20/24	37,604	-	-	37,604	
Federal Agencies	3134GUTS9	FREDDIE MAC	25,000,000	2.07	2.07	11/20/19	5/20/24	15,813	17	-	15,829	
Federal Agencies	3134GUTS9	FREDDIE MAC	25,000,000	2.07	2.07	11/20/19	5/20/24	15,813	17	-	15,829	
Federal Agencies	3134GUTS9	FREDDIE MAC	25,000,000	2.07	2.07	11/20/19	5/20/24	15,813	17	-	15,829	
Federal Agencies	3134GUTS9	FREDDIE MAC	25,000,000	2.07	2.07	11/20/19	5/20/24	15,813	17	-	15,829	
Federal Agencies	3134GUVL1	FREDDIE MAC	50,000,000	2.00	2.00	11/25/19	5/28/24	16,667	-	-	16,667	
Federal Agencies	3134GUVL1	FREDDIE MAC	50,000,000	2.00	2.00	11/25/19	5/28/24	16,667	-	-	16,667	
Federal Agencies	3134GUUR9	FREDDIE MAC	25,000,000	2.05	2.05	11/26/19	8/26/24	7,101	-	-	7,101	
Federal Agencies	3134GUUR9	FREDDIE MAC	25,000,000	2.05	2.05	11/26/19	8/26/24	7,101	-	-	7,101	
Federal Agencies	3134GUUR9	FREDDIE MAC	25,000,000	2.05	2.05	11/26/19	8/26/24	7,101	-	-	7,101	
Federal Agencies	3134GUUR9	FREDDIE MAC	25,000,000	2.05	2.05	11/26/19	8/26/24	7,101	-	-	7,101	
Federal Agencies	3134GUV9	FREDDIE MAC	25,000,000	2.05	2.05	11/27/19	8/27/24	5,694	-	-	5,694	
Federal Agencies	3134GUV9	FREDDIE MAC	25,000,000	2.05	2.05	11/27/19	8/27/24	5,694	-	-	5,694	
Federal Agencies	3134GUV9	FREDDIE MAC	25,000,000	2.05	2.05	11/27/19	8/27/24	5,694	-	-	5,694	
Federal Agencies	3134GUV9	FREDDIE MAC	25,000,000	2.05	2.05	11/27/19	8/27/24	5,694	-	-	5,694	
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	25,000,000	2.10	2.10	11/27/19	11/27/24	5,833	-	-	5,833	
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	25,000,000	2.10	2.10	11/27/19	11/27/24	5,833	-	-	5,833	
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	25,000,000	2.10	2.10	11/27/19	11/27/24	5,833	-	-	5,833	
Federal Agencies	3130AHMR1	FEDERAL HOME LOAN BANK	25,000,000	2.10	2.10	11/27/19	11/27/24	5,833	-	-	5,833	
<b>Subtotals</b>			<b>\$ 5,228,005,000</b>					<b>\$ 8,664,447</b>	<b>\$ 164,338</b>	<b>\$ 19,231</b>	<b>\$ 8,848,017</b>	
State/Local Agencies	977100CW4	WISCONSIN ST GEN FUND ANNUAL A	\$ 18,000,000	1.45	1.45	8/16/16	5/1/20	\$ 21,690	\$ -	\$ -	\$ 21,690	
State/Local Agencies	13063DGA0	CALIFORNIA ST	33,000,000	2.80	2.80	4/25/18	4/1/21	77,000	(37)	-	76,963	
State/Local Agencies	13066YTY5	CALIFORNIA ST DEPT OF WTR RESO	27,962,641	1.71	2.30	2/6/17	5/1/21	39,917	9,187	-	49,104	
State/Local Agencies	91412GF59	UNIV OF CALIFORNIA CA REVENUES	1,769,000	1.91	1.40	8/9/16	5/15/21	2,816	(719)	-	2,097	
<b>Subtotals</b>			<b>\$ 80,731,641</b>					<b>\$ 141,422</b>	<b>\$ 8,431</b>	<b>\$ -</b>	<b>\$ 149,853</b>	
Public Time Deposits	PP9J6D723	SAN FRANCISCO CREDIT UNION	\$ 10,000,000	2.33	2.33	6/4/19	12/4/19	\$ 19,176	\$ -	\$ -	\$ 19,176	
Public Time Deposits	PPEQ338W9	BANK OF SAN FRANCISCO	5,000,000	2.31	2.31	6/11/19	12/11/19	9,496	-	-	9,496	
Public Time Deposits	PPQD3G113	BRIDGE BANK	10,000,000	2.23	2.23	6/24/19	12/23/19	18,329	-	-	18,329	
Public Time Deposits	PP9J79QD6	BRIDGE BANK	10,000,000	1.95	1.95	9/26/19	3/24/20	16,027	-	-	16,027	
<b>Subtotals</b>			<b>\$ 35,000,000</b>					<b>\$ 63,029</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,029</b>	
Negotiable CDs	06370RW47	BANK OF MONTREAL CHICAGO	\$ -	2.23	2.23	8/1/19	11/1/19	\$ -	\$ -	\$ -	\$ -	
Negotiable CDs	06370RNN5	BANK OF MONTREAL CHICAGO	-	3.10	3.10	11/6/18	11/6/19	21,528	-	-	21,528	

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Negotiable CDs	06370RX61	BANK OF MONTREAL CHICAGO	-	2.20	2.20	8/6/19	11/6/19	15,278	-	-	15,278	
Negotiable CDs	65602VQS8	NORINCHUKIN BANK NY	-	2.15	2.15	8/9/19	11/8/19	41,806	-	-	41,806	
Negotiable CDs	96130AAN8	WESTPAC BANKING CORP NY	-	3.10	3.10	11/8/18	11/8/19	30,139	-	-	30,139	
Negotiable CDs	96130AAT5	WESTPAC BANKING CORP NY	-	3.08	3.08	11/14/18	11/14/19	55,611	-	-	55,611	
Negotiable CDs	89114MME4	TORONTO DOMINION BANK NY	-	3.10	3.10	11/19/18	11/19/19	38,750	-	-	38,750	
Negotiable CDs	65602VUS3	NORINCHUKIN BANK NY	-	1.58	1.58	11/15/19	11/22/19	35,331	-	-	35,331	
Negotiable CDs	78012UKB0	ROYAL BANK OF CANADA NY	-	3.07	3.07	11/26/18	11/25/19	102,333	-	-	102,333	
Negotiable CDs	96130AAZ1	WESTPAC BANKING CORP NY	-	3.06	3.06	11/29/18	11/27/19	110,500	-	-	110,500	
Negotiable CDs	65602VQL3	NORINCHUKIN BANK NY	50,000,000	2.25	2.25	8/1/19	12/2/19	93,750	-	-	93,750	
Negotiable CDs	06370RPG8	BANK OF MONTREAL CHICAGO	50,000,000	3.12	3.12	12/3/18	12/3/19	130,000	-	-	130,000	
Negotiable CDs	89114MPF8	TORONTO DOMINION BANK NY	50,000,000	3.10	3.10	12/6/18	12/6/19	129,167	-	-	129,167	
Negotiable CDs	96130ABE7	WESTPAC BANKING CORP NY	50,000,000	3.05	3.05	12/7/18	12/6/19	127,083	-	-	127,083	
Negotiable CDs	06370RQD4	BANK OF MONTREAL CHICAGO	50,000,000	3.06	3.06	12/6/18	12/9/19	127,500	-	-	127,500	
Negotiable CDs	06370RQZ5	BANK OF MONTREAL CHICAGO	50,000,000	3.06	3.06	12/10/18	12/11/19	127,500	-	-	127,500	
Negotiable CDs	06370R3G2	BANK OF MONTREAL CHICAGO	45,000,000	2.05	2.05	9/18/19	12/17/19	76,875	-	-	76,875	
Negotiable CDs	06370R4S5	BANK OF MONTREAL CHICAGO	35,000,000	2.05	2.05	10/2/19	1/2/20	59,792	-	-	59,792	
Negotiable CDs	63873NE49	NATIXIS NY BRANCH	50,000,000	3.00	3.00	1/11/19	1/6/20	125,000	-	-	125,000	
Negotiable CDs	78012UNB7	ROYAL BANK OF CANADA NY	25,000,000	2.57	2.57	4/8/19	1/6/20	53,542	-	-	53,542	
Negotiable CDs	78012UNC5	ROYAL BANK OF CANADA NY	25,000,000	2.57	2.57	4/8/19	1/8/20	53,542	-	-	53,542	
Negotiable CDs	89114MB30	TORONTO DOMINION BANK NY	50,000,000	2.60	2.60	4/8/19	1/17/20	108,333	-	-	108,333	
Negotiable CDs	65602VRW8	NORINCHUKIN BANK NY	50,000,000	2.11	2.11	9/24/19	1/24/20	87,917	-	-	87,917	
Negotiable CDs	06417G6G8	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	4/25/19	2/3/20	107,083	-	-	107,083	
Negotiable CDs	89114MF36	TORONTO DOMINION BANK NY	50,000,000	2.56	2.56	4/24/19	2/3/20	106,667	-	-	106,667	
Negotiable CDs	06417G6H6	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	4/25/19	2/5/20	107,083	-	-	107,083	
Negotiable CDs	06417G6K9	BANK OF NOVA SCOTIA HOUS	50,000,000	2.56	2.56	4/29/19	2/6/20	106,667	-	-	106,667	
Negotiable CDs	96130ABW7	WESTPAC BANKING CORP NY	50,000,000	2.71	2.71	2/15/19	2/14/20	112,917	-	-	112,917	
Negotiable CDs	06417G6L7	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	4/29/19	2/19/20	107,083	-	-	107,083	
Negotiable CDs	06417G6V5	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	5/6/19	2/21/20	107,083	-	-	107,083	
Negotiable CDs	65602VTH9	NORINCHUKIN BANK NY	75,000,000	1.93	1.93	10/25/19	2/25/20	120,625	-	-	120,625	
Negotiable CDs	96130ACE6	WESTPAC BANKING CORP NY	50,000,000	2.70	2.70	3/6/19	2/26/20	112,500	-	-	112,500	
Negotiable CDs	06367BAK5	BANK OF MONTREAL CHICAGO	35,000,000	1.85	1.85	11/26/19	2/28/20	8,993	-	-	8,993	
Negotiable CDs	06370RUV9	BANK OF MONTREAL CHICAGO	50,000,000	2.68	2.68	3/1/19	3/2/20	111,667	-	-	111,667	
Negotiable CDs	06370RVN6	BANK OF MONTREAL CHICAGO	50,000,000	2.70	2.70	3/5/19	3/2/20	112,500	-	-	112,500	
Negotiable CDs	06417MBS3	BANK OF NOVA SCOTIA HOUS	100,000,000	2.02	2.02	9/12/19	3/12/20	168,333	-	-	168,333	
Negotiable CDs	65602VVD5	NORINCHUKIN BANK NY	50,000,000	1.87	1.87	11/25/19	3/16/20	15,583	-	-	15,583	
Negotiable CDs	89114N4B8	TORONTO DOMINION BANK NY	75,000,000	2.06	2.06	9/17/19	3/16/20	128,750	-	-	128,750	
Negotiable CDs	65602VUF1	NORINCHUKIN BANK NY	40,000,000	1.89	1.89	11/7/19	3/18/20	50,400	-	-	50,400	
Negotiable CDs	78012UMY8	ROYAL BANK OF CANADA NY	50,000,000	2.58	2.58	4/4/19	3/25/20	107,500	-	-	107,500	
Negotiable CDs	78012UMZ5	ROYAL BANK OF CANADA NY	50,000,000	2.58	2.58	4/4/19	3/30/20	107,500	-	-	107,500	
Negotiable CDs	06370RYS2	BANK OF MONTREAL CHICAGO	65,000,000	2.60	2.60	4/11/19	4/13/20	140,833	-	-	140,833	
Negotiable CDs	65602VSV9	NORINCHUKIN BANK NY	70,500,000	1.95	1.92	11/4/19	4/24/20	103,106	(1,512)	-	101,594	
Negotiable CDs	89114N4G7	TORONTO DOMINION BANK NY	40,000,000	2.05	2.05	9/18/19	4/24/20	68,333	-	-	68,333	
Negotiable CDs	06417MCD5	BANK OF NOVA SCOTIA HOUS	100,000,000	2.03	2.03	9/18/19	4/27/20	169,167	-	-	169,167	
Negotiable CDs	65602VTE6	NORINCHUKIN BANK NY	50,000,000	1.94	1.94	10/29/19	4/28/20	80,833	-	-	80,833	
Negotiable CDs	65602VTL0	NORINCHUKIN BANK NY	75,000,000	1.93	1.93	10/30/19	4/30/20	120,625	-	-	120,625	
Negotiable CDs	78012UQY4	ROYAL BANK OF CANADA NY	100,000,000	2.02	2.02	9/17/19	5/11/20	168,333	-	-	168,333	
Negotiable CDs	89114NB20	TORONTO DOMINION BANK NY	60,000,000	1.83	1.83	11/19/19	6/22/20	36,600	-	-	36,600	
Negotiable CDs	89114NA54	TORONTO DOMINION BANK NY	50,000,000	1.86	1.86	11/6/19	7/1/20	64,583	-	-	64,583	
Negotiable CDs	96121T4A3	WESTPAC BANKING CORP NY	28,790,000	2.05	1.87	11/12/19	8/3/20	31,149	(2,683)	-	28,466	
Negotiable CDs	06367BAC3	BANK OF MONTREAL CHICAGO	50,000,000	2.00	2.00	11/25/19	9/2/20	16,648	-	-	16,648	
Negotiable CDs	89114N5H4	TORONTO DOMINION BANK NY	100,000,000	2.01	2.01	9/25/19	9/24/20	174,917	-	-	174,917	
Negotiable CDs	06417MCW3	BANK OF NOVA SCOTIA HOUS	50,000,000	2.02	2.02	9/27/19	9/28/20	88,613	-	-	88,613	
Negotiable CDs	89114N5M3	TORONTO DOMINION BANK NY	50,000,000	2.03	2.03	9/27/19	9/28/20	88,345	-	-	88,345	
Negotiable CDs	06417MDE2	BANK OF NOVA SCOTIA HOUS	50,000,000	2.09	2.09	10/3/19	10/9/20	89,811	-	-	89,811	

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Negotiable CDs	89114N6E0	TORONTO DOMINION BANK NY	50,000,000	2.09	2.09	10/1/19	10/9/20	91,205	-	-	91,205	
Negotiable CDs	06370R6W4	BANK OF MONTREAL CHICAGO	50,000,000	2.05	2.05	11/13/19	10/26/20	51,180	-	-	51,180	
Negotiable CDs	96130ADY1	WESTPAC BANKING CORP NY	50,000,000	1.97	1.97	10/30/19	10/28/20	86,350	-	-	86,350	
<b>Subtotals</b>			<b>\$ 2,644,290,000</b>					<b>\$ 5,220,841</b>	<b>\$ (4,195)</b>	<b>\$ -</b>	<b>\$ 5,216,646</b>	
Commercial Paper	89233HY40	TOYOTA MOTOR CREDIT CORP	\$ -	0.00	2.04	9/4/19	11/4/19	\$ -	\$ 8,458	\$ -	\$ 8,458	
Commercial Paper	62479MZP1	MUFG BANK LTD NY	60,000,000	0.00	2.23	7/26/19	12/23/19	-	110,500	-	110,500	
Commercial Paper	62479LAT2	MUFG BANK LTD NY	50,000,000	0.00	2.09	9/27/19	1/27/20	-	86,667	-	86,667	
Commercial Paper	62479LAX3	MUFG BANK LTD NY	40,000,000	0.00	2.07	8/28/19	1/31/20	-	68,333	-	68,333	
Commercial Paper	62479LBT1	MUFG BANK LTD NY	50,000,000	0.00	2.07	9/30/19	2/27/20	-	85,417	-	85,417	
Commercial Paper	62479LC45	MUFG BANK LTD NY	15,000,000	0.00	1.93	10/24/19	3/4/20	-	24,000	-	24,000	
Commercial Paper	62479LC45	MUFG BANK LTD NY	25,000,000	0.00	1.98	10/7/19	3/4/20	-	40,833	-	40,833	
Commercial Paper	62479LC60	MUFG BANK LTD NY	50,000,000	0.00	2.05	9/11/19	3/6/20	-	84,583	-	84,583	
Commercial Paper	62479LCG8	MUFG BANK LTD NY	75,000,000	0.00	1.98	10/7/19	3/16/20	-	122,500	-	122,500	
Commercial Paper	89233GCH7	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	2.07	9/18/19	3/17/20	-	85,417	-	85,417	
Commercial Paper	89233GCJ3	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	2.02	9/24/19	3/18/20	-	83,333	-	83,333	
Commercial Paper	89233GD11	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	1.90	11/25/19	4/1/20	-	15,750	-	15,750	
Commercial Paper	89233GEN2	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	1.89	11/25/19	5/22/20	-	15,583	-	15,583	
Commercial Paper	62479LFF59	MUFG BANK LTD NY	25,000,000	0.00	2.07	9/24/19	6/5/20	-	42,500	-	42,500	
Commercial Paper	62479LFF7	MUFG BANK LTD NY	50,000,000	0.00	2.07	9/24/19	6/15/20	-	85,000	-	85,000	
Commercial Paper	62479LG17	MUFG BANK LTD NY	60,000,000	0.00	1.96	10/25/19	7/1/20	-	96,500	-	96,500	
Commercial Paper	62479LG17	MUFG BANK LTD NY	75,000,000	0.00	1.95	10/21/19	7/1/20	-	120,000	-	120,000	
Commercial Paper	89233GG18	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	1.89	11/6/19	7/1/20	-	64,931	-	64,931	
<b>Subtotals</b>			<b>\$ 825,000,000</b>					<b>\$ -</b>	<b>\$ 1,240,306</b>	<b>\$ -</b>	<b>\$ 1,240,306</b>	
Medium Term Notes	742718EG0	PROCTER & GAMBLE CO	\$ -	1.90	2.62	6/20/18	11/1/19	\$ -	\$ -	\$ -	\$ -	
Medium Term Notes	89236TEJ0	TOYOTA MOTOR CREDIT CORP	20,000,000	2.20	2.25	1/11/18	1/10/20	36,667	733	-	37,399	
Medium Term Notes	89236TFQ3	TOYOTA MOTOR CREDIT CORP	5,000,000	3.05	3.08	1/8/19	1/8/21	12,708	123	-	12,831	
<b>Subtotals</b>			<b>\$ 25,000,000</b>					<b>\$ 49,375</b>	<b>\$ 856</b>	<b>\$ -</b>	<b>\$ 50,231</b>	
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	\$ 10,523,232	1.55	1.55	11/30/19	12/1/19	\$ 13,348	\$ -	\$ -	\$ 13,348	
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PRM	98,768,991	1.59	1.59	11/30/19	12/1/19	255,779	-	-	255,779	
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	10,493,518	1.55	1.55	11/30/19	12/1/19	13,327	-	-	13,327	
Money Market Funds	31607A703	FIDELITY INST GOV FUND	905,480,369	1.60	1.60	11/30/19	12/1/19	1,263,181	-	-	1,263,181	
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUND	11,330,213	1.57	1.57	11/30/19	12/1/19	14,593	-	-	14,593	
<b>Subtotals</b>			<b>\$ 1,036,596,324</b>					<b>\$ 1,560,228</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,560,228</b>	
Supranationals	459052NW2	INTL BK RECON & DEVELOP DISC	\$ -	0.00	1.88	10/1/19	11/5/19	\$ -	\$ 10,444	\$ -	\$ 10,444	
Supranationals	459052NZ5	INTL BK RECON & DEVELOP DISC	-	0.00	1.88	10/1/19	11/8/19	-	18,278	-	18,278	
Supranationals	459052RX6	INTL BK RECON & DEVELOP DISC	20,000,000	0.00	2.42	4/24/19	1/17/20	-	39,667	-	39,667	
Supranationals	459052SC1	INTL BK RECON & DEVELOP DISC	40,000,000	0.00	2.42	4/24/19	1/22/20	-	79,333	-	79,333	
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	25,000,000	0.00	1.86	10/3/19	1/27/20	-	38,542	-	38,542	
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	50,000,000	0.00	1.86	10/3/19	1/27/20	-	77,083	-	77,083	
Supranationals	459052SJ6	INTL BK RECON & DEVELOP DISC	100,000,000	0.00	1.86	10/2/19	1/28/20	-	154,167	-	154,167	
Supranationals	459058FZ1	INTL BK RECON & DEVELOP	50,000,000	1.88	1.94	3/21/17	4/21/20	78,167	1,158	-	79,325	
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	10,000,000	1.63	2.72	5/17/18	5/12/20	13,542	8,704	-	22,246	
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	25,000,000	1.63	1.72	4/12/17	5/12/20	33,854	1,579	-	35,433	
Supranationals	459058GA5	INTL BK RECON & DEVELOP	50,000,000	1.63	1.64	8/29/17	9/4/20	67,750	286	-	68,036	
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	50,000,000	1.95	1.97	11/9/17	11/9/20	81,250	958	-	82,208	
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	50,000,000	1.95	2.15	12/20/17	11/9/20	81,250	8,005	-	89,255	
Supranationals	45950KCM0	INTERNATIONAL FINANCE CORP	50,000,000	2.25	2.35	1/25/18	1/25/21	93,750	4,024	-	97,774	
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	45,000,000	2.63	2.70	4/19/18	4/19/21	98,438	2,710	-	101,147	
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	50,000,000	2.63	2.84	5/16/18	4/19/21	109,375	8,588	-	117,963	
Supranationals	45950KCJ7	INTERNATIONAL FINANCE CORP	12,135,000	1.13	2.97	5/23/18	7/20/21	11,387	16,587	-	27,974	
Supranationals	459058GH0	INTL BK RECON & DEVELOP	50,000,000	2.75	2.85	7/25/18	7/23/21	114,583	3,208	-	117,792	
<b>Subtotals</b>			<b>\$ 677,135,000</b>					<b>\$ 783,345</b>	<b>\$ 473,321</b>	<b>\$ -</b>	<b>\$ 1,256,666</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
<b>Grand Totals</b>			\$ 11,861,757,965					\$ 17,855,364	\$ 2,163,930	\$ 19,231	\$ 20,038,525

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

# Investment Transactions

## Pooled Fund

For month ended November 30, 2019

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	11/1/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	\$ 50,000,000	1.80	1.80	\$ 100.00	\$ -	\$ 50,000,000
Purchase	11/4/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	90,000,000	1.59	1.59	100.00	-	90,000,000
Purchase	11/4/19	4/24/20	Negotiable CDs	NORINCHUKIN BANK NY	65602VSV9	70,500,000	1.95	1.92	100.01	42,006	70,551,637
Purchase	11/5/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	80,000,000	1.59	1.59	100.00	-	80,000,000
Purchase	11/6/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	75,000,000	1.60	1.60	100.00	-	75,000,000
Purchase	11/6/19	7/1/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114NA54	50,000,000	1.86	1.86	100.00	-	50,000,000
Purchase	11/6/19	7/1/20	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233GG18	50,000,000	0.00	1.89	98.76	-	49,381,861
Purchase	11/7/19	3/18/20	Negotiable CDs	NORINCHUKIN BANK NY	65602VUF1	40,000,000	1.89	1.89	100.00	-	40,000,000
Purchase	11/8/19	11/19/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHJY0	17,000,000	0.00	0.08	99.83	-	16,970,930
Purchase	11/8/19	11/19/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHJY0	25,000,000	0.00	0.08	99.83	-	24,957,250
Purchase	11/8/19	11/19/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHJY0	25,000,000	1.63	1.71	99.83	-	24,957,250
Purchase	11/8/19	11/19/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHJY0	45,000,000	1.63	1.71	99.83	-	44,923,050
Purchase	11/8/19	11/19/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHJY0	50,000,000	0.00	0.08	99.83	-	49,914,500
Purchase	11/8/19	6/30/21	U.S. Treasuries	US TREASURY	9128287A2	50,000,000	1.63	1.71	99.87	289,232	50,222,826
Purchase	11/12/19	8/12/22	Federal Agencies	FREDDIE MAC	3134GUNR7	25,000,000	2.00	2.00	100.00	-	25,000,000
Purchase	11/12/19	8/12/22	Federal Agencies	FREDDIE MAC	3134GUNR7	25,000,000	2.00	2.00	100.00	-	25,000,000
Purchase	11/12/19	8/12/22	Federal Agencies	FREDDIE MAC	3134GUNR7	25,000,000	2.00	2.00	100.00	-	25,000,000
Purchase	11/12/19	8/12/22	Federal Agencies	FREDDIE MAC	3134GUNR7	25,000,000	2.00	2.00	100.00	-	25,000,000
Purchase	11/12/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	50,000,000	1.60	1.60	100.00	-	50,000,000
Purchase	11/12/19	8/3/20	Negotiable CDs	WESTPAC BANKING CORP NY	96121T4A3	28,790,000	2.05	1.87	100.13	155,747	28,983,173
Purchase	11/13/19	10/26/20	Negotiable CDs	BANK OF MONTREAL CHICAGO	06370R6W4	50,000,000	2.05	2.05	100.00	-	50,000,000
Purchase	11/14/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	138,000,000	1.60	1.60	100.00	-	138,000,000
Purchase	11/15/19	11/22/19	Negotiable CDs	NORINCHUKIN BANK NY	65602VUS3	115,000,000	1.58	1.58	100.00	-	115,000,000
Purchase	11/18/19	12/15/20	U.S. Treasuries	US TREASURY	9128283L2	50,000,000	1.88	1.63	100.26	399,590	50,528,496
Purchase	11/18/19	1/15/21	U.S. Treasuries	US TREASURY	9128283Q1	50,000,000	2.00	1.63	100.42	342,391	50,553,329
Purchase	11/19/19	1/29/20	Federal Agencies	FED HOME LN DISCOUNT NT	313384SK6	33,375,000	0.00	1.57	99.69	-	33,271,658
Purchase	11/19/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	45,000,000	1.60	1.60	100.00	-	45,000,000
Purchase	11/19/19	6/22/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114NB20	60,000,000	1.83	1.83	100.00	-	60,000,000
Purchase	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GUTS9	25,000,000	2.07	2.07	99.99	-	24,997,500
Purchase	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GUTS9	25,000,000	2.07	2.07	99.99	-	24,997,500
Purchase	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GUTS9	25,000,000	2.07	2.07	99.99	-	24,997,500
Purchase	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GUTS9	25,000,000	2.07	2.07	99.99	-	24,997,500
Purchase	11/20/19	10/15/20	U.S. Treasuries	US TREASURY	9128282Z2	50,000,000	1.63	1.63	100.00	79,918	50,079,918
Purchase	11/21/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	70,000,000	1.60	1.60	100.00	-	70,000,000
Purchase	11/22/19	1/15/21	U.S. Treasuries	US TREASURY	9128283Q1	50,000,000	2.00	1.63	100.42	353,261	50,562,245
Purchase	11/22/19	3/15/21	U.S. Treasuries	US TREASURY	9128284B3	50,000,000	2.38	1.64	100.95	221,841	50,694,497
Purchase	11/22/19	12/31/20	U.S. Treasuries	US TREASURY	912828N48	50,000,000	1.75	1.64	100.12	344,769	50,403,363
Purchase	11/22/19	12/31/21	U.S. Treasuries	US TREASURY	912828U81	50,000,000	2.00	1.61	100.80	394,022	50,796,365
Purchase	11/25/19	9/2/20	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367BAC3	50,000,000	2.00	2.00	100.00	-	50,000,000
Purchase	11/25/19	5/28/24	Federal Agencies	FREDDIE MAC	3134GUVL1	50,000,000	2.00	2.00	100.00	-	50,000,000
Purchase	11/25/19	5/28/24	Federal Agencies	FREDDIE MAC	3134GUVL1	50,000,000	2.00	2.00	100.00	-	50,000,000
Purchase	11/25/19	3/16/20	Negotiable CDs	NORINCHUKIN BANK NY	65602VVD5	50,000,000	1.87	1.87	100.00	-	50,000,000
Purchase	11/25/19	4/1/20	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233GD11	50,000,000	0.00	1.90	99.33	-	49,664,000
Purchase	11/25/19	5/22/20	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233GEN2	50,000,000	0.00	1.89	99.07	-	49,535,097
Purchase	11/26/19	2/28/20	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367BAK5	35,000,000	1.85	1.85	100.00	-	35,000,000
Purchase	11/26/19	8/26/24	Federal Agencies	FREDDIE MAC	3134GUUR9	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/26/19	8/26/24	Federal Agencies	FREDDIE MAC	3134GUUR9	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/26/19	8/26/24	Federal Agencies	FREDDIE MAC	3134GUUR9	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/26/19	8/26/24	Federal Agencies	FREDDIE MAC	3134GUUR9	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/26/19	8/26/24	Federal Agencies	FREDDIE MAC	3134GUUR9	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/26/19	12/15/20	U.S. Treasuries	US TREASURY	9128283L2	50,000,000	1.88	1.65	100.24	420,082	50,539,223
Purchase	11/26/19	6/15/21	U.S. Treasuries	US TREASURY	9128284T4	50,000,000	2.63	1.66	101.46	588,115	51,320,537
Purchase	11/27/19	11/27/24	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHMR1	25,000,000	2.10	2.10	100.00	-	25,000,000

# Investment Transactions

## Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	11/27/19	11/27/24	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHMR1	25,000,000	2.10	2.10	100.00	-	25,000,000
Purchase	11/27/19	11/27/24	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHMR1	25,000,000	2.10	2.10	100.00	-	25,000,000
Purchase	11/27/19	11/27/24	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHMR1	25,000,000	2.10	2.10	100.00	-	25,000,000
Purchase	11/27/19	8/27/24	Federal Agencies	FREDDIE MAC	3134GUV9D	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/27/19	8/27/24	Federal Agencies	FREDDIE MAC	3134GUV9D	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/27/19	8/27/24	Federal Agencies	FREDDIE MAC	3134GUV9D	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/27/19	8/27/24	Federal Agencies	FREDDIE MAC	3134GUV9D	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	11/27/19	6/15/21	U.S. Treasuries	US TREASURY	9128284T4	50,000,000	2.63	1.65	101.49	591,701	51,335,841
Purchase	11/29/19	12/2/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384PZ6	80,000,000	0.00	1.53	99.99	-	79,989,800
Purchase	11/30/19	12/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	13,348	1.55	1.55	100.00	-	13,348
Purchase	11/30/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	255,779	1.59	1.59	100.00	-	255,779
Purchase	11/30/19	12/1/19	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	13,327	1.55	1.55	100.00	-	13,327
Purchase	11/30/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	1,263,181	1.60	1.60	100.00	-	1,263,181
Purchase	11/30/19	12/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	14,593	1.57	1.57	100.00	-	14,593
<b>Subtotals</b>						<b>\$2,724,225,228</b>	<b>1.63</b>	<b>1.72</b>	<b>\$ 100.05</b>	<b>\$ 4,222,675</b>	<b>\$2,729,687,075</b>
Sale	11/8/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	\$ 90,000,000	1.59	1.59	\$ 100.00	\$ -	\$ 90,000,000
Sale	11/13/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	140,000,000	1.59	1.59	100.00	-	140,000,000
Sale	11/18/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	75,000,000	1.60	1.60	100.00	-	75,000,000
Sale	11/20/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	50,000,000	1.60	1.60	100.00	-	50,000,000
Sale	11/22/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	40,000,000	1.60	1.60	100.00	-	40,000,000
Sale	11/25/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	50,000,000	1.59	1.59	100.00	-	50,000,000
Sale	11/25/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	100,000,000	1.60	1.60	100.00	-	100,000,000
Sale	11/26/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	45,000,000	1.60	1.60	100.00	-	45,000,000
<b>Subtotals</b>						<b>\$ 590,000,000</b>	<b>1.60</b>	<b>1.60</b>	<b>\$ 100.00</b>	<b>\$ -</b>	<b>\$ 590,000,000</b>
Call	11/15/19	9/11/20	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGWJ0	\$ 25,000,000	2.10	2.10	100.00	\$ 87,500	\$ 25,087,500
Call	11/15/19	9/11/20	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGWJ0	25,000,000	2.10	2.10	100.00	87,500	25,087,500
Call	11/15/19	9/11/20	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGWJ0	50,000,000	2.10	2.10	100.00	175,000	50,175,000
Call	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	100.00	-	25,000,000
Call	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	100.00	-	25,000,000
Call	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	100.00	-	25,000,000
Call	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	100.00	-	25,000,000
Call	11/25/19	5/25/22	Federal Agencies	FREDDIE MAC	3134GBQG0	50,000,000	2.18	2.18	100.00	-	50,000,000
Call	11/26/19	2/26/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGZE8	25,000,000	2.05	2.05	100.00	122,431	25,122,431
Call	11/26/19	2/26/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGZE8	25,000,000	2.05	2.05	100.00	122,431	25,122,431
Call	11/26/19	2/26/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGZE8	25,000,000	2.05	2.05	100.00	122,431	25,122,431
Call	11/27/19	8/27/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGYB5	109,870,000	2.05	2.06	100.00	563,084	110,433,084
<b>Subtotals</b>						<b>\$ 459,870,000</b>	<b>2.25</b>	<b>2.25</b>	<b>\$ -</b>	<b>\$ 1,402,806</b>	<b>\$ 461,272,806</b>
Maturity	11/1/19	11/1/19	Negotiable CDs	BANK OF MONTREAL CHICAGO	06370RW47	\$ 50,000,000	2.23	2.23	100.00	\$ 284,944	\$ 50,284,944
Maturity	11/1/19	11/1/19	Medium Term Notes	PROCTER & GAMBLE CO	742718EG0	9,650,000	1.90	2.62	100.00	91,675	9,741,675
Maturity	11/4/19	11/4/19	Federal Agencies	FREDDIE MAC	3134GAVL5	100,000,000	1.17	1.17	100.00	585,000	100,585,000
Maturity	11/4/19	11/4/19	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233HY40	50,000,000	0.00	2.04	100.00	-	50,000,000
Maturity	11/5/19	11/5/19	Supranationals	INTL BK RECON & DEVELOP	459052NW2	50,000,000	0.00	1.88	100.00	-	50,000,000
Maturity	11/6/19	11/6/19	Negotiable CDs	BANK OF MONTREAL CHICAGO	06370RNN5	50,000,000	3.10	3.10	100.00	1,571,528	51,571,528
Maturity	11/6/19	11/6/19	Negotiable CDs	BANK OF MONTREAL CHICAGO	06370RX61	50,000,000	2.20	2.20	100.00	281,111	50,281,111
Maturity	11/8/19	11/8/19	Supranationals	INTL BK RECON & DEVELOP	459052NZ5	50,000,000	0.00	1.88	100.00	-	50,000,000
Maturity	11/8/19	11/8/19	Negotiable CDs	NORINCHUKIN BANK NY	65602VQS8	100,000,000	2.15	2.15	100.00	543,472	100,543,472
Maturity	11/8/19	11/8/19	Negotiable CDs	WESTPAC BANKING CORP NY	96130AAN8	50,000,000	3.10	3.10	100.00	1,571,528	51,571,528
Maturity	11/12/19	11/12/19	U.S. Treasuries	TREASURY BILL	912796WD7	100,000,000	0.00	1.74	100.00	-	100,000,000
Maturity	11/14/19	11/14/19	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJRU5	50,000,000	2.45	2.47	100.00	612,500	50,612,500
Maturity	11/14/19	11/14/19	Negotiable CDs	WESTPAC BANKING CORP NY	96130AAT5	50,000,000	3.08	3.08	100.00	1,561,389	51,561,389

# Investment Transactions

## Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Maturity	11/19/19	11/19/19	Negotiable CDs	TORONTO DOMINION BANK NY	89114MME4	25,000,000	3.10	3.10	100.00	785,764	25,785,764
Maturity	11/21/19	11/21/19	U.S. Treasuries	TREASURY BILL	912796ST7	50,000,000	0.00	1.91	100.00	-	50,000,000
Maturity	11/22/19	11/22/19	Negotiable CDs	NORINCHUKIN BANK NY	65602VUS3	115,000,000	1.58	1.58	100.00	35,331	115,035,331
Maturity	11/25/19	11/25/19	Negotiable CDs	ROYAL BANK OF CANADA NY	78012UKB0	50,000,000	3.07	3.07	100.00	1,552,056	51,552,056
Maturity	11/26/19	11/26/19	Federal Agencies	FANNIE MAE	3136G3LV5	8,950,000	1.35	1.35	100.00	60,413	9,010,413
Maturity	11/27/19	11/27/19	Negotiable CDs	WESTPAC BANKING CORP NY	96130AAZ1	50,000,000	3.06	3.06	100.00	1,542,750	51,542,750
<b>Subtotals</b>						<b>\$1,058,600,000</b>	<b>1.64</b>	<b>2.18</b>	<b>\$ -</b>	<b>\$ 11,079,460</b>	<b>\$1,069,679,460</b>
Interest	11/1/19	5/1/21	State/Local Agencies	CALIFORNIA ST DEPT OF WT	13066YTY5	\$ 27,962,641	1.71	2.30	0.00	0.00	\$ 239,500
Interest	11/1/19	5/1/20	State/Local Agencies	WISCONSIN ST GEN FUND AN	977100CW4	18,000,000	1.45	1.45	0.00	0.00	130,140
Interest	11/2/19	11/2/20	Federal Agencies	FARMER MAC	3132X0KR1	25,000,000	2.22	2.22	0.00	0.00	47,698
Interest	11/2/19	12/2/19	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGN43	50,000,000	2.18	2.18	0.00	0.00	93,673
Interest	11/3/19	5/3/21	Federal Agencies	FREDDIE MAC	3134GBJP8	22,000,000	1.89	2.06	0.00	0.00	207,900
Interest	11/9/19	11/9/20	Federal Agencies	FARMER MAC	3132X0ZF1	12,000,000	1.93	2.02	0.00	0.00	115,800
Interest	11/9/19	11/9/20	Supranationals	INTL BK RECON & DEVELOP	45905UQ80	50,000,000	1.95	1.97	0.00	0.00	487,500
Interest	11/9/19	11/9/20	Supranationals	INTL BK RECON & DEVELOP	45905UQ80	50,000,000	1.95	2.15	0.00	0.00	487,500
Interest	11/10/19	5/10/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJNS4	17,700,000	2.70	2.79	0.00	0.00	238,950
Interest	11/12/19	10/9/20	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MDE2	50,000,000	2.27	2.27	0.00	0.00	107,206
Interest	11/12/19	5/12/20	Supranationals	INTER-AMERICAN DEVEL BK	4581X0CX4	10,000,000	1.63	2.72	0.00	0.00	81,250
Interest	11/12/19	5/12/20	Supranationals	INTER-AMERICAN DEVEL BK	4581X0CX4	25,000,000	1.63	1.72	0.00	0.00	203,125
Interest	11/12/19	10/9/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114N6E0	50,000,000	2.36	2.36	0.00	0.00	137,754
Interest	11/15/19	11/15/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJTT74	50,000,000	3.05	3.09	0.00	0.00	762,500
Interest	11/15/19	5/15/21	State/Local Agencies	UNIV OF CALIFORNIA CA RE	91412GF59	1,769,000	1.91	1.40	0.00	0.00	16,894
Interest	11/16/19	11/16/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJTT90	50,000,000	2.95	3.00	0.00	0.00	737,500
Interest	11/16/19	5/16/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKLR5	25,000,000	2.25	2.32	0.00	0.00	281,250
Interest	11/16/19	5/16/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKLR5	35,000,000	2.25	2.32	0.00	0.00	393,750
Interest	11/17/19	11/17/20	Federal Agencies	FREDDIE MAC	3137EAEK1	50,000,000	1.88	1.91	0.00	0.00	468,750
Interest	11/20/19	10/20/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKR57	112,500,000	1.89	1.93	0.00	0.00	182,743
Interest	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	0.00	0.00	356,250
Interest	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	0.00	0.00	356,250
Interest	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	0.00	0.00	356,250
Interest	11/20/19	5/20/24	Federal Agencies	FREDDIE MAC	3134GTMN0	25,000,000	2.85	2.85	0.00	0.00	356,250
Interest	11/21/19	12/21/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGX75	50,000,000	2.04	2.04	0.00	0.00	87,677
Interest	11/22/19	5/22/20	Federal Agencies	FREDDIE MAC	3134GBPB2	15,750,000	1.70	1.70	0.00	0.00	133,875
Interest	11/24/19	12/24/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFTX5	100,000,000	2.15	2.15	0.00	0.00	185,290
Interest	11/24/19	11/24/20	Federal Agencies	FREDDIE MAC	3134GBX56	60,000,000	2.25	2.12	0.00	0.00	675,000
Interest	11/25/19	3/25/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKR99	90,000,000	1.93	1.95	0.00	0.00	149,788
Interest	11/25/19	11/25/20	Federal Agencies	FREDDIE MAC	3134GBLR1	24,715,000	1.75	1.75	0.00	0.00	216,256
Interest	11/25/19	5/25/22	Federal Agencies	FREDDIE MAC	3134GBQG0	50,000,000	2.18	2.18	0.00	0.00	545,000
Interest	11/25/19	9/24/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114N5H4	100,000,000	2.12	2.12	0.00	0.00	188,600
Interest	11/27/19	11/27/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EHW58	25,000,000	1.90	1.91	0.00	0.00	237,500
Interest	11/27/19	11/27/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EHW58	25,000,000	1.90	1.91	0.00	0.00	237,500
Interest	11/27/19	9/28/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114N5M3	50,000,000	2.13	2.13	0.00	0.00	88,927
Interest	11/29/19	9/28/20	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MCW3	50,000,000	2.13	2.13	0.00	0.00	94,856
Interest	11/29/19	10/28/20	Negotiable CDs	WESTPAC BANKING CORP NY	96130ADY1	50,000,000	2.08	2.08	0.00	0.00	86,651
Interest	11/30/19	12/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	10,523,232	1.55	1.55	0.00	0.00	13,348
Interest	11/30/19	12/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	98,513,212	1.59	1.59	0.00	0.00	255,779
Interest	11/30/19	12/1/19	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	10,493,518	1.55	1.55	0.00	0.00	13,327
Interest	11/30/19	12/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	905,480,369	1.60	1.60	0.00	0.00	1,263,181
Interest	11/30/19	12/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	11,330,213	1.57	1.57	0.00	0.00	14,593
Interest	11/30/19	11/30/21	U.S. Treasuries	US TREASURY	912828U65	100,000,000	1.75	1.90	0.00	0.00	875,000
<b>Subtotals</b>						<b>\$2,658,737,185</b>	<b>1.93</b>	<b>1.95</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,208,531</b>

# Investment Transactions

## Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Grand Totals		66	Purchases								
		(8)	Sales								
		(32)	Maturities / Calls								
		26	Change in number of positions								



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: CMD LBE Annual Participation Report FY 2018/19  
**Date:** Monday, December 16, 2019 6:12:00 PM  
**Attachments:** [LBE Participation Annual Report FY18-19 Cover letter.pdf](#)  
[LBE Participation Annual Report FY18-19 .pdf](#)  
[image002.png](#)

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**From:** Fretty, Rochelle (ADM) <rochelle.fretty@sfgov.org>  
**Sent:** Friday, December 13, 2019 3:28 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Asenloo, Romulus (ADM) <romulus.asenloo@sfgov.org>; Camua, Maria-Zenaida (ADM) <maria-zenaida.camua@sfgov.org>  
**Subject:** CMD LBE Annual Participation Report FY 2018/19

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 Fiscal Year 2018/19.

Should you have any questions, require any further information, please do not hesitate to contact me at this email address.

Thank you,

*Rochelle Fretty, Clerk*



Contract Monitoring Division (CMD)

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# CONTRACT MONITORING DIVISION CITY ADMINISTRATOR'S OFFICE



London N. Breed, Mayor  
Naomi M. Kelly, City Administrator

Romulus Asenloo, Director

December 6, 2019

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 Chapter 14B.15 (A) of the San Francisco Administrative Code, please find the Local Business Enterprise ("LBE") Participation Report for FY 2018-19. The LBE Participation Report documents the number of firms the Contract Monitoring Division ("CMD") has certified and the LBE contract award statistics on work covered by Chapter 14B for the Airport, Public Works, Port, Public Utilities Commission and the Recreation and Parks Department.

Thank you for your continued support of CMD and the LBE Program. Should you have any questions, please do not hesitate to contact me at (415) 581-2320.

Sincerely,

*Romulus Asenloo*

Romulus Asenloo  
Contract Monitoring Division  
Director



# Local Business Enterprise Utilization and Non-Discrimination in Contracting Program

FY 2018/19 Annual LBE Participation Report

San Francisco Contract Monitoring Division

## Contents

<b>ABOUT CMD .....</b>	<b>4</b>
<b>ORGANIZATIONAL BACKGROUND.....</b>	<b>4</b>
<b>CURRENT OPERATIONAL ENVIRONMENT .....</b>	<b>4</b>
<b>CMD MISSION AND ROLES .....</b>	<b>4</b>
<b>ROLES AND SERVICES .....</b>	<b>5</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>.....</b>	<b>7</b>
<b>CHAPTER 14B CERTIFICATION: .....</b>	<b>8</b>
<b>LBE CERTIFICATION .....</b>	<b>9</b>
<b>TOTAL CITY-WIDE LBE PARTICIPATION FOR 5 MAJOR DEPARTMENTS .....</b>	<b>10</b>
<b>SAN FRANCISCO INTERNATIONAL AIRPORT .....</b>	<b>11</b>
<b>SAN FRANCISCO INTERNATIONAL AIRPORT (DATA SOURCE – F\$P) .....</b>	<b>13</b>
<b>PUBLIC WORKS .....</b>	<b>14</b>
<b>PUBLIC WORKS (DATA SOURCE – F\$P) .....</b>	<b>15</b>
<b>PORT OF SAN FRANCISCO.....</b>	<b>16</b>
<b>PORT OF SAN FRANCISCO (DATA SOURCE – F\$P).....</b>	<b>18</b>
<b>PUBLIC UTILITIES COMMISSION.....</b>	<b>19</b>
<b>PUBLIC UTILITIES COMMISSION (DATA SOURCE: SOLIS III).....</b>	<b>20</b>
<b>RECREATION AND PARKS DEPARTMENT .....</b>	<b>21</b>
<b>RECREATION AND PARKS DEPARTMENT (DATA SOURCE – F\$P) .....</b>	<b>23</b>
<b>CMD 14B ACCOMPLISHMENTS FOR FY 18-19 .....</b>	<b>24</b>
<b>POLICY UPDATES.....</b>	<b>25</b>
<b>CONTRACTOR ACCELERATED PAYMENT PROGRAM (CAPP).....</b>	<b>25</b>

**MENTOR-PROTÉGÉ PROGRAM .....25**

**PRIVATE DEVELOPMENT AGREEMENTS .....25**

**LOOKING AHEAD.....26**

## About CMD

### Organizational Background

The City of San Francisco places a strong emphasis on the inclusion of small local-based businesses on City-funded projects. This emphasis was codified in Chapter 14B of the San Francisco Administrative Code (“Local Business Enterprise Utilization and Non-Discrimination in Contracting Ordinance”) and its predecessor, Chapter 12D (“Minority/Women/Local Business Utilization Ordinance”) as well as the administration of Chapter 12B (“Nondiscrimination in Contracts” Ordinance). Under the Office of the City Administrator, the Contract Monitoring Division (“CMD”) enforces two ordinances.



### Current Operational Environment

San Francisco is experiencing development. To accommodate the growth, the City has embarked on numerous capital improvements such as the Street Pavement/Pipe replacement program projects, Sewer System Improvement Program, a new Southeast Bio-Solids Plant, Public Safety Capital Improvements projects, Moscone Center Improvement projects, and SFO Terminal 1 Rebuild/Re-model projects.

To ensure that local small businesses participate in a growing San Francisco, the Mayor and the Board of Supervisors continue to prioritize LBEs are aggressively afforded the opportunity to participate on city-funded projects.

In addition, the City passed a revised Chapter 14B legislation in December 2014 with implementation starting in FY 15-16. The City Administrator, Naomi Kelly, coordinated with the various stakeholders (Contract Awarding Authorities (departments), CMD, business/trade organizations), and created a local business program that seeks to balance both enforcement with sustainment/capacity building initiatives. To meet these objectives, CMD, in coordination with the Risk Management Division, has revamped the LBE Surety Bond and Financial Assistance Program to a comprehensive wrap-around Contractor Development Program.

### CMD Mission and Roles

The Contract Monitoring Division (CMD) implements and enforces the Chapter 12B Equal Benefits Ordinance and Chapter 14B Local Business Enterprise Ordinance adopted by the Mayor and the Board of Supervisors to protect the public interest in equality throughout the City & County of San Francisco’s governmental contracting process. To provide the highest level of public service, the

CMD is committed to providing expert assistance to businesses and City departments to ensure this mandate is accomplished fairly, effectively and efficiently.

## Roles and Services

- I. Chapter 12B - Chapter 12B (also known as the Equal Benefits Ordinance), passed in 1997, was the first Equal Benefits Ordinance in the United States. The 12B Unit is responsible for working with firms that enter into contracts with the City to provide goods or services or enter into leases with the City to administer benefits equally to employees with domestic partners and employees with spouses, and/or to the domestic partners and spouses of such employees.
  
- II. Chapter 14B – As one of the strongest and well-established disadvantaged/local business participation programs in the country, the Chapter 14B Unit is responsible for ensuring that all departments comply with program requirements regarding fairness, transparency and consistency. CMD also improves the ability of certified Local Business Enterprises (LBE) to compete effectively for the award of City contracts through the enforcement of Bid Discounts/Rating Bonuses, micro-set asides, and LBE subcontracting participation requirements, as well as developing and implementing outreach, training, technical assistance and other capacity-building programs.



# Executive Summary

## **PURPOSE**

As mandated by Chapter 14B, the purpose of this report is to provide the Mayor and the Board of Supervisors with data for the 2018/19 Fiscal Year on LBE Certification and LBE participation on city-funded projects. This report also documents CMD's ongoing efforts to increase opportunities for small local businesses to compete and participate in contracts. It also outlines the CMD and partner-Departments' one-year accomplishments and priorities for the coming fiscal year.

## **METHOD OF ANALYSIS**

The fiscal year began on July 1, 2018 and ended June 30, 2019. CMD utilized the LBE Certification database, the City's Financial and Procurement System ("F\$P") and SOLIS III to obtain the LBE certification and 14B utilization data.

On July 1, 2017, the City launched F\$P as the comprehensive enterprise planning system, including financial management, reporting and analytics functionality. The City is still in a transition period moving from legacy financial/participation tracking systems and departments will continue to revise the figures reflected in this report.

The 14B compliance monitoring modules in F\$P have multiple functional and change-management challenges that will be addressed in the future; however, several departments have embarked on utilizing SOLIS III as a day-to-day operational sub-system to properly monitor and report on non-conforming (i.e. complex CMGC and/or Design-Build) projects.

## **REPORT OVERVIEW**

As of June 30, 2019, there were 1,371 certified LBEs in the CMD database.

The 5 major contracting departments awarded approximately 726 new contracts during the reporting period. The total contract dollars awarded during this fiscal year was \$13,091,816,346. Total LBE participation is \$3,358,029,793 (26%).

## **LBE ADVISORY COMMITTEE**

There are 14 members of the Local Business Enterprise Advisory committee (LBEAC). The LBEAC is composed of representatives from nine CMD-LBE Certified firms and five City Departments. The LBEAC meets on the first Thursday of every other month. The committee advises the City Administrator and the Director of the Contract Monitoring Division on implementation and proposed amendments to the 14B Ordinance.

## **PRIORITIES**

The Contract Monitoring Division provides contract compliance services across core enforcement responsibilities (i.e. 12B and 14B), the City's small business community, and technical assistance.



CMD priorities:

- Program – Leverage changing economic environments and to strengthen the ability of certified LBEs to complete effectively in the award of City contracts and expand the pool of qualified vendors
- Organization – Respond quickly to evolving contracting paradigms; find opportunities to increase LBE participation on City projects
- Community – Maintain strong ties to community with continuous outreach, technical assistance, and collaboration
- Technology – Upgrade systems to empower staff and community, increasing transparency/accuracy and conserving resources



## Chapter 14B Certification:

Pursuant to the San Francisco Administrative Code Chapter 14B Local Business Enterprise and Non-Discrimination in Contracting Ordinance and accompanying Rules and Regulations, a business contracting with the City and County of San Francisco may be eligible for bid discounts or bid rating bonus as a certified LBE, PUC-LBE (for use on PUC Regional Projects), Non-Profit (NPE), or SBA/LBE. This certification promotes the utilization and participation of San Francisco small businesses with respect to City contracts.

Specifically, certified businesses benefit from bid discounts, sub-contracting goals and micro-LBE set-aside contracts. To receive these benefits, a business must be certified by the San Francisco Contract Monitoring Division prior to the submittal of a bid or proposal.

As of July 1, 2019, there are 1,371 Certified LBEs to be utilized on City projects. Of that number, approximately 36.0% are MBEs, 37.8% are WBEs, and 26.1% are OBEs of the LBE and NPE Certified Small & Micro Firms. Approximately 29.8% are MBEs, 61.7% are WBEs, and 8.5% are OBEs of the PUC-LBE Certified Small & Micro Firms.

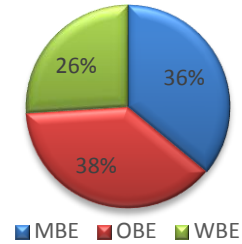
In addition, CMD finalized a reciprocity MOU with the State Department of General Services (“DGS”). This reciprocity agreement with the State would enable new or recertified firms to apply directly with CMD for State’s certification. The State will provide CMD with San Francisco SBE Certified firms for LBE Certification review and site visits. At this time, CMD is now referring all new certification applicants to the SBE program and has begun tracking the number of LBEs that are also DVBE certified by California Department of General Services (“DGS”).

CMD also provided a joint workshop with DGS at the San Francisco Small Business Week Conference. CMD is partnering with the Department of the Environment’s San Francisco Green Business Program to track the number of LBEs that are also recognized as green businesses as well as generating interest among and providing resources to prospective green LBEs.

## LBE Certification

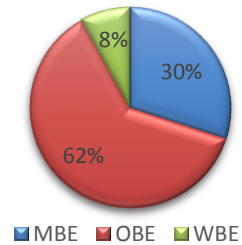
### LBE and NPE<sup>1</sup> Certified Small & Micro Firms<sup>2</sup>

	FY 18/19	%
MBE <sup>3</sup>	428	36.0%
OBE <sup>4</sup>	450	37.8%
WBE <sup>5</sup>	311	26.1%
Total	1189	



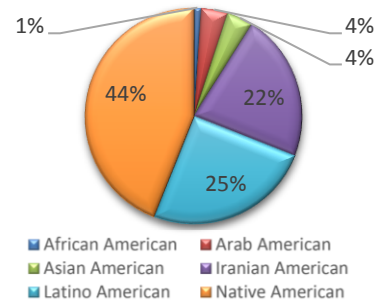
### PUC-LBE Certified Small & Micro Firms

	FY 18/19	%
MBE	28	29.8%
OBE	58	61.7%
WBE	8	8.5%
Total	94	



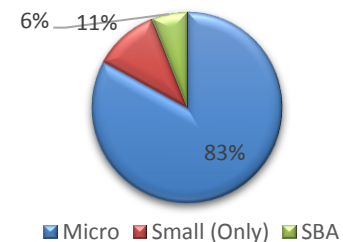
### Small & Micro MBE Firms by Ethnicity (LBE, NPE & PUC-LBE)

	FY 18/19	%
African American	132	25.2%
Arab American	19	3.6%
Asian American <sup>6</sup>	228	43.5%
Iranian American	23	4.4%
Latino American	117	22.3%
Native American	5	0.9%
Total <sup>7</sup>	524	



### Summary of all LBEs

	FY 18/19	%
Micro	1131	82.5%
Small (only)	152	11.1%
SBA <sup>8</sup>	88	6.4%
Total	1371	



<sup>1</sup>NPE: Non-Profit Enterprise

<sup>2</sup>Criteria for Micro-, Small-, and SBA-LBEs are based on the average gross receipts in the prior year that do not exceed the following limits:

	Micro Bid Discount 10%	Small Bid Discount 10%	SBA Bid Discount 5%
Class A and B General Contractors	\$10,000,000	\$20,000,000	\$33,500,000
Specialty Contractors	\$5,000,000	\$10,000,000	\$17,000,000
Trucking and Hauling	\$1,750,000	\$3,500,000	\$8,500,000
Suppliers and General Service Providers	\$5,000,000	\$10,000,000	\$17,000,000
Architect, Engineering and Professional Services	\$1,250,000	\$2,500,000	\$7,000,000

<sup>3</sup>MBE: Minority-Owned Business Enterprise

<sup>4</sup>OBE: Other Business Enterprise (Not a Minority- or Woman-Owned Business Enterprise)

<sup>5</sup>WBE: Woman-Owned Business Enterprise

<sup>6</sup>Includes firms identifying as Asian, Asian Indian, Asian/PI, Chinese, Filipino, Japanese, Korean, Pacific Islander, Southeast Asian

<sup>7</sup>Some firms with primary identification as a woman-owned business (WBE) may also identify as an ethnicity and is non-minority.

<sup>8</sup>Some SBA firms may also be a Micro or Small LBE

## **Total City-Wide LBE Participation for 5 Major Departments**

The purpose of San Francisco's Chapter 14B Local Business Enterprise Ordinance is to help small, local businesses compete effectively for City contracts. The Ordinance provides for bid discounts or bonus ratings to LBE primes and requires prime vendors to subcontract a portion of each covered contract to LBEs. Contract Compliance Officers set LBE requirements based on LBE availability and estimated contract amounts.

Chapter 14B, along with its implementing Rules and Regulations, are incorporated by reference into every applicable City contract and provides that the failure of any bidder or proposer to comply in good faith with these requirements shall be deemed a material breach of contract. The CMD compliance team ensures that pre-award LBE requirements are met as well as monitors each prime's progress toward achieving these requirements throughout the course of the contract.

## San Francisco International Airport



The San Francisco International Airport (“SFO”) is the 7th busiest airport in the U.S., serving almost 58 million guests last year travelling to more than 50 international cities on 45 international carriers, and 86 cities in the U.S. on 12 domestic airlines. SFO is a major regional economic engine, generating over \$8 billion in on-airport economic activity.

SFO has a long history of helping small and local businesses gain access to opportunities at the Airport, and was one of the first U.S. airports to open a Small Business Office over thirty years ago. Over the years, the Airport has developed an array of supports to ensure small, local, and minority and women-owned firms have equitable access to SFO’s business opportunities. Today, SFO’s Social Responsibility and Community Sustainability (SRCS) section works closely with CMD to ensure compliance with Chapter 14B Ordinance of the San Francisco Administrative Code. SRCS also enforces the Federal Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) Programs.

The Airport continuously seeks ways to increase the participation of local, small, and disadvantaged businesses on Airport leases and contracts (e.g. construction and professional services). This includes rigorous outreach and support to engage businesses. Recent events include an Airport Rental Car Supplier Outreach event, a Recruitment and Retention Roundtable for Airport employers, and a mixer for the Airport Minority Advisory Council (AMAC) for small, local and minority- and woman- owned businesses.

The Airport also ensures that contracting qualifications and experience requirements do not exclude small businesses from participating. While the majority of SFOs projects during this FY were quite large, SFO demonstrated their strong commitment to achieving robust and meaningful LBE participation—even going beyond what was required in the program. In addition to unbundling large construction scopes into smaller scopes, master builders on large projects each assigned a staff person to serve as the 14B Compliance/Community Liaison. This helped ensure community stakeholders were fully informed of opportunities and encouraged to bid. The Compliance/Community Liaison also assisted in overcoming challenges related to changes



in project scope, ensuring the timely dissemination of these changes to affected stakeholders. Primes and their major subcontractors also took necessary measures to minimize negative effects on LBEs, including accelerating payments to LBEs for work performed/material purchased in advance of the City paying these primes.

During this FY, SFO oversaw the building of some very noteworthy projects including:

- Terminal 1 consisting of two Design/Build Projects: 10011.66 D/B Services for Terminal 1 Center (“T1C” Prime: Hensel Phelps) and Boarding Area B (“BAB”: Prime Austin/Webcor JV). Current LBE participation to date is \$61 million.
- Consolidated Administrative Campus (“CAC”) Project Phase 1, Prime: Webcor. LBE participation to date is \$12.9 million.
- Grand Hyatt (“SFO Hotel”: Prime Webcor) LBE participation to date is \$19M.



The Hotel and T1C projects—both still active projects—still project to meet both design and construction requirements. The Airport’s capital plan currently includes \$7.2 billion of planned work. In FY 18-19, LBE firms earned \$515.7 million, or 20% of the \$2.6 billion spent on capital improvement projects.

CMD staff thanks SFO’s SRCS Team and Director Ivar C. Satero for their support of the LBE community.

# San Francisco International Airport (Data Source - F\$P)

**Total Number of Contracts for FY 18/19: 30**

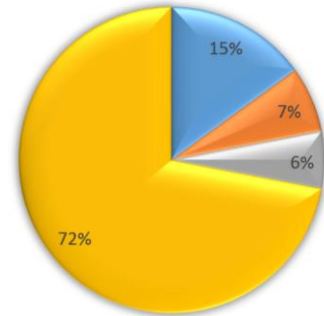
Contract Type Description	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Construction Contracts	11	36.7%	94	46.5%
Professional Services - Chapter 6	12	40.0%	78	38.6%
Professional Services - Chapter 21	7	23.3%	30	14.9%
<b>Grand Total</b>	<b>30</b>	<b>100.0%</b>	<b>202</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 18/19	LBE Amount Awarded FY 18/19	Amount Awarded on Active Contracts	LBE Amount Awarded on Active Contracts
Construction Contracts	\$45,579,398	\$5,240,955	\$6,393,678,564	\$1,847,369,592
Professional Services - Chapter 6	\$22,717,883	\$6,428,000	\$522,466,044	\$168,031,836
Professional Services - Chapter 21	\$23,931,941	\$2,671,040	\$47,042,951	\$6,944,378
<b>Grand Total</b>	<b>\$92,229,222</b>	<b>\$14, 339,995</b>	<b>\$6,963,187,559</b>	<b>\$2,022,345,806</b>

Prime LBE Status	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
LBE	8	26.7%	64	31.7%
Non-LBE	22	73.3%	138	68.3%
<b>Grand Total</b>	<b>30</b>	<b>100.0%</b>	<b>202</b>	<b>100.0%</b>

Prime Owner Type	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active contracts	Percent of Active Contracts
Minority Business Enterprise	3	10.0%	16	7.9%
Non-LBE	22	73.3%	138	68.3%
Other Business Enterprise	4	13.3%	21	10.4%
Women Business Enterprise	1	3.3%	27	13.4%
<b>Grand Total</b>	<b>30</b>	<b>100.0%</b>	<b>202</b>	<b>100.0%</b>

**LBE Participation Contracts Awarded FY 2018-19**



■ MBE ■ OBE ■ WBE ■ Non-LBE

**Notes:**

- 1) All column headings are defined as per CMD (e.g. "to Date" refers to active contracts with term start date of 7/1/13 or later)
- 2) Due to FAMIS to PeopleSoft conversion, not all original award amounts may have been captured

The following notes apply to the Construction and Chapter 6 Contracts listed in the tables above.

- 1) The data shown in the tables above are for contracts funded from the Ascent Program - Phase 1 under the Airport's Capital Improvement Plan.
- 2) The data shown does not include all available information for Design-Build and Contract Manager/General Contractor type of contracts.

The data shown does not include all other contracts not included in the Ascent Program.

## Public Works



San Francisco Public Works was created on January 8, 1900, with the original bureaus being Streets, Lighting, Building, and Light & Water Services. Currently, Public Works designs, builds, maintains, and improves the City's infrastructure in order to keep San Francisco beautiful, safe and sustainable for residents, merchants, and visitors.

Public Works is internally tracking more than \$4 billion in construction projects across the City of San Francisco that are either being designed, managed and/or built. Public Works continues to reconcile internal information with data in FSP.

Public Works consistently encourages LBEs to participate on contracts, in order to exceed LBE participation requirements. Through the leadership of Director Mohammed Nuru, all street improvement projects have a minimum LBE subcontracting requirement of no less than 25%.



Some notable projects during this FY include:

- Moscone Expansion Project: LBE Participation to date is **17.65%**
- Office of the Chief Medical Examiner: FPA 14063. Completed July 2018. Total LBE Participation: **24.87%**
- Central Shops Replacement Facilities: Contract No. 7994A. Completed June 2019. Total LBE Participation: **20.19%**

CMD thanks Director Mohammed Nuru and Public Works staff for their support to the LBE community.



## Public Works (Data Source – F\$P)

Total Number of Contracts for FY 18/19: 108

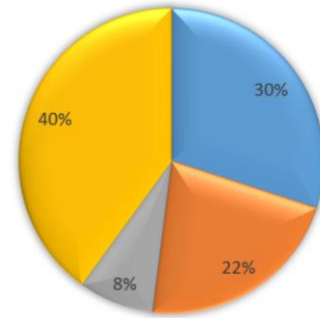
Contract Type Description	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Construction Contracts	77	71.3%	602	87.8%
Professional Services - Chapter 6	18	16.7%	68	9.9%
Professional Services - Chapter 21	13	12.0%	16	2.3%
<b>Grand Total</b>	<b>108</b>	<b>100.0%</b>	<b>686</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 18/19	LBE Amount Awarded FY 18/19	Amount Awarded on Active Contracts	LBE Amount Awarded on Active Contracts
Construction Contracts	\$312,202,552	\$188,038,376	\$2,369,704,463	\$1,108,239,719
Professional Services - Chapter 6	\$15,456,000	\$8,896,500	\$95,569,187	\$77,929,081
Professional Services - Chapter 21	\$6,555,496	\$6,019,640	\$6,570,241	\$6,019,640
<b>Grand Total</b>	<b>\$334,214,048</b>	<b>\$202,954,516</b>	<b>\$2,471,843,891</b>	<b>\$1,192,188,440</b>

Prime LBE Status	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
LBE	67	62.0%	362	52.8%
Non-LBE	41	38.0%	324	47.2%
<b>Grand Total</b>	<b>108</b>	<b>100.0%</b>	<b>686</b>	<b>100.0%</b>

Prime Owner Type	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Minority Business Enterprise	25	23.1%	159	23.2%
Non-LBE	43	39.8%	337	49.1%
Other Business Enterprise	26	24.1%	134	19.5%
Women Business Enterprise	14	13.0%	56	8.2%
<b>Grand Total</b>	<b>108</b>	<b>100.0%</b>	<b>686</b>	<b>100.0%</b>

LBE Participation  
Contracts Awarded FY 2018-19



■ MBE ■ OBE ■ WBE ■ Non-LBE

# Port of San Francisco

## Brief Overview of the Department



The Port of San Francisco is a public enterprise agency of the City and County of San Francisco. The Port is responsible for 7.5 miles of San Francisco waterfront from Hyde Street Pier in the north to India Basin in the south. The Port develops, markets, leases, administers, manages, and maintains over 1,000 acres of land.

The Port manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime, recreational and economic opportunities to serve the City, Bay Area, and California. The Port of San Francisco is aggressively committed to the principles of the Local Business Enterprise Ordinance. The Port's strategic plan includes a commitment to grow the number of certified LBEs through outreach and engagement.

### Department/LBE Projects Overview

As a strong advocate for the use of local small businesses, the Port holds quarterly workshops to inform and provide assistance to LBEs bidding on Port projects. In September 2018, the Port held a Minority Business Mixer co-hosted by the San Francisco African American Chamber of Commerce to allow small LBEs to network with large firms. In November 2018, the Port co-hosted with Merriwether & Williams Insurance Services an event entitled "Building Inclusivity of Port Projects" to promote diversity in contracting teams. In February, the Port held a workshop for micro-LBE firms bidding on engineering opportunities and on March 21, 2019, the Port held its 3<sup>rd</sup> Annual Contracts Open House to promote upcoming solicitations and to allow small firms to network with prime contractors. The event was attended by over 200 individuals.

Port staff prepare and present semi-annual Contract Activity Reports to the Port Commission. These reports detail each active contract's LBE participation, newly awarded contracts, quarterly workshop information, compliance with the City's Local Hire Ordinance, and upcoming contract opportunities. Reports are available on the Port's website at [www.sfport.com](http://www.sfport.com).

During this FY, there have been some notable successes by LBEs and by the Port. For example, the Port took the initiative to break up a previously large contraction management contract and, instead, let and ultimately awarded two micro-LBE set aside construction management projects and issued two solicitations for micro-LBE engineering services. Based upon the above outcomes, the Port has committed to letting more Micro-LBE set aside opportunities have been an effective strategy towards increasing LBE participation and building LBEs capacity to bid and win future opportunities.



In FY 2018/19, the Port successfully partnered with Merriwether & Williams Insurance Services to promote our as-needed engineering RFQ. The outreach campaign generated higher than expected interest and participation with 12 firms competing for four contracts. Overall, LBE participation on as needed engineering contracts exceeded 49%.

The small pool of available LBE firms continues to be a challenge for the Port specifically for specialized services, such as real estate economics and environmental services. A small group of LBEs consistently win Port contracts. While the Port has succeeded in meeting the Mayor's aspirational LBE goal, Port staff is collaborating with CMD to meet the Port Commission's strong commitment to increase diversity among winning firms, particularly from the City's most disadvantaged communities. These initiatives are vital to the Port's effort to ensure full community participation on the upcoming multi-billion dollar sea wall project.

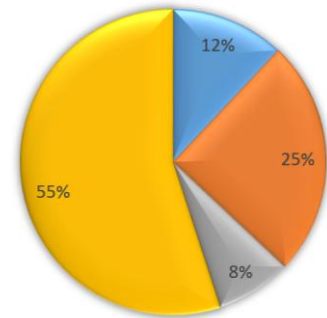
CMD thanks Port Executive Director Elaine Forbes and all staff for their support to the LBE community.



# Port of San Francisco (Data Source – F\$P)

Total Number of Contracts for FY 18/19: 13				
Contract Type Description	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Construction Contracts	6	46.2%	13	23.6%
Professional Services - Chapter 6	4	30.8%	17	30.9%
Professional Services - Chapter 21	3	23.1%	25	45.4%
<b>Grand Total</b>	<b>13</b>	<b>100.0%</b>	<b>55</b>	<b>100.0%</b>
Contract Type Description	Amount Awarded FY 18/19	LBE Amount Awarded FY 18/19	Amount Awarded on Active Contracts	LBE Amount Awarded on Active Contracts
Construction Contracts	\$28,171,605	\$12,256,947	\$70,117,014	\$19,534,589
Professional Services - Chapter 6	\$11,400,000	\$8,973,000	\$33,989,396	\$22,345,708
Professional Services - Chapter 21	\$1,140,000	\$760,000	\$63,755,620	\$15,638,704
<b>Grand Total</b>	<b>\$40,711,605</b>	<b>\$21,989,947</b>	<b>\$167,862,030</b>	<b>\$57,519,001</b>
Prime LBE Status	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
LBE	9	69.2%	33	60.0%
Non-LBE	4	30.8%	22	40.0%
<b>Grand Total</b>	<b>13</b>	<b>100.0%</b>	<b>55</b>	<b>100.0%</b>
Prime Owner Type	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Minority Business Enterprise	3	23.1%	10	18.2%
Non-LBE	6	46.2%	26	47.3%
Other Business Enterprise	2	15.4%	10	18.2%
Women Business Enterprise	2	15.4%	9	16.4%
<b>Grand Total</b>	<b>13</b>	<b>100.0%</b>	<b>55</b>	<b>100.0%</b>

**LBE Participation  
Contracts Awarded FY 2018-19**



■ MBE ■ OBE ■ WBE ■ Non-LBE

## Public Utilities Commission

The San Francisco Public Utilities Commission (SFPUC) provides water, wastewater, and power to residents and businesses of San Francisco, as well as serve three additional Bay Area counties. Two of the Commission's largest projects are the Sewer System Improvement Program (SSIP) and the Water System Improvement Program (WSIP).



The SSIP sets to upgrade infrastructure and ensure both current and future reliability and performance of the sewer systems. WSIP is the largest infrastructure program undertaken by the City and County of San Francisco, as well as one of the largest water infrastructure programs in the United States. WSIP's focus is to upgrade SFPUC's regional and local water systems.



SFPUC and its staff are committed supporters of the LBE program, as well as to both the local businesses in San Francisco and those located in the water service territory (Daly City to Hetch Hetchy). The Local Business Enterprise Program (SFPUC-LBE) provides small regional construction firms located in the water service territory eligibility to be certified by CMD for construction contracting opportunities on SFPUC specified construction projects, as San Francisco based firms. As of July 2015, architect/engineering and professional services firms are eligible to bid on SFPUC regional projects and have the status of construction, specialty construction, construction material suppliers, construction equipment rental firms and trucking pursuant to Chapter 14B.5.

Through the PUC-LBE Program's Small Firm Advisory Committee, three annual events are held to enhance LBE participation on SFPUC projects. These events are the Hetch Hetchy Contractor Outreach Workshop; the Contractors Breakfast (held during Small Business Week); and the Women in Construction Conference (in partnership with the National Association of Women in Construction).



SFPUC issues approximately \$60M worth of Job Order Contracts (JOCs) a year. Roughly \$15M is set aside for Micro Local Business Enterprises.

Through the Contractors Assistance Center, SFPUC provides community contractors with the tools and resources needed to compete for contracting opportunities around the City and on capital projects including SSIP. The Center offers a wide range of services from green infrastructure training programs to one-on-one counseling.

As one of the City's largest employers, SFPUC is dedicated to training, recruiting and hiring residents from our local communities. For more than twenty years, the SFPUC works with its partners to provide internships, apprenticeships, and work experience opportunities to students and early career professionals.

CMD would like to thank General Manager Harlan Kelly, as well as many PUC staff members who are true friends of the LBE community.

## Public Utilities Commission (Data Source: Solis III)

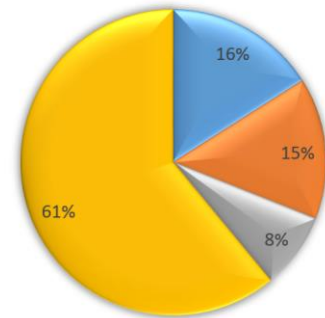
**Total Number of Contracts for FY 18/19: 68**

Contract Type Description	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Construction Contracts	25	36.8%	186	31.6%
Professional Services - Chapter 6	24	35.3%	232	39.1%
Professional Services - Chapter 21	19	27.9%	174	29.3%
<b>Grand Total</b>	<b>68</b>	<b>100.0%</b>	<b>592</b>	<b>100.0%</b>

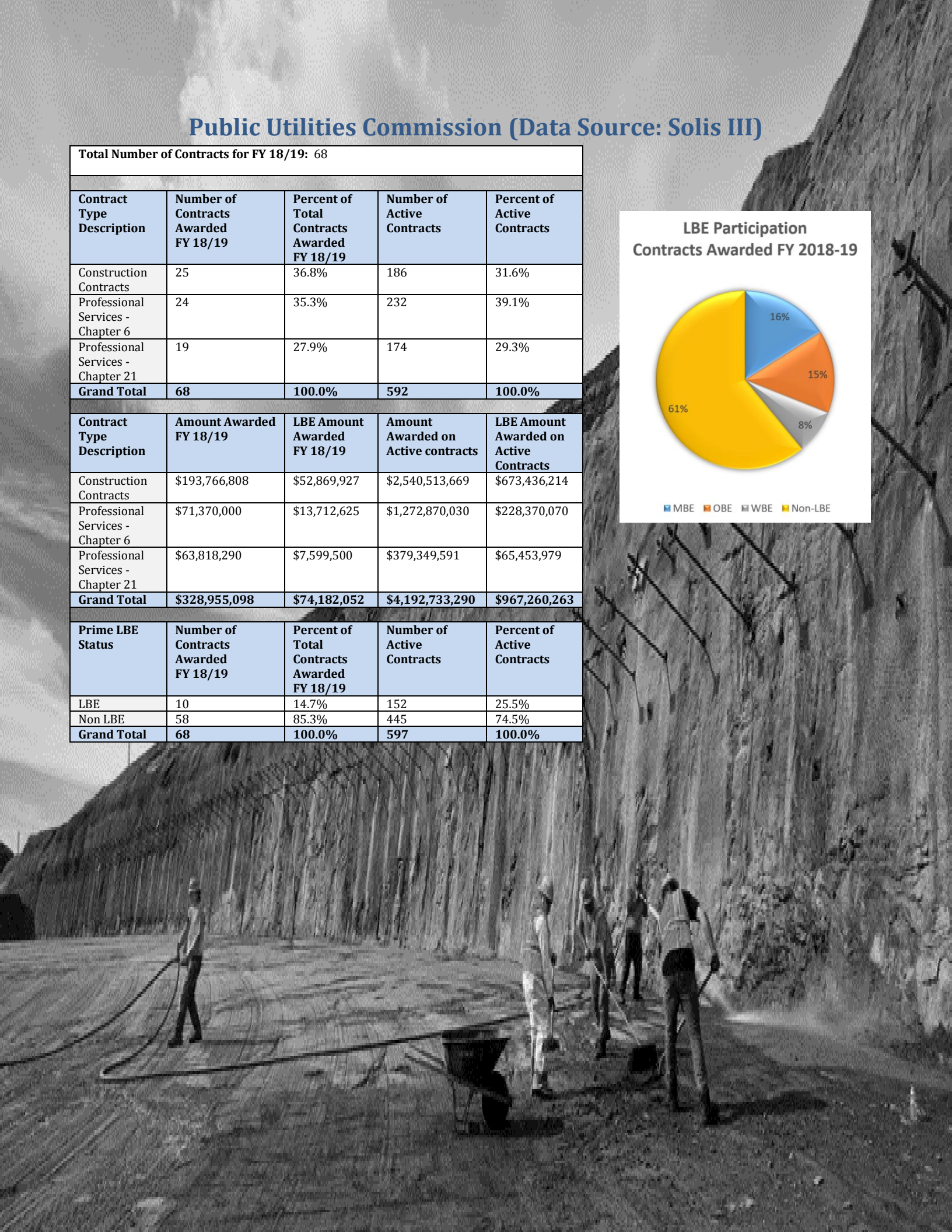
Contract Type Description	Amount Awarded FY 18/19	LBE Amount Awarded FY 18/19	Amount Awarded on Active contracts	LBE Amount Awarded on Active Contracts
Construction Contracts	\$193,766,808	\$52,869,927	\$2,540,513,669	\$673,436,214
Professional Services - Chapter 6	\$71,370,000	\$13,712,625	\$1,272,870,030	\$228,370,070
Professional Services - Chapter 21	\$63,818,290	\$7,599,500	\$379,349,591	\$65,453,979
<b>Grand Total</b>	<b>\$328,955,098</b>	<b>\$74,182,052</b>	<b>\$4,192,733,290</b>	<b>\$967,260,263</b>

Prime LBE Status	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
LBE	10	14.7%	152	25.5%
Non LBE	58	85.3%	445	74.5%
<b>Grand Total</b>	<b>68</b>	<b>100.0%</b>	<b>597</b>	<b>100.0%</b>

**LBE Participation Contracts Awarded FY 2018-19**



■ MBE ■ OBE ■ WBE ■ Non-LBE



## Recreation and Parks Department



The Recreation and Park Department (RPD) manages over 225 sites and facilities including parks, recreation centers, pools, golf courses and major tourist destinations including the Golden Gate Park and the SF Marina. The RPD also operates a robust recreation program for both children and adults. Department staffing ranges up to 1,000 employees during peak summer season.

The Recreation and Park Department has two pathways for contracting. The large recreation and park renovation capital projects (both design and construction) are administered and managed through Public Works. Operations and Maintenance-related projects are administered and managed through the RPD Purchasing and Contracts Division.

### **RPD Projects**

#### *Construction-Related Work*

During FY18-19, the RPD issued 54 construction-related contracts.

- Formal Contracts – 4 of the 5 formal contracts awarded to LBEs
- Micro-Set-Aside Contracts – 10 awarded to LBEs.
- SF First Contracts – 11/37 awarded to LBEs
- 54 construction contracts - 24 awarded to LBEs.



Project highlights include the following

- SF Marina Deguassing Station Renovation
- GGP Bowling Green ADA Project
- McLaren Park Pathways Project
- Visitacion Valley Water Conservation
- Geneva and Sunnyside Fencing
- Page Street Community Garden

#### *Professional Services Contracts*

The majority of professional service agreements are administered through Public Works for Capital project design services.

During FY18-19, RPD has developed two professional service as-needed pools:

- As-Needed Historic Resource Evaluation Pool – 1 LBE Prime/4 consultants (25% LBE subcontracting goal for all contract).
- As-Needed CM Pool – 2 LBE Prime / 4 consultants (25% LBE subcontracting goal for all contracts).

Future Opportunities

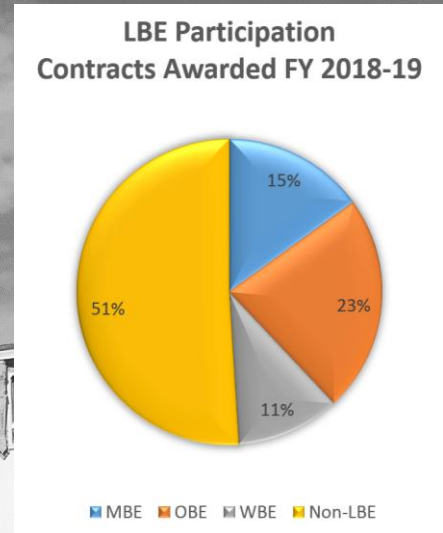
- JOC Micro-Set Aside and Formal Contracts w/subcontracting goals
- Formal Contracts w/subcontracting goals
- Micro-Set Aside

CMD would like to thank General Manager Phil Ginsburg and RPD staff for their support of the LBE program, especially for participating in outreach meetings.



# Recreation and Parks Department (Data Source - F&P)

Total Number of Contracts for FY 18/19: 79				
Contract Type Description	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Construction Contracts - Unilateral	72	91.1%	155	89.0%
Professional Services - Chapter 6	7	8.9%	18	10.4%
Professional Services - Chapter 21	0	0.0%	1	0.6%
<b>Grand Total</b>	<b>79</b>	<b>100.0%</b>	<b>174</b>	<b>100.0%</b>
Contract Type Description	Amount Awarded FY 18/19	LBE Amount Awarded FY 18/19	Amount Awarded on Active Contracts	LBE Amount Awarded on Active Contracts
Construction Contracts	\$19,447,873	\$10,413,671	\$51,688,448	\$30,966,339
Professional Services - Chapter 6	\$3,193,929	\$662,680	\$12,683,651	\$6,254,009
Professional Services - Chapter 21	\$0	\$0	\$90,000	\$0
<b>Grand Total</b>	<b>\$22,641,802</b>	<b>\$11,076,351</b>	<b>\$64,462,098</b>	<b>\$37,220,348</b>
Prime LBE Status	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
LBE	35	44.3%	85	48.9%
Non-LBE	44	55.7%	89	51.1%
<b>Grand Total</b>	<b>79</b>	<b>100.0%</b>	<b>174</b>	<b>100.0%</b>
Prime Owner Type	Number of Contracts Awarded FY 18/19	Percent of Total Contracts Awarded FY 18/19	Number of Active Contracts	Percent of Active Contracts
Minority Business Enterprise	10	12.7%	22	12.6%
Non-LBE	44	55.7%	89	51.1%
Other Business Enterprise	20	25.3%	50	28.7%
Women Business Enterprise	5	6.3%	13	7.6%
<b>Grand Total</b>	<b>79</b>	<b>100.0%</b>	<b>174</b>	<b>100.0%</b>



## CMD 14B Accomplishments for FY 18-19

- Improved 14B Certification average application review processing times from 40 to 37 days.
- Continued to work with Port of SF on their Diversity Initiative. Obtained Legal concurrence to add aspirational language emphasizing desire of City Department(s) to engage contracting teams reflecting diversity of City.
- Continued engagement with various small business trade associations (i.e. Coalition for Economic Equity, Council of Asian American Business Associations, Hispanic Chamber of San Francisco and African American Chamber of Commerce, Nor CAL PTAC).
- Expanded number of CMD certified LBE firms to 1371 (40% increase since Q3 FY16-17)
- Continued to collaborate with Controller's Office to ensure 12B Compliance, 14B Certification, and 14B Monitoring modules function properly.
- Revamp of Wednesday Workshops for the public.
- Partnered with PUC Contractor's Assistance Center and San Francisco Small Business Development Center to host workshop on Construction Firms and their access to Capital.
- Collaborated with the City's Risk Manager and Merriweather & Williams & Risk Management to re-vamp Surety Bond Program into full-service Contractor Development Program.
- Extended outreach to/support other LBE training venues (i.e. Turner Construction Management, Clark Construction small business training and Bayview Renaissance.
- Continued development of Contractor Accelerated Payment Program (i.e. project-based financing program) with SF Community Investment Fund, Risk Management Division, and Merriwether Williams Insurance Services.
- 14B Compliance staff monitored ~1,400 contracts
- Completed first Mentor Protégé Program Cohort period.
- Held very first CMD Office Hours session, in which LBEs were able to speak to CMD staff on a one-on-one basis regarding their questions and concerns.
- CMD staffed and organized the first annual LBE Mixer sponsored by the LBEAC.

## Policy Updates

### **Contractor Accelerated Payment Program (CAPP)**

The City has been developing a LBE Accelerated Payment Program (i.e. short-term project-based financing program) to forward monies to LBE primes and subcontractors for project-approved invoices on City-funded projects in advance of the City paying the Prime, in order to reduce financial burdens on micro/small LBE firms and provide our LBEs sorely needed access to capital.

During the reporting period, CMD has been developing this program, in coordination with the City's Risk Management Division and Merriwether and Williams Insurance Services (MWIS), through a partnership with the funder, San Francisco Community Investment Fund (SFCIF). The SFCIF is a 501(c)(3) whose main line of business is to empower disadvantaged neighborhoods through issuance of new market tax credits, is serving as the lender. The CAPP has an anticipated launch of August 31, 2019.

### **Mentor-Protégé Program**

Initiated as a pilot in FY 2015-16, the Mentor-Protégé Program (MPP) is designed to encourage and motivate prime contractors to assist CMD certified Micro-Local Business Enterprise (LBE) firms and enhance LBE capability of performing successfully on City and County of San Francisco contracts and subcontracts. The goal is to increase the overall number of LBEs receiving City and County contract awards, resulting from mentorship and refined business practices.

The CMD Micro-LBE Certified firms are assisted in the following areas for improvement such as:

1. Organizational/Structural Needs
2. Leadership Development Needs
3. Financial/Business Infrastructure Needs
4. Insurance/Bonding Needs
5. Networking/Business Community Engagement Needs

### **Private Development Agreements**

Since 2012, CMD has been working with Prime Developers for Public & Private Partnership Opportunities for LBEs. Our collaboration includes negotiating the design of each LBE participation program tailored to the specific project, developing LBE goals, providing developers with technical assistance to maximize LBE participation, and where necessary, conducting outreach to LBEs regarding the aforementioned procurement opportunities.

## Looking Ahead

For FY 2019/2020, CMD will continue to work towards maximizing opportunities in FY 2019/2020.

- Increase Efficiency:  
CMD will continue to work towards improving work processes and improving processing and review times.
- Contractor Development:  
CMD will continue its efforts in broadening its technical assistance, focusing on business development and business financial literacy. We also look to assist LBEs to become technically proficient where possible to minimize the amount of the small business owner's anxiety as the City moves from paper-based bids/project submittals to fully electronic paradigms.
- Access to Capital:  
CMD will continue to work in assisting LBEs in finding access to capital through the launch of the SFCIF-CAPP program or any alternative lending programs.
- Access to Workspace/Office Space:  
CMD plans to assist LBEs in securing affordable office space, in order to maintain business operations. CMD looks to couple this initiative with possible on-site supportive technical/supportive services.
- Resource Conservation:  
To help the City strive for Zero Waste and to comply with environmental policies and ordinances, CMD seeks to improve efforts of reducing paper use and has staff participating as a Zero Waste Coordinator.

**From:** [Leslie, Jessica \(ADM\)](#)  
**To:** [Leslie, Jessica \(ADM\)](#)  
**Subject:** Prop Q FY1920 Q1 Report  
**Date:** Tuesday, December 24, 2019 8:56:30 AM  
**Attachments:** [PropQ FY1920 Q1 Report.pdf](#)

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Good Morning,

Please see the attached Prop Q Analysis for 1<sup>st</sup> Quarter Fiscal Year 2019/2020. The report focuses on the top 10 departments with regard to spending, procurement categories, vendors, and LBE v. Non-LBE.

If you have any questions regarding any of the information contained in this report please contact Jessica Leslie at 415-554-7799 or via email at [Jessica.leslie@sfgov.org](mailto:Jessica.leslie@sfgov.org).

Thank you,

Jessica Leslie  
Office of Contract Administration  
(415) 554-7799 (Direct)

O ffice of  
C ontract  
A dministration

# Proposition Q Analysis

December 2019  
Office of Contract Administration

1<sup>st</sup> Quarter Fiscal Year 2019/2020

Alaric Degrafinried  
*Director and Purchaser*

City and County of  
San Francisco

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# What are Prop Q Purchases?

Pursuant to Chapter 21.03(a) of the Administrative Code, the Purchaser has delegated signature and approval authority to City departments for certain classes of commodities and general services (currently up to \$10,000 including tax and shipping)\*. These purchases are commonly referred to citywide as “Delegated Departmental Purchases” or, more often, “Prop Q Purchases.”

When exercising their Prop Q purchasing authority, departments are allowed to make certain purchases without a competitive bidding process but must exercise “good judgement” when placing their orders.

The following report is a summary of the Prop Q purchases that were made during the last quarter. The Office of Contract Administration (OCA), in collaboration with the Controller’s Office, periodically review Prop Q transactions to ensure compliance with the stated rules and regulations associated with these purchases.

\* See, Rules and Regulation Pertaining to the San Francisco Administrative Code, Chapter 21, Regulation 21.03(a).



# Prop Q Purchases for 1<sup>st</sup> Q FY 2019/20

## Quick Snapshot

Total Prop Q Purchases (\$):	\$19.2 M
Total Prop Q Purchases from LBEs (\$):	\$4.7 M (25%)
Total Number of Transactions:	11,849
Total Number of Transactions with LBEs:	3275 (28%)
Total Number of Prop Q Vendors:	1596
Total Number of LBE Prop Q Vendors:	152 (10%)

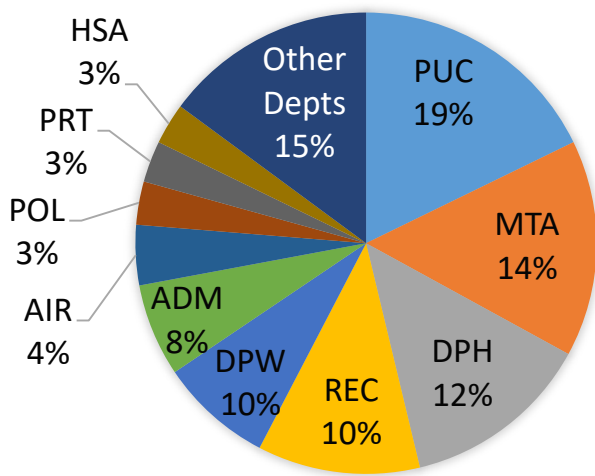




# Proposition Q Procurement Analysis (Q1 Fiscal Year 2019/20) Total CCSF

<b>\$19.2 Million</b>	
<b>11849 Transactions</b>	
<b>LBE:</b>	<b>\$4.7 Million (25%)</b>
<b>Non-LBE:</b>	<b>\$14.5 Million (75%)</b>

DEPARTMENT SPENDING  
% OF TOTAL PROP Q



## Top 10 Procurement Categories

Description	\$	% of Total
Automotive Vehicles And Related Transportation Equipment	\$2,102,467	11%
Plumbing Equipment, Fixtures, And Supplies	\$418,958	2%
Hospital And Surgical Equipment, Instruments, And Supplies	\$402,909	2%
General Maintenance And Repair, Vehicle	\$383,918	2%
Laboratory Supplies: Asbestos Squares, Corks, Files, Glass C	\$374,280	2%
Parts And Accessories, Automotive, Miscellaneous	\$324,016	2%
Janitorial Supplies, General Line	\$261,206	1%
Hardware And Related Items	\$211,202	1%
Office Supplies, General	\$203,060	1%
Food	\$200,182	1%



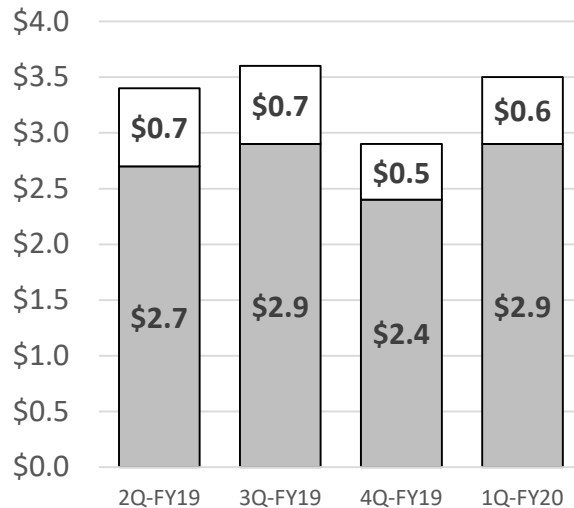
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

PUC

<b>\$3.6 Million</b>	
2721 Transactions	
LBE:	\$617,773
Non-LBE:	\$2,950,562

Top 10 Procurement Categories		
Description	\$	% of Total
Plumbing Equipment, Fixtures, And Supplies	\$244,322	7%
Laboratory Supplies: Asbestos Squares, Corks, Files, Glass C	\$237,780	7%
Electrical Equipment And Supplies (Except Cable And Wire)	\$95,349	3%
Machinery And Hardware, Industrial	\$90,082	3%
Analyzers And Accessories	\$71,284	2%
Miscellaneous Products (Not Otherwise Classified)	\$63,628	2%
First Aid And Safety Equipment And Supplies	\$63,499	2%
Miscellaneous Services, No. 1 (Not Otherwise Classified)	\$58,129	2%
Plumbing Equipment And Supplies	\$57,831	2%
Food	\$56,339	2%

## Prop Q Spend per Quarter\*



■ Non-LBE □ LBE

\* \$ in millions

Top 10 Vendors		
Description	\$	% of Total
R & B Company	\$251,239	7%
Evantec Corp	\$140,088	4%
Cal-steam A Wolseley Company	\$130,965	4%
Gilmore Services, LLC	\$95,650	3%
VWR International LLC	\$87,668	2%
Government Scientific Source	\$83,256	2%
Mallory Safety & Supply LLC	\$76,361	2%
Bearing Engineering Co	\$71,044	2%
Cedar Sales	\$69,304	2%
Vortech Industries	\$62,441	2%

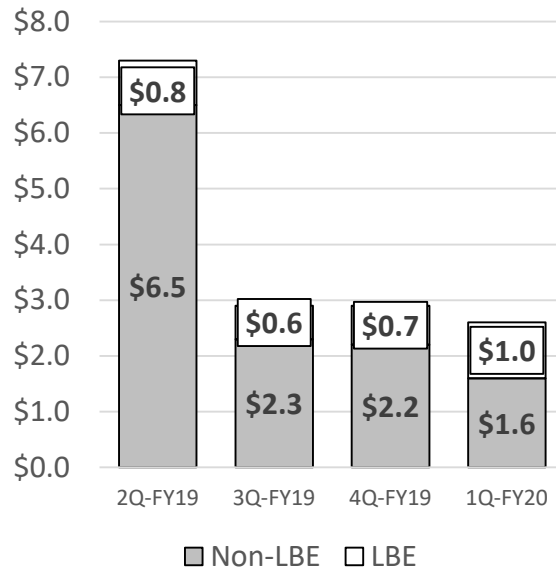
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

MTA

<b>\$2.7 Million</b>	
<b>999 Transactions</b>	
LBE:	<b>\$1,097,533</b>
Non-LBE:	<b>\$1,650,637</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Automotive Vehicles And Related Transportation Equipment	\$2,082,136	76%
General Maintenance And Repair, Vehicle (Not Otherwise Class	\$383,846	14%
Newspaper And Publication Advertising	\$20,392	1%
Computer Software For Mini And Mainframe Computers	\$19,672	1%
All Categories	\$16,290	1%
Traffic Signals And Equipment, Electric Parts	\$13,915	1%
Hardware	\$12,423	0%
Signs, Miscellaneous (Not Otherwise Classified)	\$11,105	0%
Systems Environmental Monitor For Computer Rooms	\$10,958	0%
Electrical	\$10,808	0%

## Prop Q Spend per Quarter\*



Top 10 Vendors		
Description	\$	% of Total
Vortech Industries	\$549,194	20%
Westwind Trading Co	\$263,274	10%
Industrial Solutions	\$245,771	9%
Cummins Inc	\$173,555	6%
T & S Trading & Enterprise Co	\$96,515	4%
Mallory Safety & Supply LLC	\$77,971	3%
Prevost Car (Us) Inc	\$62,647	2%
Grainger	\$55,287	2%
Aldran Chemical Inc	\$45,861	2%
Selective Transit Parts	\$45,287	2%

\* \$ in millions

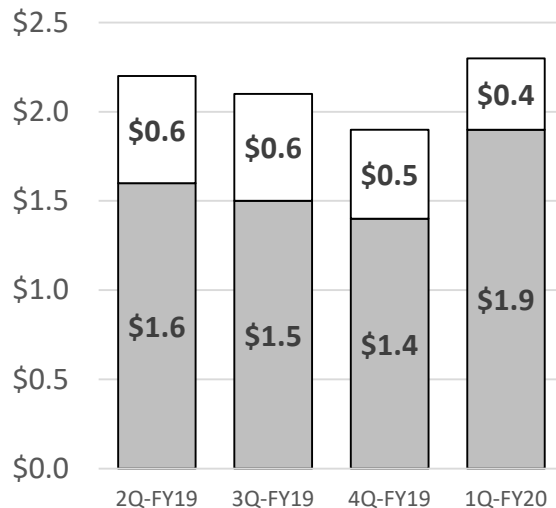
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

DPH

<b>\$2.3 Million</b>	
<b>1567 Transactions</b>	
LBE:	<b>\$406,400</b>
Non-LBE:	<b>\$1,945,454</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Hospital And Surgical Equipment, Instruments, And Supplies	\$392,652	17%
Medical And Dental Equipment And Supplies	\$170,151	7%
Repair Kits, Hospital And Medical Equipment	\$83,082	4%
Well Equipment And Supply Manufacturing Services (Oil, Gas, Etc.)	\$79,120	3%
Janitorial Supplies, General Line, Environmentally Certified	\$70,396	3%
Plumbing Equipment, Fixtures, And Supplies	\$57,530	2%
Alarm Equipment Maintenance/Repair (Fire, Etc.)	\$46,798	2%
All Categories	\$40,070	2%
Drugs And Pharmaceuticals	\$38,867	2%
Orthopedic Equipment: Bone Plates, Bone Saws, And Cast Cutters	\$37,506	2%

**Prop Q Spend per Quarter\***



■ Non-LBE □ LBE

\* \$ in millions

Top 10 Vendors		
Description	\$	% of Total
Nuvasive Inc	\$107,904	5%
Irhythm Technologies Inc	\$79,120	3%
Osiris Therapeutics Inc	\$53,300	2%
Abco Mechanical Contractors Inc	\$52,637	2%
Santora Sales	\$48,609	2%
S F Dental Supply LLC	\$46,685	2%
Good Life Rx Pharmacy	\$44,418	2%
Toptek Micro Center Inc	\$40,393	2%
Core Power Services Inc	\$36,314	2%
Cube Solutions	\$35,689	2%

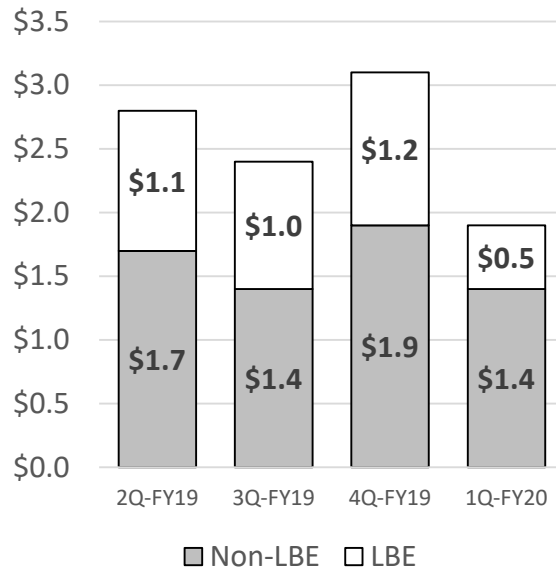
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

REC

<b>\$1.9 Million</b>	
<b>842 Transactions</b>	
<b>LBE:</b>	<b>\$496,414</b>
<b>Non-LBE:</b>	<b>\$1,411,543</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Janitorial Supplies, General Line	\$144,886	8%
Hardware And Related Items	\$105,492	6%
Amusement, Decorations, Entertainment, Gifts, Toys, Etc.	\$64,521	3%
Cameras, Movie; And Accessories	\$59,039	3%
Sand And Gravel	\$48,121	3%
Maintenance And Repair, Golf Course	\$46,327	2%
Irrigation Systems, Supplies, Parts, And Accessories	\$40,215	2%
Fertilizer	\$39,311	2%
Nursery (Plants) Stock, Equipment, And Supplies	\$38,047	2%
Consulting Services	\$35,606	2%

**Prop Q Spend per Quarter\***



\* \$ in millions

Top 10 Vendors		
Description	\$	% of Total
Romeo Packing Co	\$100,022	5%
The Urban Farmer Store, LP	\$84,242	4%
San Francisco Parks Alliance	\$70,582	4%
Santora Apartment & Building Supplies	\$62,939	3%
Santora Sales	\$53,379	3%
Turf Star Inc	\$50,589	3%
Brown Sand Inc	\$47,844	3%
Central Builders Supply	\$46,729	2%
Recreation Safari	\$40,260	2%
Pacific Nurseries	\$39,350	2%

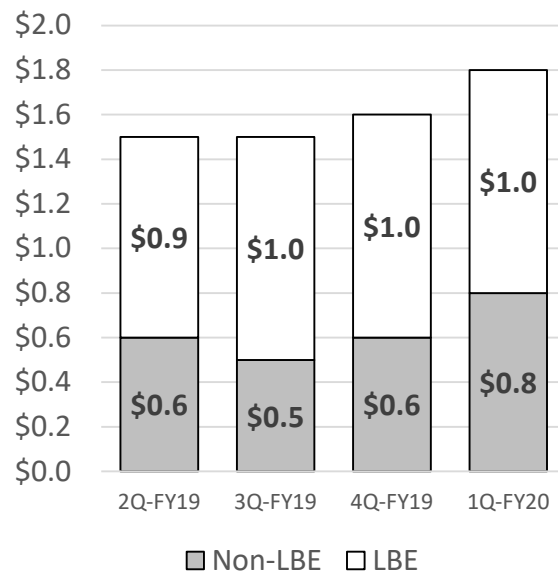
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

DPW

<b>\$1.8 Million</b>	
<b>1865 Transactions</b>	
<b>LBE:</b>	<b>\$981,632</b>
<b>Non-LBE:</b>	<b>\$880,043</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Chemicals And Solvents, Commercial (In Bulk)	\$139,864	8%
Rental Or Lease Services Of Agricultural, Aircraft, Airport,	\$66,656	4%
Personal Protective Equipment (PPE), (Bloodborne Pathogen Pr)	\$65,918	4%
HVAC Equipment, Accessories And Supplies	\$64,347	3%
Plumbing Equipment, Fixtures, And Supplies	\$59,788	3%
Hand Tools (Powered And Non-powered), Accessories And Supplies	\$59,655	3%
Construction Materials (Not Otherwise Classified)	\$46,811	3%
Paint, Protective Coatings, Varnish, Wallpaper, And Related	\$38,007	2%
Rags, Shop Towels, And Wiping Cloths	\$37,315	2%
Gloves: Latex, Plastic, PVC, Poly, Synthetic, Vinyl, Etc.	\$35,405	2%

## Prop Q Spend per Quarter\*



Top 10 Vendors		
Description	\$	% of Total
United Laboratories Inc	\$161,099	9%
Speedy's Hardware	\$134,786	7%
Your Green Source LLC	\$107,470	6%
Sigillo Supply Inc	\$81,897	4%
Fluid Gauge Company	\$79,399	4%
Jmi Sourcing LLC	\$77,903	4%
Mallory Safety & Supply LLC	\$71,975	4%
R & H Wholesale Supply Inc	\$69,872	4%
Peacock Interiors & Gallery Inc	\$65,391	4%
Center Hardware Co Inc	\$51,257	3%

\* \$ in millions

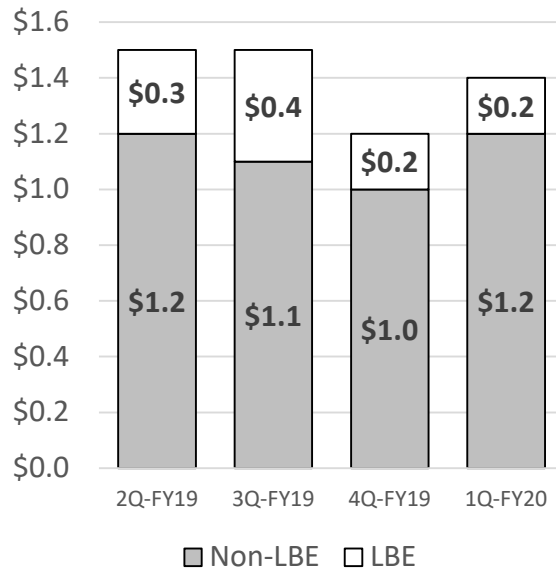
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

ADM

<b>\$1.4 Million</b>	
<b>732 Transactions</b>	
<b>LBE:</b>	<b>\$252,209</b>
<b>Non-LBE:</b>	<b>\$1,246,593</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Parts And Accessories, Automotive, Miscellaneous	\$304,263	20%
Laboratory Supplies: Asbestos Squares, Corks, Files, Glass C	\$133,112	9%
Equipment Maintenance And Repair Services For Automobiles	\$54,854	4%
Paper Making Equipment And Supplies, Handmade: Beaters	\$32,429	2%
Toilet Tissues, Paper Towels, And Toilet Seat Covers	\$31,958	2%
Fuel Site Maintenance And Repair	\$26,433	2%
Lamps And Lights, Indicating	\$25,278	2%
Appraisal Services, Real Estate	\$24,375	2%
Equipment Maintenance And Repair Services For General Equipment	\$23,748	2%
Clothing: Athletic, Casual, Dress, Uniform, Weather And Work	\$21,542	1%

Prop Q Spend per Quarter\*



\* \$ in millions

Top 10 Vendors		
Description	\$	% of Total
ACCO Engineered Systems Inc	\$87,797	6%
Southland Medical LLC	\$68,057	5%
Vortech Industries	\$67,096	4%
Waxie Sanitary Supply	\$56,450	4%
T E C Of California Inc	\$44,873	3%
Paganini Electric Corp	\$36,007	2%
Microbiz Security Co Inc	\$29,402	2%
Turf & Industrial Equipment Co	\$28,950	2%
Mesa Energy Systems, Inc	\$28,296	2%
Satellite Industries Inc	\$27,685	2%

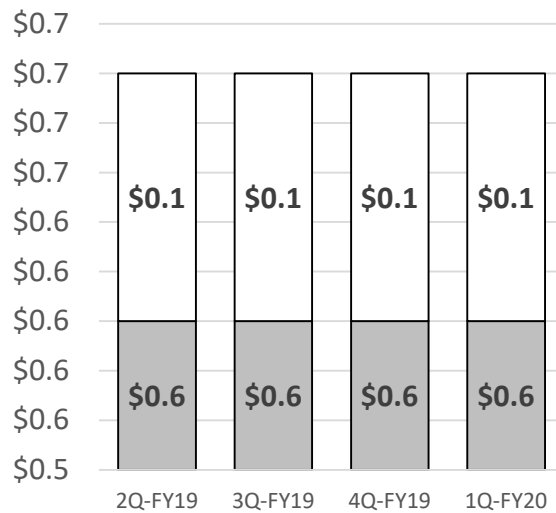
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

AIR

<b>\$763K</b>	
<b>306 Transactions</b>	
<b>LBE:</b>	<b>\$149,660</b>
<b>Non-LBE:</b>	<b>\$614,121</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Transportation Of Goods And Other Freight Services	\$42,076	6%
Printing And Typesetting Services	\$31,532	4%
Landscaping (Including Design, Fertilizing, Planting, Etc.)	\$30,928	4%
Foods: Perishable	\$29,256	4%
Nursery (Plants) Stock, Equipment, And Supplies	\$26,663	3%
Police And Prison Equipment And Supplies	\$24,791	3%
Builder's Supplies	\$21,194	3%
Inspection Services, Electrical Instrumentation And Control	\$18,122	2%
Building Maintenance, Installation And Repair Services	\$17,554	2%
Hardware And Related Items	\$17,239	2%

Prop Q Spend per Quarter\*



\* \$ in millions  Non-LBE  LBE

Top 10 Vendors		
Description	\$	% of Total
Ship Art International	\$35,405	5%
Adora Corp	\$33,996	4%
Creative Marketing Concepts	\$29,653	4%
Essence Printing	\$27,512	4%
Captivating Graphics Solutions Inc	\$26,952	4%
Golden State Lumber Inc	\$23,194	3%
Lavi Industries	\$20,705	3%
Lyngso Garden Materials	\$20,536	3%
Santora Sales	\$18,530	2%
West Coast Contractors Services	\$18,198	2%



# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

POL

<b>\$632K</b>	
<b>431 Transactions</b>	
LBE:	<b>\$25,995</b>
Non-LBE:	<b>\$606,222</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Police And Prison Equipment And Supplies	\$91,583	14%
Office Supplies, General	\$46,859	7%
Boats, Motors, And Marine Equipment	\$34,636	5%
Animal Food For Zoo And Farm Animals	\$22,026	3%
Gasoline, Aviation (Including Jet Fuel)	\$17,992	3%
Laboratory And Scientific Equipment And Supplies	\$17,065	3%
Service Charges	\$16,410	3%
Laboratory Equipment, Accessories And Supplies	\$14,533	2%
Professional Document And Publication Subscriptions (Legal, Etc.)	\$14,500	2%
Guns, Pistols, Rifles, And Shotguns (Incl. Accessories)	\$13,309	2%

Prop Q Spend per Quarter\*



Top 10 Vendors		
Description	\$	% of Total
Blaisdell's Business Products	\$118,697	19%
Staples Business Advantage	\$45,519	7%
Life-assist Inc	\$23,966	4%
Azevedo Feed Inc	\$22,026	3%
San Diego Police Equipment Co Inc	\$20,343	3%
Safe Boats International LLC	\$19,985	3%
Ferrellgas LP	\$17,992	3%
L N Curtis & Sons	\$17,918	3%
Performance International	\$17,437	3%
Constor Storage Co/Air Sea Containers Inc	\$14,891	2%

\* \$ in millions

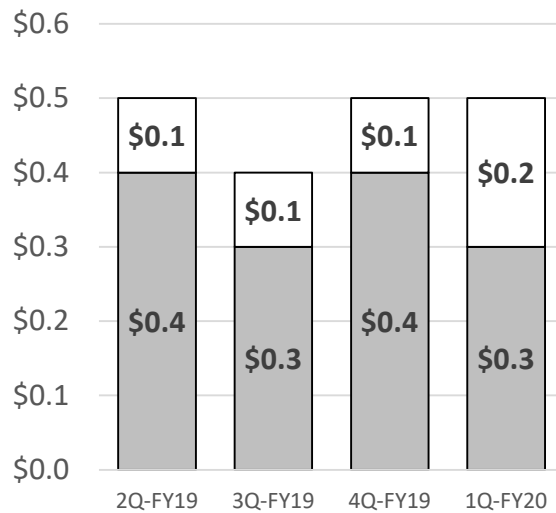
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

PRT

<b>\$535K</b>	
<b>388 Transactions</b>	
<b>LBE:</b>	<b>\$207,040</b>
<b>Non-LBE:</b>	<b>\$328,148</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Lighting Fixtures, Outdoor: Floodlights, Spotlights, Yard Lighting	\$42,477	8%
Hardware And Related Items	\$29,987	6%
Office Supplies, General	\$24,000	4%
Signs, Sign Materials, Sign Making Equipment, And Related Supplies	\$21,108	4%
Souvenirs: Promotional, Advertising, Etc.	\$17,957	3%
Hand Tools (Powered And Non-powered), Accessories And Supplies	\$16,590	3%
Nursery (Plants) Stock, Equipment, And Supplies	\$15,043	3%
Welding Equipment And Supplies	\$13,640	3%
Office Supplies, General (Not Otherwise Classified)	\$13,097	2%
Air Conditioning, Heating, And Ventilating Equipment (HVAC)	\$12,667	2%

Prop Q Spend per Quarter\*



\* \$ in millions  Non-LBE  LBE

Top 10 Vendors		
Description	\$	% of Total
National Utility Sales Corp	\$42,677	8%
Agurto Corporation DbA Pestec	\$27,126	5%
Grainger	\$26,467	5%
Resource Supply LLC	\$23,986	4%
Signature Marketing	\$20,626	4%
C S I Paint	\$18,293	3%
Lyngso Garden Materials	\$15,286	3%
Central Builders Supply	\$14,152	3%
Lahue & Associates	\$13,761	3%
Cresco Equipment Rentals	\$13,205	2%

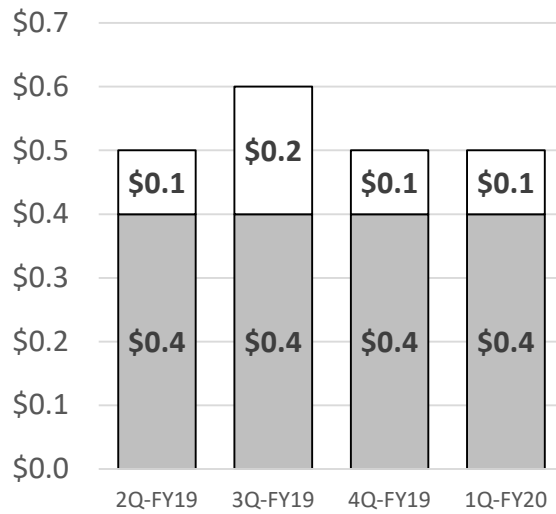
# Prop Q Procurement Analysis (Q1 Fiscal Year 2019/20)

HSA

<b>\$517K</b>	
<b>399 Transactions</b>	
<b>LBE:</b>	<b>\$114,580</b>
<b>Non-LBE:</b>	<b>\$402,709</b>

Top 10 Procurement Categories		
Description	\$	% of Total
Professional Services (Not Otherwise Classified)	\$119,077	23%
Hauling Services	\$59,237	11%
Microfiche/Microfilm Reader Printer Supplies: Paper, Toner	\$19,629	4%
Food	\$18,767	4%
Souvenirs: Promotional, Advertising, Etc.	\$18,212	4%
Instructor-led, Classroom Training (Technical)	\$17,585	3%
Hand Tools (Powered And Non-powered), Accessories And Supplies	\$16,710	3%
Furnishings (Not Otherwise Classified)	\$12,500	2%
Concessions, Catering, Vending: Mobile And Stationary	\$11,807	2%
Heating, Ventilating And Air Conditioning (HVAC)	\$11,253	2%

Prop Q Spend per Quarter\*



\* \$ in millions  Non-LBE  LBE

Top 10 Vendors		
Description	\$	% of Total
Comcast Of Ca/Colorado/Washington I Inc	\$61,072	12%
M&M Hauling & Heavy Cleaning Co	\$39,600	8%
Apex Industrial	\$29,662	6%
Blaisdell's Business Products	\$23,827	5%
Grainger	\$22,320	4%
James Standfield Catering	\$20,827	4%
Microbiz Security Co Inc	\$19,150	4%
American Mechanical Inc	\$15,953	3%
Vital Restoration	\$11,489	2%
Johnstone Supply	\$11,253	2%

DEPARTMENT	TOTAL PROP Q PURCHASES	TOTAL PROP Q PURCHASES FROM LBES	% OF TOTAL
ADM	\$1,498,802	\$252,209	17%
ADP	\$99,051	\$1,041	1%
AIR	\$763,781	\$149,660	20%
ART	\$125,029	\$5,443	4%
ASR	\$44,828	\$7,752	17%
BOA	\$2,510	\$0	0%
BOS	\$17,846	\$7,873	44%
CAT	\$5,130	\$660	13%
CFC	\$4,012	\$0	0%
CHF	\$93,708	\$0	0%
CON	\$15,817	\$580	4%
CPC	\$62,110	\$10,577	17%
CSS	\$14,636	\$0	0%
DAT	\$53,100	\$6,065	11%
DBI	\$63,671	\$730	1%
DEM	\$38,347	\$13,602	35%
DPA	\$29,084	\$14,878	51%
DPH	\$2,351,855	\$406,400	17%
DPW	\$1,861,675	\$981,632	53%
ECN	\$4,747	\$982	21%
ENV	\$14,868	\$11,386	77%
ETH	\$1,605	\$0	0%



DEPARTMENT	TOTAL PROP Q PURCHASES	TOTAL PROP Q PURCHASES FROM LBEs	% OF TOTAL
FIR	\$481,135	\$65,284	14%
HOM	\$42,131	\$14,812	35%
HRC	\$124,217	\$5,360	4%
HRD	\$116,502	\$6,805	6%
HSA	\$517,289	\$114,580	22%
HSS	\$41,638	\$4,757	11%
JUV	\$98,823	\$22,616	23%
LIB	\$288,441	\$26,513	9%
LLB	\$0	\$0	0%
MTA	\$2,748,170	\$1,097,533	40%
MYR	\$21,522	\$5,468	25%
PDR	\$21,100	\$8,329	39%
POL	\$632,217	\$25,995	4%
PRT	\$535,188	\$207,040	39%
PUC	\$3,568,336	\$617,773	17%
REC	\$1,907,957	\$496,414	26%
REG	\$83,169	\$18,862	23%
RET	\$22,047	\$0	0%
RNT	\$14,532	\$8,050	55%
SHF	\$504,218	\$71,422	14%
TIS	\$182,372	\$68,069	37%
TTX	\$35,053	\$0	0%
WAR	\$63,019	\$19,437	31%
WOM	\$1,067	\$0	0%



# Questions

If you have any questions regarding any of the information contained in this report please contact Jessica Leslie at 415-554-7799  
[Jessica.Leslie@sfgov.org](mailto:Jessica.Leslie@sfgov.org).

Released: December 2019

Alaric Degrafinried  
Purchasing Director

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Letter to California Public Utilities Commission  
**Date:** Monday, December 16, 2019 6:04:00 PM  
**Attachments:** [12-13-19 Letter to CPUC Commissioners w-attachment \(reduced\).pdf](#)

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**From:** Scarpulla, John <JScarpulla@sfgov.org>  
**Sent:** Sunday, December 15, 2019 9:16 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>  
**Subject:** Letter to California Public Utilities Commission

Dear Honorable Board of Supervisors,

Please see attached for a letter sent from the General Managers of the SFPUC, Nevada Irrigation District, South San Joaquin Irrigation District, and Valley Clean Energy to the California Public Utilities Commission.

The letter details the role that local government acquisitions of PG&E's facilities can play in achieving safe and reliable electric service for Northern California. Additionally, the letter asks the California Public Utilities Commission to consider local government acquisition proposals as part of the solution to resolve PG&E's bankruptcy and begin improving utility service to customers.

If there are any questions about the attached letter, please feel free to contact me.

Best,  
John

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John Scarpulla  
SFPUC – Policy & Government Affairs  
[jscarpulla@sfgov.org](mailto:jscarpulla@sfgov.org) | 415-934-5782



December 13, 2019

President Marybel Batjer  
Commissioner Martha Guzman Aceves  
Commissioner Liane M. Randolph  
Commissioner Clifford Rechtschaffen  
Commissioner Genevieve Shiroma

California Public Utilities Commission  
505 Van Ness Avenue  
San Francisco, CA 94102

**RE: Offers by local government entities to acquire certain Pacific Gas and Electric (“PG&E”) distribution assets**

President Batjer and Commissioners:

We write as Northern California local public entities seeking safe, reliable electric service at reasonable rates, and would like to highlight for the Commission the role local government acquisitions of PG&E’s facilities can play in achieving these essential goals. In a recent letter to the Mayors and Boards of Supervisors of 22 cities and counties, President Batjer agreed that these same objectives are the Commission’s main long-term priority, and recognized the need for bold solutions to address these urgent issues.

The Commission is currently considering two proposed plans of reorganization in its proceeding, I.19-09-016. We all strongly support fair and adequate compensation of wildfire victims, however, neither of the plans addresses the recurring systemic problems with PG&E’s corporate structure and culture that have resulted in devastating wildfires, disastrous power shut-offs, repeated bankruptcies, multiple felony convictions, escalating costs, and loss of public trust. Bigger change is needed, and the Commission should be engaging stakeholders in proposals, like ours, that move California in that direction.



Each of our communities has recently made credible offers to acquire PG&E distribution assets in order to provide publicly owned utility service to our constituents (see attachment). Local governments have the right to provide utility service and are well-equipped and properly incentivized to provide safe, reliable service to their communities. The Governor himself has recognized the urgent need for better alternatives to PG&E and encouraged offers to PG&E in order to foster competition and different approaches to restructuring PG&E.<sup>1</sup> As the Commission considers the fundamental changes that must be made to PG&E, the Commission should consider our proposals as part of the solution to resolve PG&E's bankruptcy and begin improving utility service to customers.

### **Why our communities are seeking to provide local publicly owned utility service**

Local entities are on the front lines in responding to investor owned utility failures. In PG&E's case, these failures include emergencies caused by explosions, fires, and power shutoffs, as well as longer term failures such as the consistent and large rate increases, slow progress in addressing climate change, and unresponsiveness to community needs and objectives. Each of our communities has determined that acquiring PG&E's facilities and assuming local electric distribution service is a viable and superior alternative to PG&E. While our proposals differ in their details, we share a commitment to our local constituents that cannot be matched by PG&E.

### **Benefits of local publicly owned utility service**

Publicly owned utility service has a long history in California. Existing law provides a strong statutory framework for the formation and regulation of publicly owned utilities, and there are many examples throughout the State of successful formation, expansion, and operation of publicly owned utilities.

Electric service provided by local governments focused on their jurisdictions results in safer, more affordable, and more reliable service for their constituents. As public agencies, publicly owned utilities are structured to provide accountability and transparency to their local customers. Publicly owned utilities are subject to the Brown Act and other open meeting laws, as well as the Public Records Act. These requirements ensure: (i) transparency in decision making, operations, and rates; and (ii) accountability to customers to provide safe, reliable, affordable service. Publicly owned utilities answer to their local communities, not to corporate boards, holding companies, or shareholders. For this and other reasons, publicly owned utilities have better reliability than investor owned utilities.<sup>2</sup>

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<sup>1</sup> <https://www.sfgate.com/bayarea/article/Governor-Newsom-PG-E-California-breakup-14538847.php> (cites to statements made by California Governor Gavin Newsom about alternatives to PG&E. Governor Newsom encouraged San Francisco's offer to PG&E and is quoted as stating, "I back more competition. ... I am very specifically encouraging others to come into this space and to make some bids. We want to create a competitive space — and all of it with an eye on different approaches."); <https://medium.com/@CAGovernor/governor-gavin-newsom-outlines-roadmap-for-wildfires-communities-and-utility-c9d886dee571> (Governor Newsom called for total and permanent transformation of PG&E's culture and governance and said the state would step in if parties fail to achieve this transformation.)

<sup>2</sup> See Benefits of Public Power, pgs. 16-17, available at [https://www.publicpower.org/system/files/documents/municipalization-benefits\\_of\\_public\\_power.pdf](https://www.publicpower.org/system/files/documents/municipalization-benefits_of_public_power.pdf) (discussing POU's reliability).

In addition, publicly owned utilities provide rate affordability and stability.<sup>3</sup> The incentives of publicly owned utilities are better aligned since their “shareholders” are the public they serve. Publicly owned utilities do not pay dividends or exorbitant management salaries and bonuses. They also have access to lower cost, tax-efficient financing. These significant cost savings can be used to reduce rates and complete much-needed upgrades to PG&E’s electric distribution system.

Publicly owned utilities also focus on policies that are in line with community priorities. For example, many local communities have renewable energy and/or greenhouse gas emissions reductions goals that exceed State mandates. These local efforts complement and support State initiatives, making these communities valuable partners in achieving the State’s ambitious climate goals.

Further, publicly owned utilities provide support for jobs and economic development. They rely on highly skilled union workforces and provide stable career opportunities. Publicly owned utilities generally have a long and productive history of working with unionized workers because they are part of the communities they serve. It is our intent to continue to build on that strong foundation.

### **Our proposals benefit PG&E and its ratepayers**

The local publicly owned utility model could provide positive outcomes for both PG&E and its remaining customers, and would transition seamlessly into existing electric grid operations. The size of PG&E’s service territory would be reduced along with its service obligations. This alone would be beneficial as PG&E has repeatedly demonstrated that its service territory is too large and its service obligations too broad for PG&E to manage reliably, safely, and cost effectively.<sup>4</sup> Breaking up PG&E into smaller service territories would not “balkanize” the electric grid as some have claimed. Distribution grids are by their nature local, each with distinct characteristics and needs. Local governance and accountability is better positioned to plan for and implement modernization of these local distribution grids. At PG&E, local grid maintenance and modernization needs compete for funding and attention with other priorities such as wildfire risk mitigation.

Moreover, the California Independent System Operator (“CAISO”) operates most of the regional electric transmission grid in California and oversees the grid interconnections with all distribution providers within its area, including publicly owned utilities. The CAISO and investor owned utilities already have in place tariffs and processes to provide for operational integrity of interconnected systems owned or managed by diverse entities. This is an existing,

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<sup>3</sup> *Id.* at pgs. 20-21.

<sup>4</sup> See, e.g. <http://docs.cpuc.ca.gov/PublishedDocs/Efile/G000/M252/K547/252547055.PDF> (questions asked by the California Public Utilities Commission in I. 15-08-019, pp. 11-12); <https://www.sfgate.com/bayarea/article/Governor-Newsom-PG-E-California-breakup-14538847.php#> (“Newsom said at a conference in San Francisco Tuesday that California residents would benefit from PG&E breaking into smaller pieces.”); [https://www.cpuc.ca.gov/uploadedFiles/CPUC\\_Public\\_Website/Content/About\\_Us/Organization/Commissioners/Michael\\_J.\\_Picker/PresidentPickerCommentsonPGESafetyCultureandEnforcementTheory.pdf](https://www.cpuc.ca.gov/uploadedFiles/CPUC_Public_Website/Content/About_Us/Organization/Commissioners/Michael_J._Picker/PresidentPickerCommentsonPGESafetyCultureandEnforcementTheory.pdf) (“The question may not be whether PG&E is too big to fail, but instead, ‘is the company too big to succeed?’”).

well-established system and there is no reason to believe that CAISO could not continue to operate the grid in the same safe and reliable manner.

In addition, our proposals would not burden other ratepayers, but would instead provide immediate, tangible benefits to PG&E in the form of additional cash that PG&E could put towards important, pressing uses, such as funding wildfire claims, stabilizing rates for PG&E's remaining ratepayers, and reducing the need for PG&E to incur even more debt that could compromise PG&E's ability to provide safe and reliable service to its customers. Any gain on sale from these transactions could be allocated by the Commission to benefit ratepayers.

Local governments have the right to provide electric service under Cal. Const. Art. XI, sec. 9. They also have the right to take property by eminent domain, under Art. I, sec. 19, if they choose to do so. However, we believe that working collaboratively with the Commission, PG&E, and other parties, and completing our proposed transactions through the bankruptcy process would provide significant benefits to PG&E, its customers, and other stakeholders. Our acquisition proposals can be implemented efficiently under existing law through PG&E's ongoing bankruptcy case, and on a timeline consistent with the June 30, 2020 deadline for PG&E to exit bankruptcy and participate in the Wildfire Fund established by AB 1054.

### **Our offers to PG&E are consistent with other proposals for public ownership of PG&E**

While local publicly owned utility service has a long and successful history, not all local governments have the ability or desire to provide such service. Additionally, most publicly owned utilities will continue to receive transmission and gas service from PG&E. This means that local publicly owned utility service is not the only means of addressing the challenge of comprehensively restructuring PG&E, and can be a complementary piece in a broader suite of solutions.

Besides our offers to PG&E, at least two other specific proposals for replacing PG&E have also been raised publicly: (i) a larger publicly owned utility serving all of PG&E's service area, and (ii) a customer owned utility or electric cooperative.<sup>5</sup> Converting PG&E into a large public entity would have all the benefits discussed above. A customer owned utility or cooperative, while not a public entity, would not have shareholders and could be required to operate with transparency and accountability that is lacking in investor owned utilities. The specifics of a customer owned utility or electric cooperative would need to be developed, particularly its governance, regulation, and financing capability.

Neither of these proposals would preclude, nor would they be inconsistent with, the formation or expansion of local publicly owned utilities. But creating a new, service-territory-wide utility may take some time and extend beyond the existing bankruptcy timeline. Our acquisition proposals can move forward quickly, provide cash to PG&E, and begin improving service to our customers immediately.

As President Batjer acknowledged in her letter, California must have a future that is fundamentally different from the current circumstances of repeated catastrophic wildfires and continuing power shut-offs. The only way to achieve that future is through true transformation

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<sup>5</sup> <https://www.sfchronicle.com/politics/article/California-senator-Scott-Wiener-to-propose-14829647.php>; <https://www.kqed.org/news/11784972/22-mayors-want-pge-to-become-a-customer-owned-co-op>

Letter to Commissioners regarding  
local government entities' offers to PG&E  
December 13, 2019

of electric utility service. Resolving PG&E's bankruptcy case through the types of plans currently under review would not transform PG&E into a company that is effectively managed to provide safe and reliable service at reasonable rates. The Commission must do more to ensure adequate service in Northern California. Our communities should be and are prepared to be a part of the Commission's efforts to realize its vision for the future.

Respectfully submitted,

CITY AND COUNTY OF SAN FRANCISCO

NEVADA IRRIGATION DISTRICT

By: /s/ Harlan L. Kelly, Jr.  
Harlan L. Kelly, Jr.,  
General Manager  
San Francisco Public Utilities Commission

By: /s/ Remleh Scherzinger  
Remleh Scherzinger  
General Manager

SOUTH SAN JOAQUIN IRRIGATION DISTRICT

VALLEY CLEAN ENERGY

By: /s/ Peter M. Rietkirk  
Peter M. Rietkirk  
General Manager

By: /s/ Mitch Sears  
Mitch Sears  
Interim General Manager

cc: Service Lists I. 19-09-016, I. 15-08-019



# NEVADA IRRIGATION DISTRICT

1036 W. Main Street, Grass Valley, CA 95945-5424  
(530) 273-6185 ~ Fax: (530) 477-2646 ~ www.nidwater.com

**RECEIVED**

**FILED**

November 6, 2019

NOV 12 2019

NOV 12 2019

UNITED STATES BANKRUPTCY COURT  
SAN FRANCISCO, CA

UNITED STATES BANKRUPTCY COURT  
SAN FRANCISCO, CA

William Johnson  
Chief Executive Officer and President  
PG&E Corporation  
77 Beal St., P.O. Box 770000  
San Francisco, CA 94177

Andrew Vesey  
Chief Executive Officer and President  
PG&E Corporation  
77 Beal St., P.O. Box 770000  
San Francisco, CA 94177

Case #  
19-30088

**Re: Nevada Irrigation District's Notice of Intent for the Purchase and Sale of Electric Distribution Assets in Portions of Nevada, Placer and Yuba Counties**

Dear Messrs. Johnson and Vesey,

The Nevada Irrigation District is a diversified water resource district in the foothills of Northern California's Sierra Nevada Mountains. NID is a publically owned utility, governed by an elected Board of Directors representing five Divisions within its approximate 287,000-acre boundary. The District provides treated water to approximately 19,500 customers and raw water to approximately 5,500 customers in Nevada, Placer, and Yuba Counties. The Nevada Irrigation District operates recreation facilities at the District's storage reservoirs and utilizes its water supply resources to generate approximately 82.2MW of hydroelectric power for the benefit of its customer base. NID employs 219 regular, full-time employees and is headquartered at an 18-acre site located in Grass Valley, CA.

Founded under the Irrigation District Power Act of 1919, the Nevada Irrigation District is uniquely situated to engage in its latent powers and provide retail electric service to local communities under its jurisdiction provided by California Water Code section 22115 et seq.

## Background

Since 1921, Nevada Irrigation District has been reliably supporting the communities of Placer, Nevada and Yuba Counties with a consistent and reliable supply of water through its diverse network of 475 of open ditch canals and 400 miles of treated water pipelines. Since the 1960s, NID has supported the California electrical grid in providing approximately 82.2 MW of hydroelectric and solar power through Power Purchase Agreements with PG&E.

NID began its assessment and review of PG&E's local distribution system after holding a Community Choice Aggregation (CCA) meeting with interested members of the community in August 2018. NID began to advance its analysis and feasibility of the potential acquisition of the distribution system and associated assets within its District boundary in September 2018.

In light of the recent events and news surrounding the Pacific Gas and Electric Company bankruptcy, rate increases, PG&E's discretionary Public Safety Power Shutoff (PSPS) events, and at the request of the local community, Nevada Irrigation District has decided to earnestly explore options for providing sustainable and resilient electric distribution service to the local community as identified in Exhibit A.

Based upon the initial analysis and subsequent review and approval from its Governing Board of Directors, the Nevada Irrigation District is pleased to submit this non-binding Notice of Intent (NOI).

This proposal to add a retail electric utility service to NID's existing business lines is directly in-line with and complementary to the District's existing water, hydroelectric, and recreation service deliveries. Specifically, Nevada Irrigation District believes it can offer electrical services which:

- Enhance services to and reducing future financial impacts for our customers
- Integrate existing District business line functions into the fabric of the communities they serve
- Develop and manage resources in a self-determining manner with local control
- Will provide the highest level of service at the lowest possible cost without impacting the quality of service (best value)

In addition to the benefits provided locally to nearly 85,000 electric customers in the Sierra Nevada foothills within the three counties. NID believes this offer is in line with PG&E's risk evaluation of the region. NID stands ready to assume the liability and risk of the local Retail System Assets of the territory described in Exhibit A. NID believes this offer to be a valuable component of PG&E's long-term risk assessment and a benefit to the Debtor and shareholders.

### **Assets to be Sold**

The assets to be sold include all of PG&E's retail electric system assets used and useful in the provision of service, operation, and maintenance, of distributed electric service, including without limitation, all, real property, assets, fixtures, appurtenances, rolling stock, and equipment, located in, or of service to, the area depicted in Exhibit A.

NID has identified a number of substations to be included in the sale and believes that areas of physical separation of the system would be technically feasible. NID has evaluated the area based on publically available data and welcomes discussion with

PG&E regarding mutually agreeable separation parameters which meet reliability and safety standards for all customers.

### **Acquisition Price**

The Proposed Acquisition Price for the Retail System to PG&E is three hundred million one hundred ninety-six thousand nine hundred dollars (\$300,196,900) upon closing of the sale. NID has analyzed PG&E's assets and believes this valuation is an attractive valuation given the age of assets evaluated, correction of deferred maintenance necessary immediately upon sale, and for the reduction of liability and risk associated with assets located in the foothills of the Sierra Nevada Mountains.

### **Conditions Precedent**

As a matter of course, in preparing a reasonable valuation of the assets as well as assessment through expert consultation and technical advisors, the Nevada Irrigation District has a number of Conditions Precedent, which must be satisfied prior to the closing of the sale. These Conditions include:

- LAFCo Approvals
- Necessary Voter Approvals
- CPUC Approval
- Bankruptcy Court Authorization
- Financing
- Environmental Review
- Non-Bypassable Charges

### **Due Diligence**

The Nevada Irrigation District and its consultants have developed this Notice of Intent using publically available information. Access to the non-publically available information of the assets and records relating to those assets from PG&E is required for NID to perform adequate due diligence. NID has retained expert consultants who have assisted in the past 18 months in evaluating the assets to be acquired.

### **Non-Binding**

This Notice of Intent represents the Nevada Irrigation District's interest in purchasing PG&E's retail system assets. This NOI shall be assignable and does not constitute an offer, agreement, or commitment to consummate any of the transactions contemplated herein.

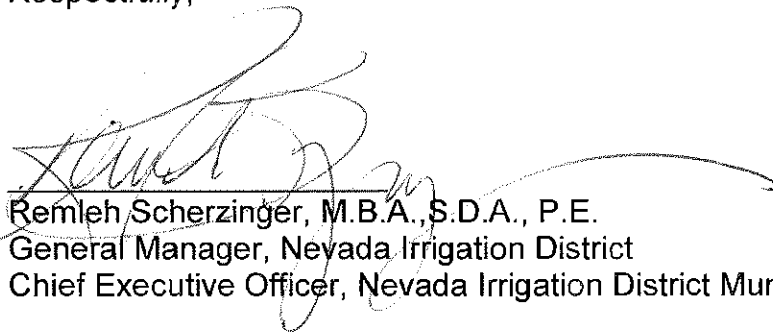
## Closing

The Nevada Irrigation District welcomes and appreciates your consideration of this non-binding Notice of Intent. NID is encouraged by the local community and other regional governance support it has received in advance of providing this proposal. We believe there are significant benefits for both the local community and PG&E shareholders.

The NID executive team, Board members, legal, and financial advisors are eagerly standing by and await your earnest review and consideration of this proposal. Working diligently together, we believe we can parallel with the anticipated bankruptcy timeline process in advance of the June 30, 2020 reorganization deadline.

All correspondence associated with this proposal can be directed to me, Remleh Scherzinger, at Nevada Irrigation District General Manager, 1036 West Main St., Grass Valley, CA 95945, or at [scherzinger@nidwater.com](mailto:scherzinger@nidwater.com) / 530-273-6185.

Respectfully,



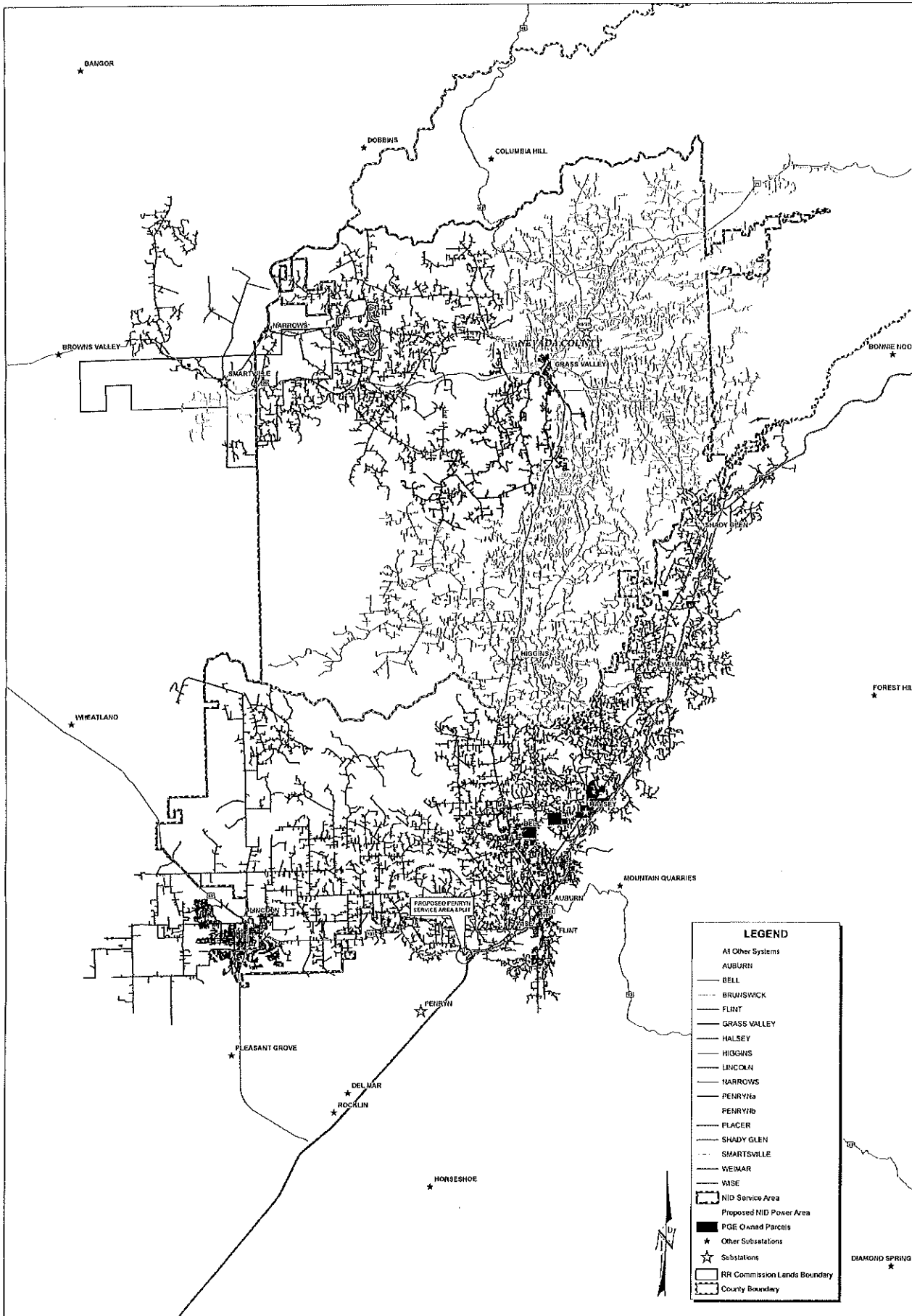
Remleh Scherzinger, M.B.A., S.D.A., P.E.  
General Manager, Nevada Irrigation District  
Chief Executive Officer, Nevada Irrigation District Municipal Finance Authority

cc. Nevada Irrigation District Board of Directors  
Jason Wells, PG&E Corporation Chief Financial Officer  
Janet Loduca, PG&E Corporation Senior Vice President and General Counsel  
Honorable Judge Dennis Montali, U.S. District Justice  
Honorable Judge William Alsup, U.S. District Justice  
Honorable Judge Randall Newsome, JAMS Mediator and Arbitrator  
Governor Gavin Newsom, State of California

Attachments:

Exhibit A: Logical Service Area





**LEGEND**

- As Other Systems
- AUBURN
- BELL
- BRUNSWICK
- FLINT
- GRASS VALLEY
- HALSEY
- HIGGINS
- LINCOLN
- NARROWS
- PENRYN<sup>a</sup>
- PENRYN<sup>b</sup>
- PLACER
- SHADY GLEN
- SMARTVILLE
- WENMAR
- WISE
- NID Service Area
- Proposed MID Power Area
- PGE Owned Parcels
- Other Substations
- Substations
- RR Commission Lands Boundary
- County Boundary



**NEVADA IRRIGATION DISTRICT**  
 NEVADA COUNTY - PLACER COUNTY  
 GRASS VALLEY, CALIFORNIA

**LOGICAL SERVICE AREA**

Drawn By: D. HUBB Date: 11/5/2019 Scale: NO SCALE EXHIBIT 'A'



**October 18, 2019**

William Johnson  
Chief Executive Officer and President  
PG&E Corporation  
77 Beale Street, P.O. Box 770000  
San Francisco, CA 94177

Andrew Vesey  
Chief Executive Officer and President  
Pacific Gas and Electric Company  
77 Beale Street, P. O. Box 770000  
San Francisco, CA 94177

**Re: Valley Clean Energy's Indication of Interest in the Acquisition of Electric Distribution and Transmission Assets in Yolo County**

Dear Messrs. Johnson and Vesey,

Valley Clean Energy is a joint powers authority formed by Yolo County and the Cities of Davis and Woodland that currently serves as a Community Choice Aggregator for its members' residents and businesses. The cities of Winters and West Sacramento are associate members of Valley Clean Energy. Therefore, all of the cities in Yolo County and Yolo County are now members of Valley Clean Energy. Valley Clean Energy began its current analysis and review of local distribution system ownership and control soon after PG&E's Chapter 11 bankruptcy cases were filed in January 2019. Valley Clean Energy's review focuses on the feasibility of potential acquisition of electric utility distribution assets serving Yolo County held by Pacific Gas and Electric Company ("PG&E" and collectively with PG&E Corporation, the "Debtors") in connection with Debtors' Chapter 11 bankruptcy cases. We write to inform you that Valley Clean Energy and its member agencies have concluded their initial analysis and based on that analysis, Valley Clean Energy has prepared this acquisition proposal.

Accordingly, we are pleased to submit this non-binding Indication of Interest ("IOI") to purchase substantially all of PG&E's electric distribution assets, and appurtenant facilities needed to provide retail electric delivery service to all electricity customers in the incorporated and unincorporated areas of Yolo County (such assets collectively, as further described below, the "Targeted Assets" and such transaction, the "Proposed Transaction").

Subject to the terms and conditions described herein, Valley Clean Energy is prepared to engage immediately with Debtors and stakeholders to facilitate the negotiation, documentation, execution, and bankruptcy court approval of our Proposed Transaction that we believe will be mutually beneficial for the Valley Clean Energy constituents, the Debtors, and bankruptcy creditors, customers, and other stakeholders.

## **1. Rationale for the Proposed Transaction**

Valley Clean Energy is strongly positioned to acquire the Targeted Assets and provide enhanced value to the Debtors and their stakeholders. For many decades, Valley Clean Energy's member agencies have successfully delivered essential utility services including water, sewer, storm-water, and refuse collection to their residents. Beginning in June 2018, Valley Clean Energy CCA has successfully and reliably performed full power supply services for electric customers in Woodland, Davis, and the unincorporated areas of Yolo County.

Yolo County and the City of Davis have been contemplating investment and public acquisition in the local electric distribution systems for decades. These efforts have taken various forms. Investment in local electric distribution facilities has been and remains an important objective for Valley Clean Energy's member agencies to ensure reasonable and safe access to electric distribution facilities and services, and to secure service for new customers. Given Valley Clean Energy's and its member agencies' ability to access lower-cost funding sources and with no obligation to provide equity returns or to recover income taxes, Valley Clean Energy's constituents will be able to achieve their long-held goal of providing cost-effective electric distribution service to all customers in Yolo County, while simultaneously providing enhanced value to Debtors and their stakeholders through the Proposed Transaction.

Valley Clean Energy has closely followed the Debtors' bankruptcy cases and believes that, through the Proposed Transaction, it can assist PG&E in further enhancing realized value for stakeholders by providing a significant cash infusion to Debtors. Valley Clean Energy can, with the Debtors' cooperation, consummate the Proposed Transaction expeditiously to facilitate the Debtors' timely emergence from bankruptcy, consistent with the Debtors' articulated goals and timetable. Importantly, the Proposed

Transaction reflects a significant premium value contribution for the Targeted Assets that would be available to the Debtors and their stakeholders. Valley Clean Energy is also open to negotiations with competing bankruptcy plans of reorganization under the terms set forth in this IOI.

Valley Clean Energy also believes that the Proposed Transaction would provide meaningful benefits to Yolo County residents including: (i) stable and competitive electric rates; (ii) enhanced focus on local needs; (iii) increased ability to achieve the Valley Clean Energy's aggressive climate action goals; and (iv) additional beneficial long-term career and business opportunities for local residents and businesses. Additionally, Valley Clean Energy believes that other PG&E customers will benefit from PG&E's ability to provide a more focused effort on management of a smaller, more manageable service territory as it emerges from bankruptcy.

## **2. Targeted Assets**

The Targeted Assets would include substantially all of PG&E's distribution assets, 230/115 kV transformers, and 115 kV transmission lines located within the incorporated and unincorporated areas of Yolo County and certain other ancillary assets needed to properly service customers in Yolo County, as described more particularly in Attachment A.

Given the geography of Yolo County within PG&E's overall service territory, Valley Clean Energy contemplates that a physical separation of the Targeted Assets can be accomplished in a straightforward manner. Valley Clean Energy and its engineering and technical advisors have evaluated various separation scenarios and welcomes further discussion with PG&E regarding the disposition of specific assets and the development of a mutually acceptable separation plan that maximizes reliability and efficiency for both Yolo County customers and PG&E's remaining customers.

## **3. Purchase Price**

Valley Clean Energy is pleased to submit an indicative purchase price for the Targeted Assets of \$300 million to be paid in cash upon the closing of the Proposed Transaction. Based on Valley Clean Energy's key assumptions described below, this indicative

purchase price represents a substantial multiple of estimated year end 2019 rate base and 2019 earning for the Targeted Assets. Valley Clean Energy believes that this indicative purchase price represents an attractive premium valuation that reflects the unique circumstances of, and expedited timing resulting from, the Debtors' Chapter 11 bankruptcy case.

In addition, and in connection with the Proposed Transaction and taking into account the indicative purchase price for the Targeted Assets, Valley Clean Energy is interested in discussing an arrangement to implement and "buy down" any non-bypassable charge obligations that may be applicable to Valley Clean Energy's customers in exchange for a full release of those obligations, subject to the approval of the California Public Utilities Commission ("CPUC"). Resolution of such non-bypassable charges could also be accomplished through the acceptance of proposal(s) made by Sonoma Clean Energy on behalf of itself and other Community Choice Aggregation entities, including Valley Clean Energy, related to the buy-out and/or stabilization of PCIA charges. Valley Clean Energy believes that such an arrangement could significantly increase the sources of cash available to PG&E in connection with the Proposed Transaction.

#### **4. Key Assumptions**

Based on analysis of the Targeted Assets conducted by Valley Clean Energy's expert valuation, engineering, and technical advisors, Valley Clean Energy used several valuation methodologies to reasonably value the Targeted Assets. Valley Clean Energy's proposal and indicative purchase price are based upon, and subject to, a number of key assumptions including:

- **Debt-Free Purchase:** The Targeted Assets would be acquired free of any debt associated with the Debtors.
- **Bankruptcy Matters and Timing:**
  - The Proposed Transaction would be undertaken as an asset sale in connection with a confirmed plan of reorganization of the Debtors in the Chapter 11 bankruptcy cases. As an alternative, Valley Clean Energy would also consider a Bankruptcy Code Section 363 sale if the Debtors prefer.
  - Valley Clean Energy will not assume or otherwise be responsible for the liabilities of the Debtors arising prior to the closing of the Proposed Transaction, other than the Debtors' executory obligations under

executive contracts that Valley Clean Energy elects for the Debtors to assume and assign to Valley Clean Energy in connection with the bankruptcy cases and for which the Debtors would be responsible for any cure costs.

- Valley Clean Energy will obtain taxable bond financing acceptable to Valley Clean Energy for the Proposed Transaction, as described below.
- The Debtors' Plan of Reorganization will be confirmed by the bankruptcy court no later than June 30, 2020, and the Proposed Transaction will close as soon as all required regulatory approvals are obtained and the bond financing has closed or closes in conjunction with the close of the Proposed Transaction.

Valley Clean Energy's key assumptions, including its expert advisors' estimation of the physical condition and age of the Targeted Assets included in rate base, are based on publicly available information. As a result, these key assumptions and resulting indicative valuation are subject to refinement based on further comprehensive due diligence, including an analysis of non-public information that the Debtors would need to provide.

## **5. Financing**

Financing for the Proposed Transaction is expected to include issuance of municipal power revenue bonds by Valley Clean Energy. Valley Clean Energy is confident in its ability to execute such financing based on the revenues from the Targeted Assets, as the municipal capital markets regularly absorb transactions of this size and Valley Clean Energy's member agencies and its various departments have successfully issued revenue bonds or similar types of financing for their other utility infrastructure needs.

## **6. Transaction Documentation**

The Proposed Transaction will be conditioned on the negotiation of mutually agreeable definitive documentation between PG&E and Valley Clean Energy, including an asset purchase agreement that contains reasonable and customary terms for acquisitions of electric utility systems and a transition services agreement to ensure the continuous provision of safe and reliable electrical service to Yolo County residents. Valley Clean

Energy and PG&E would work together to identify an appropriate transition period and scope of transition services prior to closing of the Proposed Transaction and Valley Clean Energy would endeavor to condense the scope and length of transition services.

We also anticipate that the separation of the Targeted Assets may require certain ancillary agreements between Valley Clean Energy and PG&E, including, for example, coordination, shared facilities, and customary utility border agreements that the parties would need to negotiate and execute in connection with the closing of the Proposed Transaction.

## **7. Employees**

Valley Clean Energy intends to recruit willing PG&E employees who currently operate and maintain the Targeted Assets. Valley Clean Energy believes it can offer stable careers with appealing wages and benefits that will be attractive to PG&E employees. We would seek your cooperation in the recruitment process to hire appropriate personnel to operate the system, while avoiding any disruption across the balance of the PG&E system. Yolo County and the cities have a long history of working productively with their unionized workforce and intend to honor the successor provisions of PG&E's collective bargaining agreements and to comply with the provisions of Public Utilities Code section 854.2 (AB 1054) related to the transition of covered employees in effect at the time of the close of the Proposed Transaction.

## **8. Transaction Conditions**

Entering into definitive documentation for the Proposed Transaction is conditioned upon completion of the following matters to Valley Clean Energy's satisfaction: (i) Valley Clean Energy's comprehensive business and legal due diligence reviews, which will require the assistance of the Debtors; (ii) the parties' negotiation of definitive documentation and ancillary agreements; and (iii) the attainment of Valley Clean Energy's requisite internal approvals described below. In addition, the Proposed Transaction would be subject to customary and usual closing conditions, including, without limitation, receipt of a bankruptcy court order approving the Proposed Transaction that is acceptable to Valley Clean Energy and required regulatory approvals.

a) Internal Approvals

As referenced above, the proposal contained in the IOI has the support of the Valley Clean Energy's Board of Directors and the governing bodies of the County of Yolo and the cities within Yolo County whose territory is included in the acquisition. Entering into definitive documentation for the Proposed Transaction would require the approval of the Valley Clean Energy Board of Directors, which can be sought expeditiously once definitive agreements are finalized.

b) Regulatory Approvals

We anticipate that the Proposed Transaction will require the following regulatory approvals or clearances: (i) CPUC approval under Section 851 of the California Public Utilities Code, (ii) Federal Energy Regulatory Commission approval under Section 203 of the Federal Power Act, along with certain ancillary approvals and (iii) compliance with the California Environmental Quality Act ("CEQA"). We anticipate that these regulatory filings would be coordinated with the bankruptcy court's schedule to allow for filing as soon as practicable in connection with the Debtors' plan of reorganization and that all required regulatory approvals and clearances would be timely received upon prior to the receipt of all regulatory approvals required for the Debtors' Plan of reorganization.

## 9. Due Diligence

Valley Clean Energy and its team of advisors have created this proposal using information sourced from public filings, including FERC, Securities Exchange Commission, and other regulatory filings and investor presentations. Access to non-public information and cooperation from the Debtors is necessary for Valley Clean Energy to finalize valuation assumptions. If it would be helpful to PG&E to expedite the diligence conformation process, Valley Clean Energy is willing to provide a comprehensive list of the due diligence information that would be required for Valley Clean Energy to complete its due diligence process to move forward with the Proposed Transaction.

Valley Clean Energy has retained multiple expert advisors that have assisted Valley Clean Energy in conduction its initial due diligence and submitting this IOI, including:



- MRW & Associates, LLC: financial feasibility advisor
- NewGen Strategies and Solutions, LLC: asset appraisal advisor

## **10. Non-Binding**

This IOI represents a general statement of Valley Clean Energy's interest in purchasing the Targeted Assets and does not create any legally binding obligation on Valley Clean Energy or any of its officials, representatives, agencies, members, political subdivisions, affiliates or their respective advisors. Unless and until the parties have, among other things, completed comprehensive due diligence, negotiated definitive transaction documentation for the Proposed Transaction, obtained necessary internal approvals, executed definite transaction documentation for the Proposed Transaction, and obtained a bankruptcy court order authorizing the Proposed Transaction, neither Valley Clean Energy nor the Debtors shall be under any legal obligation of any kind whatsoever as to the Proposed Transaction by virtue of this IOI. Valley Clean Energy does not commit to any definite course of action as to the Proposed Transaction prior to completing any required CEQA compliance.

## **11. Next Steps**

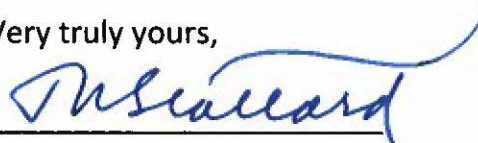
Valley Clean Energy appreciates your earnest consideration of this non-binding proposal. We welcome the opportunity to discuss this proposal, together with the significant benefits that it would provide, with appropriate representatives of the Debtors. After reviewing the proposed plan, we may follow up with the Debtors to provide additional analysis demonstrating how the Proposed Transaction would enhance and could be coordinated with a proposed bankruptcy plan.

We have a full team, including outside legal, financial, and engineering advisors and senior Valley Clean Energy representatives, engaged and standing ready to complete Valley Clean Energy's comprehensive due diligence and to work expeditiously towards definite documentation, with the assistance of PG&E, subject to the terms and conditions described above. As noted above, with the Debtors' prompt engagement, Valley Clean Energy believes that it can complete its outstanding work in a timeframe consistent with the Proposed Transaction being approved in parallel with PG&E's

anticipated reorganization plan confirmation process, and ahead of the June 30, 2020 legislative deadline.

Any inquiries with respect to this IOI can be directed to Mitch Sears, Valley Clean Energy General Manager, 604 2nd St, Davis, CA 95616, [mitch.sears@valleycleanenergy.org](mailto:mitch.sears@valleycleanenergy.org), Tel: (530) 446-2750.

Very truly yours,



Tom Stallard, Chair

Valley Clean Energy Board of Directors

- cc. VCE Board of Directors
- Mitch Sears, VCE General Manager
- Jason Wells, PG&E Corporation Chief Financial Officer
- Janet Loduca, PG&E Corporation Senior Vice President and General Counsel
- City Councils and Board of Supervisors of the VCE member agencies

Attachment: A. Targeted Assets

## Attachment A: Targeted Assets

This Attachment A provides an overview / description of the assets Valley Clean Energy proposes to purchase from PG&E. The description provided herein is not intended to be the comprehensive list of assets to be purchased that would be included in a final purchase and sale agreement. Subject to due diligence and further discussions with PG&E, some assets described here may not be included, and other assets may need to be added to a binding pricing and a final purchase and sale agreement.

Broadly, Valley Clean Energy is proposing to purchase substantially all of PG&E's transmission and distribution assets that are necessary for Valley Clean Energy to provide safe and reliable retail electric distribution service to all electricity customers in Yolo County.

These assets are currently anticipated to include:

- i. All PG&E distribution assets within Yolo County, including distribution-level substations, metering, customer-level interconnection, and related facilities, as needed for operational control.
- ii. PG&E's 115 kV transmission assets within Yolo County, and PG&E's 230 kV to 115 kV transformers, as needed for operational control.

Valley Clean Energy's proposal also includes related assets, materials, records, spare parts, equipment, and other items, as required for safe and reliable service to customers and safe and reliable operation of the assets above, including:

- a. Other systems and equipment such as meters, relays, SCADA, transformers, rolling stock, telecommunication and control center equipment, and spares; support systems, standards, AMR facilities, distribution system model data, system maps and diagrams, records, and all similar items required to operate the assets.
- b. All PG&E's reliability, safety, operation, maintenance, and capital improvement records related to and or for the assets that are purchased.
- c. PG&E's operating and maintenance facilities (for communications, SCADA, security, control, and emergency response), service yards, warehouse(s); customer service and call center, and other facilities; all as located in Yolo County, and as necessary for safe and reliable operation and maintenance of the assets described above.

- d. PG&E's customer service, metering, and billing records, including program and service agreements, dispute notices, outstanding complaints, and similar customer-related information for Yolo County electric customers.
- e. PG&E-owned land, easements, rights-of-way, lease agreements, and other land-related agreements (or appropriate new lease or other agreements between Yolo County and PG&E) necessary for safe and reliable operation and maintenance of the assets described above.
- f. PG&E-owned streetlights and similar unmetered facilities in Yolo County.

VCE's proposal excludes all land and facilities related to PG&E's natural gas operations and services.



OFFICE OF THE MAYOR  
SAN FRANCISCO

LONDON N. BREED  
MAYOR



OFFICE OF THE CITY ATTORNEY  
SAN FRANCISCO

DENNIS J. HERRERA  
CITY ATTORNEY

September 6, 2019

William Johnson  
Chief Executive Officer and President  
PG&E Corporation  
77 Beale Street, P.O. Box 770000  
San Francisco, CA 94177

Andrew Vesey  
Chief Executive Officer and President  
Pacific Gas and Electric Company  
77 Beale Street, P.O. Box 770000  
San Francisco, CA 94177

Re: San Francisco's Indication of Interest in the Acquisition of Electric  
Distribution and Transmission Assets

Dear Messrs. Johnson and Vesey,

As you know, the City and County of San Francisco (the "City") initiated intensive work beginning in January 2019 to determine the feasibility of a potential acquisition of electric utility assets serving San Francisco held by Pacific Gas and Electric Company ("PG&E" and collectively with PG&E Corporation, the "Debtors") in connection with the Debtors' Chapter 11 bankruptcy cases. We write to inform you that, after investing additional substantial resources since delivering our letter dated March 14, 2019 to PG&E Corporation (attached as Attachment A), the City and its advisors have concluded their initial analysis of a potential transaction. Based on that analysis, the City has prepared this acquisition proposal.

Accordingly, we are pleased to submit this non-binding indication of interest ("IOI") to purchase substantially all of PG&E's electric distribution and transmission assets needed to provide retail electric service to all electricity customers in San Francisco (such assets collectively, as further described below, the "Targeted Assets" and such transaction, the "Proposed Transaction"). We submit this IOI with the support of the San Francisco Board of Supervisors (the "Board of Supervisors") and the San Francisco Public Utilities Commission (the "SFPUC").

Subject to the terms and conditions described herein, the City is prepared to engage immediately with the Debtors and its stakeholders to facilitate the negotiation, documentation, execution and bankruptcy court approval of an acquisition transaction that we believe will be mutually beneficial for the City's constituents, the Debtors and their creditors, customers and other stakeholders.

## 1. Rationale for the Proposed Transaction

The City is uniquely positioned to acquire the Targeted Assets and provide enhanced value to the Debtors and their stakeholders. For over a century, the City has owned and operated its Hetch Hetchy Power municipal retail electric utility, including its own electric generation,

transmission and distribution facilities. Hetch Hetchy Power and CleanPowerSF (San Francisco's Community Choice Aggregation program) supply nearly 80% of San Francisco's electricity needs. The SFPUC, through Hetch Hetchy Power and CleanPowerSF, has a long track record of providing safe, reliable, affordable and sustainable electric service.

More recently, investment in distribution facilities has become an important initiative for the SFPUC to ensure reasonable access to electric distribution services for its customers, and to secure service for new Hetch Hetchy Power customers. Given the City's overlapping footprint with the Targeted Assets, the ability to integrate the Targeted Assets with the Hetch Hetchy Power infrastructure, the City's ability to access low-cost sources of financing and with no obligation to provide a return on equity capital or recover income taxes in its rate structure, the City believes that it will be able to achieve its long-held goal of providing cost-effective electric distribution service to all customers in San Francisco, while providing substantial value to the Debtors and their stakeholders.

The City has closely followed the Debtors' bankruptcy cases and believes that, through the Proposed Transaction, the City can assist PG&E in maximizing value for its stakeholders by providing a significant cash infusion to the Debtors. The City can, with the Debtors' cooperation, consummate the Proposed Transaction expeditiously to facilitate the Debtors' timely emergence from bankruptcy, consistent with the Debtors' articulated goals and timetable. Importantly, the Proposed Transaction reflects a premium valuation for the Targeted Assets due to the unique circumstances of the Debtors' chapter 11 bankruptcy cases, and would result in significant cash consideration that would be available to the Debtors and their stakeholders. The City has also analyzed the potential impacts of the Proposed Transaction on PG&E's remaining customers; we believe such impacts, if any, would be modest and can be mitigated in a way that is fair to all customers. The City will continue paying its fair share of systemwide costs.

The City also believes that the Proposed Transaction would provide meaningful benefits to the City and its residents, including: (i) stable and competitive rates for customers throughout San Francisco, (ii) enhanced focus on local needs, (iii) increased ability to achieve the City's aggressive climate action goals as well as other important local policy objectives and (iv) additional attractive long-term career and business opportunities for local residents and businesses.

## **2. Targeted Assets**

The Targeted Assets would include substantially all of PG&E's distribution assets, 230/115 kV transformers and 115 kV transmission lines located within the City limits and certain other assets that are needed to properly service customers in San Francisco as described more particularly in Attachment B.

Given the unique geography of San Francisco within PG&E's overall service territory, the City contemplates that a physical separation of the Targeted Assets can be accomplished in a straightforward manner. The City and its engineering and technical advisors have evaluated various separation scenarios and the City welcomes a discussion with PG&E regarding the disposition of specific assets and the development of a mutually acceptable separation plan that maximizes reliability and efficiency for both San Francisco customers and PG&E's remaining customers.

## **3. Purchase Price**

The City is pleased to submit an indicative purchase price for the Targeted Assets of \$2.5 billion to be paid in cash upon the closing of the Proposed Transaction. Based on the City's key assumptions described below, this indicative purchase price represents a 2.5x multiple of

estimated year end 2019 rate base and more than a 35x multiple of estimated 2019 earnings for the Targeted Assets. The City believes that this indicative purchase price represents a very attractive premium valuation compared to recent electric utility transactions that reflects the unique circumstances of, and expedited timing resulting from, the Debtors' Chapter 11 bankruptcy cases.

In addition, in connection with the Proposed Transaction and taking into account the indicative purchase price for the Targeted Assets, the City is interested in discussing an arrangement to implement a "buy down" of any non-bypassable charge obligations<sup>1</sup> that may be applicable to the City's customers in exchange for a full release of those obligations, subject to the approval of the California Public Utilities Commission ("CPUC"). The City believes that such an arrangement would significantly increase the sources of cash available to PG&E in connection with the Proposed Transaction.

#### 4. Key Assumptions

Based on an in-depth asset-by-asset analysis of the Targeted Assets conducted by the City's expert valuation, engineering and technical advisors, the City used several valuation methodologies to assess the value of the Targeted Assets. The City's proposal and the indicative purchase price are based upon, and are subject to, a number of assumptions, including the following key assumptions:

- Debt-Free Purchase: The Targeted Assets would be acquired free of any debt associated with the Debtors.
- Rate Structure:
  - Rate base for the Targeted Assets totaling \$1.00 billion as of December 31, 2019
  - Authorized capitalization structure that includes 47% long-term debt, or \$470 million, as of December 31, 2019
  - Net income contribution totaling \$53 million for 2019.
- Bankruptcy Matters and Timing:
  - The Proposed Transaction would be undertaken as an asset sale in connection with a confirmed plan of reorganization of the Debtors in their Chapter 11 bankruptcy cases. As an alternative, the City would also consider a Bankruptcy Code Section 363 sale if the Debtors prefer.
  - The City will not assume or otherwise be responsible for liabilities of the Debtors arising prior to the closing of the Proposed Transaction, other than the Debtors' executory obligations under executory contracts that the City elects for the Debtors to assume and assign to the City in connection with the bankruptcy cases and for which the Debtors would be responsible for any cure costs.
  - The Debtors' Plan of Reorganization will be confirmed by the bankruptcy court no later than June 30, 2020, and the Proposed Transaction will close as soon as all required regulatory approvals are obtained.

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<sup>1</sup> For example, charges such as the Power Charge Indifference Adjustment (PCIA), DWR Bond Charge, New System Generation Charge (NSGC), Competition Transition Charge (CTC) and new non-bypassable charges that may arise from state legislation, but only to the extent applicable to the City's customers under CPUC rules and regulations implementing those charges.



The City's key assumptions, including its expert advisors' estimations of the physical condition and age of the Targeted Assets included in rate base, are based on publicly available information. As a result, these key assumptions and the resulting indicative valuation are subject to refinement based on further comprehensive due diligence, including an analysis of non-public information that the Debtors would provide.

## **5. Financing**

Financing for the Proposed Transaction is expected to include the issuance of municipal power revenue bonds by the SFPUC. The SFPUC's credit is well established by its issuance of power revenue bonds in 2015. The SFPUC's Power Enterprise, which includes Hetch Hetchy Power, currently maintains "AA" and "AA-" credit ratings from S&P Global Ratings and Fitch Ratings, respectively. In June 2018, San Francisco voters approved an amendment to the City's charter authorizing the Board of Supervisors to approve selling power revenue bonds for purposes that include financing the acquisition of electric transmission and distribution facilities such as contemplated in the Proposed Transaction. The City anticipates that the SFPUC's Power Enterprise would be expanded to include the Targeted Assets in connection with the Proposed Acquisition.

The City has worked closely with its buy-side financial advisor, Jefferies LLC ("Jefferies"), to evaluate financing structures. The City is confident in its ability to execute the financing based on the revenues from the Targeted Assets, as the municipal capital markets regularly absorb transactions of this size and the City and its various departments are frequent issuers.

## **6. Transaction Documentation**

The Proposed Transaction will be conditioned on the negotiation of mutually agreeable definitive documentation between PG&E and the City, including an asset purchase agreement that contains reasonable and customary terms for acquisitions of electric utility systems and a transition services agreement to ensure the continuous provision of safe and reliable electrical service to San Francisco. The City and PG&E would work together to identify an appropriate transition period and scope of transition services prior to the closing of the Proposed Transaction and the City would endeavor to reduce the scope and length of transition services.

We also anticipate that separation of the Targeted Assets may require certain ancillary agreements between the City and PG&E, including, for example, coordination, shared facilities and customary utility border agreements that the parties would need to negotiate and execute in connection with the closing of the Proposed Transaction.

## **7. Employees**

The City intends to recruit willing PG&E employees who currently operate and maintain the Targeted Assets. The City believes it can offer stable careers with appealing wages and benefits that will be attractive to PG&E employees. We would seek your cooperation in the recruitment process to ensure appropriate personnel to operate the system, while avoiding any disruption across the balance of the PG&E system. The City has a long history of working productively with its unionized workforce and intends to honor the successor provisions of PG&E's collective bargaining agreements.

## **8. Transaction Conditions**

Entering into definitive documentation for the Proposed Transaction is conditioned upon the following matters, to the City's satisfaction: (i) the City's completion of comprehensive business and legal due diligence, which will require the assistance of the Debtors, (ii) the parties' negotiation of definitive documentation and ancillary agreements, and (iii) the receipt of the

City's requisite internal approvals described below. In addition, the Proposed Transaction would be subject to customary closing conditions, including, without limitation, receipt of a bankruptcy court order approving the Proposed Transaction that is acceptable to the City and required regulatory approvals.

a. Internal Approvals

As referenced above, the proposal contained in this IOI has the support of the Board of Supervisors and the SFPUC. Entering into definitive documentation for the Proposed Transaction would require the approval of the Board of Supervisors and the SFPUC, which can be sought expeditiously once the definitive agreements are finalized.

b. Regulatory Approvals

We anticipate that the Proposed Transaction will require the following regulatory approvals or clearances: (i) CPUC approval under Section 851 of the California Public Utilities Code, (ii) Federal Energy Regulatory Commission approval under Section 203 of the Federal Power Act, along with certain ancillary approvals, and (iii) compliance with the California Environmental Quality Act ("CEQA"). We anticipate that the regulatory filings would be coordinated with the bankruptcy court's schedule to allow for filing as soon as practicable in connection with the Debtors' plan of reorganization and that all required regulatory approvals and clearances would be received upon or prior to the receipt of all regulatory approvals required for the Debtors' plan of reorganization.

## 9. Due Diligence

The City and its team of advisors have created this proposal using information sourced from public filings, including FERC, Securities Exchange Commission and other regulatory filings and investor presentations. Access to non-public information and cooperation from the Debtors would be required for the City to expeditiously complete its comprehensive business and legal due diligence and finalize its valuation assumptions. If it would be helpful to PG&E to expedite the diligence confirmation process, the City is willing to provide a comprehensive list of the due diligence information that would be required for the City to complete its due diligence process to move forward with the Proposed Transaction.

The City has retained multiple expert advisors that have assisted the City in conducting its initial due diligence and submitting this IOI, including:

- Jefferies: buy-side financial advisor
- MRW & Associates, LLC: financial feasibility advisor
- NewGen Strategies and Solutions, LLC: asset appraisal advisor
- Advisian / Siemens Industry, Inc.: engineering advisor
- Flynn Resource Consultants Inc.: technical and regulatory advisor
- Morgan, Lewis & Bockius LLP: transaction legal counsel
- Orrick Herrington & Sutcliffe LLP: bond legal counsel

## 10. Non-Binding

This IOI represents a general statement of the City's interest in purchasing the Targeted Assets and does not create any legally binding obligations on the City or any of its officials, representatives, agencies, political subdivisions, affiliates or their respective advisors. Unless and until the parties have, among other things, completed comprehensive due diligence, negotiated definitive transaction documentation for the Proposed Transaction, obtained

necessary internal approvals, executed definitive transaction documentation for the Proposed Transaction and obtained a bankruptcy court order authorizing the Proposed Transaction, neither the City nor the Debtors shall be under any legal obligation of any kind whatsoever as to the Proposed Transaction by virtue of this IOI. The City does not commit to any definite course of action as to the Proposed Transaction prior to completing any required CEQA compliance.

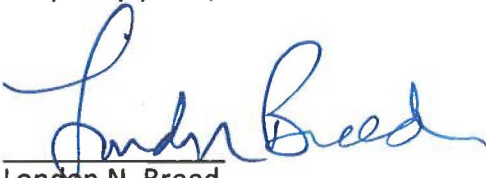
## 11. Next Steps

The City appreciates your earnest consideration of this non-binding proposal. We welcome the opportunity to discuss this proposal, together with the significant benefits that it would provide, with appropriate representatives of the Debtors. As you know, we have a meeting scheduled with Mr. Johnson on September 26 to discuss various matters, including the City's interest in the Proposed Transaction. We understand that the Debtors will be filing a proposed plan of reorganization in short order. After reviewing the proposed plan, we may follow up with the Debtors to provide additional analysis demonstrating how the Proposed Transaction would enhance and could be coordinated with the proposed plan.

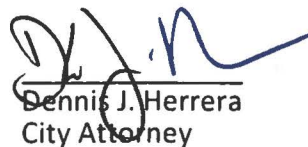
We have a full team, including outside legal, financial and engineering advisors and senior City representatives, engaged and standing ready to complete the City's comprehensive due diligence and work expeditiously towards definitive documentation, with the assistance of PG&E, subject to the terms and conditions described above. As noted above, with the Debtors' prompt engagement, the City believes that it can complete its outstanding work in a timeframe consistent with the Proposed Transaction being approved in parallel with PG&E's anticipated plan confirmation process, and ahead of the June 30, 2020 legislative deadline.

Any inquiries with respect to this IOI can be directed to Sean Elsbernd (415-554-6603), Chief of Staff to Mayor Breed, or to the following contacts at Jefferies: Scott Beicke (212-336-7479), Americas Co-Head of Power, Utilities and Infrastructure, or Simon Wirecki (310-575-5251), Western Regional Head for Municipal Finance.

Very truly yours,



London N. Breed  
Mayor



Dennis J. Herrera  
City Attorney

cc. All members Board of Supervisors  
All SFPUC Commissioners  
Harlan L. Kelly Jr., SFPUC General Manager  
Ben Rosenfield, City Controller  
Scott Beicke, Jefferies Americas Co-Head of Power, Utilities and Infrastructure  
Simon Wirecki, Jefferies Western Regional Head for Municipal Finance

Jason Wells, PG&E Corporation Chief Financial Officer  
Janet Loduca, PG&E Corporation Senior Vice President and General Counsel

Attachments: A. Letter to PG&E Corporation dated March 14, 2019  
B. Targeted Assets

**Attachment A**

**Letter to PG&E Corporation dated March 14, 2019**

OFFICE OF THE MAYOR  
SAN FRANCISCO



OFFICE OF THE CITY ATTORNEY  
SAN FRANCISCO

LONDON N. BREED  
MAYOR

DENNIS J. HERRERA  
CITY ATTORNEY

March 14, 2019

VIA ELECTRONIC MAIL AND USPS

John R. Simon  
Interim Chief Executive Officer  
PG&E Corporation  
77 Beale Street, P.O. Box 770000  
San Francisco, CA 94177

Jason P. Wells  
Senior Vice-President and Chief Financial Officer  
PG&E Corporation  
77 Beale Street, P.O. Box 770000  
San Francisco, CA 94177

Dear Mr. Simon and Mr. Wells,

The City and County of San Francisco (the "City") has initiated work to evaluate the cost and feasibility of acquiring PG&E's electric distribution facilities that serve San Francisco. While you have probably heard public reports about this effort, we write you directly to underscore the seriousness of our purpose and facilitate lines of communication going forward.

The analysis the City is undertaking will enable us to make an initial determination whether such an acquisition is feasible, including whether it would benefit City taxpayers and electric customers, produce a fair price to PG&E for these assets, and advantage PG&E's employees and its ratepayers outside of San Francisco. We will work with the City's Board of Supervisors and Public Utilities Commission to evaluate these factors. If we determine the acquisition is feasible, we intend for the City to make a formal offer to PG&E within the coming months as part of the bankruptcy process.

Please contact us if you would like to discuss this matter.

Very truly yours,

A handwritten signature in cursive script, appearing to read "London N. Breed".

London N. Breed, Mayor

A handwritten signature in cursive script, appearing to read "Dennis J. Herrera".

Dennis J. Herrera, City Attorney

cc: Janet C. Loduca, Senior Vice-President and Interim General Counsel, PG&E Corporation  
Members, Board of Supervisors  
Members, Public Utilities Commission  
Harlan Kelly, General Manager, Public Utilities Commission

**Attachment B**  
**Targeted Assets**

## **Attachment B Targeted Assets**

This Attachment B provides an overview description of the assets the City proposes to purchase from PG&E. The description provided here is not intended to be the comprehensive list of assets to be purchased that would be included in a final purchase and sale agreement. Subject to due diligence and discussions with PG&E, some assets described here may not be included, and other assets may be added to a binding pricing and a final purchase and sale agreement.

Broadly, the City is proposing to purchase substantially all of PG&E's transmission and distribution assets that are necessary for the City to provide safe and reliable retail electric service to all electricity customers in San Francisco.

These assets are currently anticipated to include:

- i. All of PG&E's distribution assets within San Francisco, including distribution-level substations, metering, customer-level interconnections, and related facilities, as needed for operational control.
- ii. PG&E's 115 kV transmission assets within San Francisco, and PG&E's 230 kV to 115 kV transformers, as needed for operational control. (This excludes PG&E's 230 kV transmission lines, and 230 kV busses at a) the Embarcadero Substation, b) Martin Substation and c) Potrero Substation.).
- iii. A portion of the Martin substation or interconnections to the Martin substation to enable the City to control all 115 kV and 12 kV power flows from Martin into San Francisco, and a lease agreement for a portion of the Martin substation in which City equipment is located, as needed for operational control.
- iv. An option to purchase the open bay position planned at PG&E's proposed Egbert Switching Station, as needed for operational control.

The City's proposal also includes related assets, materials, records and other items, as required for safe and reliable service to customers and safe and reliable operation of the assets above, including:

- a. Other systems and equipment such as meters, relays, SCADA, transformers, rolling stock, telecommunication and control center equipment, and spares; support systems, standards, AMR facilities,

- distribution system model data, system maps and diagrams, records, and all similar items required to operate the assets.
- b. All of PG&E's reliability, safety, operating, maintenance and capital improvement records for the assets that are purchased.
  - c. PG&E's operating and maintenance facilities (for communications, SCADA, security, control and emergency response), service yards, warehouses; ; customer service and call center; and other facilities; all as located in San Francisco, and as necessary for safe and reliable operation and maintenance of the assets described above.
  - d. PG&E's customer service, metering and billing records, including program and service agreements, dispute notices, outstanding complaints, and similar customer-related information.
  - e. PG&E-owned land, easements, rights-of-way, lease agreements, and other land-related agreements (or appropriate new lease or other agreements between San Francisco and PG&E) necessary for safe and reliable operation and maintenance of the assets described above.
  - f. PG&E-owned streetlights and similar unmetered facilities in San Francisco.

The City's proposal excludes all PG&E land and facilities related to its "General Office" operations in San Francisco, i.e., those facilities related to PG&E's San Francisco headquarters, and excludes all land and facilities related to PG&E's natural gas operations and services.<sup>1</sup>

### **Asset Purchase Alternatives**

While not incorporated into the City's indicative price proposal, the City is open to discussing alternative permutations of the asset grouping described above, such as (but not limited to):

- Purchase of all of the high-voltage transmission assets in San Francisco, including the high-voltage lines excluded above;
- Modifications of the interconnections at the Martin substation allowing for PG&E to maintain ownership of many of the assets at the Martin substation, to ensure reliability and/or accelerate transfer of customers from PG&E to the City;

---

<sup>1</sup> PG&E has gas and electric facilities (materials, service vehicles, construction equipment, etc.) co-located at 18<sup>th</sup> and Harrison Street and related blocks. This proposal assumes mutually-acceptable arrangements to allow the City to utilize this facility.



- Other alternatives that would add value, accelerate transfer, and/or ensure continued safe and reliable service for both PG&E's and the City's customers.



## SOUTH SAN JOAQUIN IRRIGATION DISTRICT

### **FOR IMMEDIATE RELEASE**

Media Contact: Peter Rietkerk, General Manager

Office: 209-249-4645

Cell: 209-679-8005

[www.ssjid.com](http://www.ssjid.com)

September 3, 2019

### **SSJID Renews \$116M Offer to Acquire PG&E Assets**

MANTECA, Calif. -- The South San Joaquin Irrigation District (SSJID) has submitted an offer to buy electric assets from Pacific Gas & Electric (PG&E) in the utility company's ongoing federal bankruptcy proceeding.

The \$116 million offer would provide additional cash to creditors and other claimants who expect to suffer losses in the PG&E bankruptcy. SSJID's offer is part of a new phase of the irrigation district's 15-year effort to provide locally owned retail electric service. SSJID's renewed offer is similar to what the district proposed and PG&E rejected in 2016. SSJID has recently validated that the offer still represents fair market value for PG&E's property.

After PG&E rejected SSJID's 2016 purchase offer, the irrigation district filed a court action to acquire PG&E's local electric grid through exercise of SSJID's eminent domain powers. PG&E and SSJID currently have two active court cases that are in limbo due to PG&E's bankruptcy. The court cases are just two examples of PG&E's ongoing opposition to SSJID's efforts.

"Our offer creates a path toward resolving ongoing litigation between SSJID and PG&E, provides capital to support PG&E and help it fund payment of creditors and wildfire claims in the bankruptcy, and advances SSJID's decades-long project," said Peter Rietkerk, SSJID's general manager. "We look forward to the opportunity to negotiate in good faith with PG&E and work with other claimants involved in the bankruptcy case."

Since 2004, SSJID has sought to provide safe and reliable retail electric service in a transparent, responsive and accountable manner, at a 15% cost savings over PG&E, to the approximately 40,000 electrical customers in and around the communities of Manteca, Ripon and Escalon. Recently, these communities renewed their support for SSJID's project in a joint letter to Gov. Gavin Newsom.

**# # #**

*The South San Joaquin Irrigation District (SSJID) was established in 1909 and is headquartered in Manteca. SSJID provides agricultural irrigation water to about 56,000 acres surrounding Escalon, Ripon and Manteca, and wholesale drinking water to more than 193,000 residents in Manteca, Lathrop, Tracy and, in the future, Escalon. SSJID, along with Oakdale Irrigation*

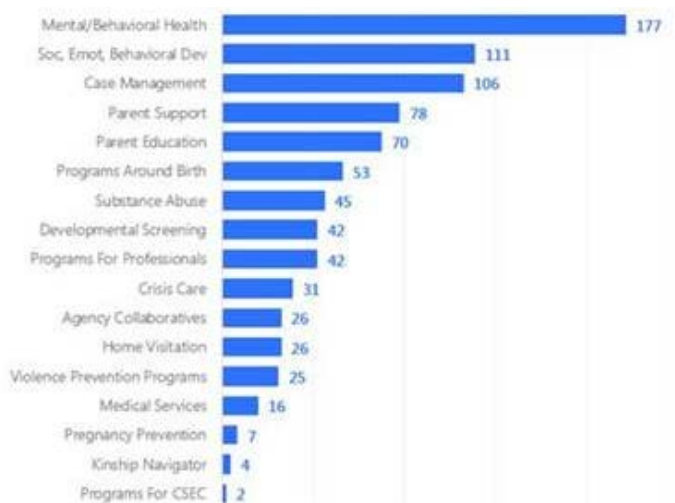
*District, owns and operates the Tri-Dam Project, a series of storage reservoirs and generation facilities that produce zero-carbon hydropower in the Stanislaus River watershed. Learn more at [www.ssjid.com](http://www.ssjid.com).*

**From:** [Reports, Controller \(CON\)](#)  
**To:** [Reports, Controller \(CON\)](#)  
**Subject:** Issued: San Francisco Child Welfare Asset Map and Data  
**Date:** Monday, December 16, 2019 2:44:50 PM  
**Attachments:** [image002.png](#)  
[image006.png](#)

The Controller’s Office, in partnership with the Human Services Agency, the Child Abuse Prevention Council, and a cross-agency prevention plan steering committee, gathered a comprehensive list of contracted and direct City services that help prevent child abuse in San Francisco. This “asset map” establishes a starting point for the City and departments that fund these services to create a more deliberate and coordinated system of child abuse prevention. The asset map identifies 375 distinct programs across eleven City departments and the San Francisco Unified School District (SFUSD).

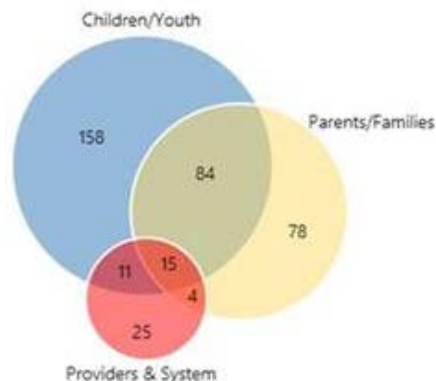
**Some of the findings include:**

- Prevention services are highly reliant on community-based organizations (CBOs). Over 85% of identified programs were through contracts with CBOs.
- Secondary prevention services were most easily and frequently identified.
- Far more services were provided to children than to parents and other caregivers.
- Mental health was the most common service category.



Number of Programs Delivered

Programs by Target Population



**Next steps to develop a comprehensive child abuse prevention plan:**

- Identify a responsible agency, in partnership with the San Francisco Child Abuse Prevention Council, for prevention coordination and accountability.
- Develop a shared vision of a future system of prevention.
- Determine whether sufficient resources are devoted to both primary prevention strategies and support for parents and families.
- Identify relevant evidence-based practices not present in San Francisco and actions stakeholders should take to

increase their availability.

- Plan for Family First Prevention Services Act implementation and advocate for federal policies that align with San Francisco's prevention goals.

To view the full report, please visit our Web site at: <http://openbook.sfgov.org/webreports/details3.aspx?id=2778>

The asset map itself, in the form of a cleaned data set, is available for detailed analysis at the City's [open data portal](#).

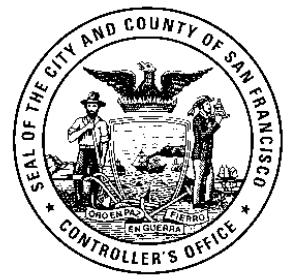
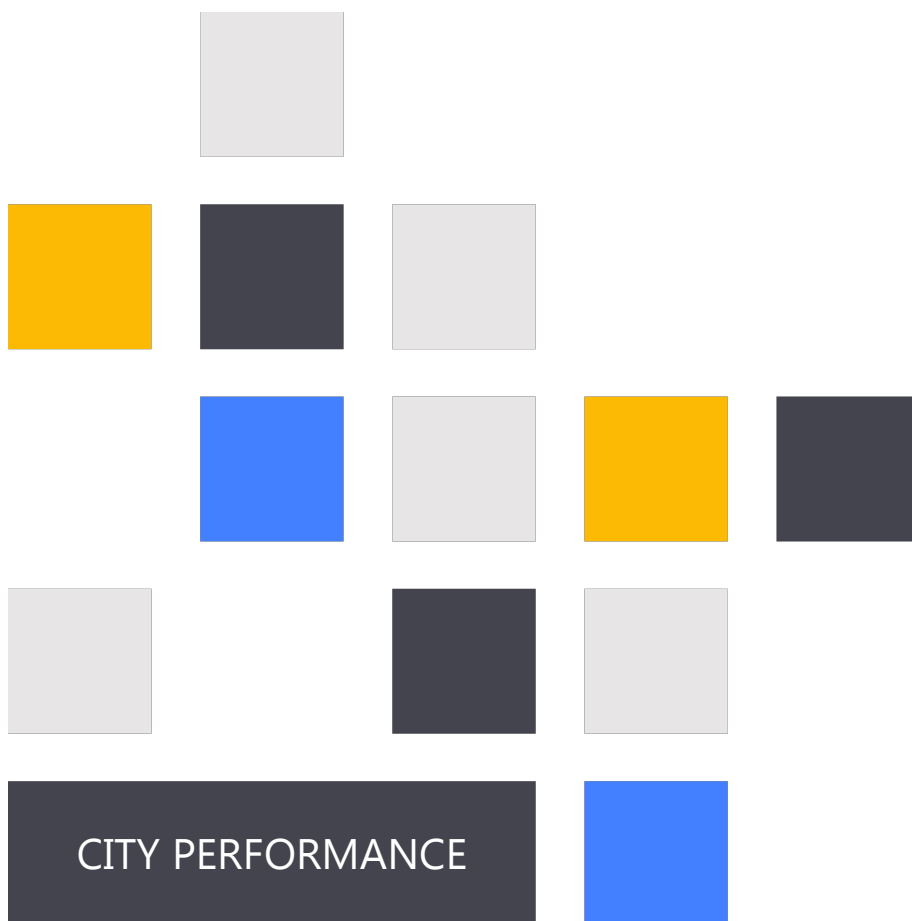
This is a send-only email address.

For questions about the report, please contact [Marnie.Purciel-Hill@sfgov.org](mailto:Marnie.Purciel-Hill@sfgov.org)

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# Mapping Resources to Prevent Child Abuse in San Francisco

As a first step in creating a county-wide abuse prevention plan, we identified and characterized 375 programs that promote child welfare.



December 16, 2019

City & County Of San Francisco  
Office of the Controller  
City Performance

## About City Performance

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

- City departments make transparent, data-driven decisions in policy development and operational management.
- City departments align programming with resources for greater efficiency and impact.
- City departments have the tools they need to innovate, test, and learn.

### City Performance Team:

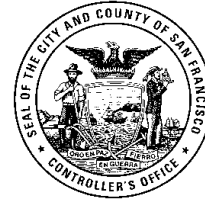
Peg Stevenson, *Director*

Ryan Hunter, *Project Manager*

Marnie Purciel-Hill, *Sr Performance Analyst*

Glynis Startz, *Sr Performance Analyst*

Francisco Alvarado, *Performance Analyst*



### Human Services Agency Project Sponsors:

Barry Johnson, *Program Director, Program Development, Family and Children's Services*

Julie Lenhardt, *Program Director, Early Intervention, Family and Children's Services*

Bridgette Lery, *Director of Research and Evaluation Planning Unit*

Tracy Burris, *Program Director, Family and Children's Services*

Liz Crudo, *Acting Program Director, Family and Children's Services*



### Prevention Plan Steering Committee Leadership:

Katie Albright, *CEO Safe & Sound*

Jenny Pearlman, *Associate Director, Strategic Partnerships and Policy, Safe & Sound*



For more information, please contact:

Marnie Purciel-Hill

Office of the Controller

City and County of San Francisco

(415) 554-5313 | [marnie.purciel-hill@sfgov.org](mailto:marnie.purciel-hill@sfgov.org)

Or visit:

<http://www.sfcontroller.org>



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# Table of Contents

<b>Table of Contents</b> .....	<b>3</b>
<b>Executive Summary</b> .....	<b>5</b>
<b>Why Map Child Abuse Prevention Services?</b> .....	<b>6</b>
Federal funding rules for child welfare are changing.....	6
State and Local stakeholders desire a coordinated approach to prevention .....	7
<b>Next Steps to a Prevention Plan</b> .....	<b>8</b>
Identify a responsible City agency, in partnership with the CAPC, for prevention coordination and accountability .....	8
Develop a shared vision of a future system of prevention.....	8
Determine whether sufficient resources are devoted to primary prevention strategies; identify gaps for strategic future investment.....	8
Determine whether sufficient resources are devoted to support for parents and families.....	9
Identify relevant evidence-based practices that are not present in San Francisco and actions stakeholders can take to increase their availability .....	9
Plan for FFPSA implementation and advocate for federal policies that align with San Francisco’s prevention goals .....	9
<b>How to Access the Asset Map</b> .....	<b>10</b>
<b>How the Asset Map was Created</b> .....	<b>10</b>
Data limitations .....	12
<b>Findings</b> .....	<b>13</b>
Abuse prevention services span a wide range of City departments and CBOs .....	13
Reliance on CBOs presents strengths and challenges.....	14
Secondary prevention services were most common.....	15
Some programs use Evidence-Based practices, but gaps remain.....	15
Programs for Children Predominate .....	17
Mental health was the most common service .....	18
<b>Appendix A: Level of Prevention Definitions</b> .....	<b>20</b>
<b>Appendix B: Programs and Services Relevant to Child Abuse Prevention</b> .....	<b>21</b>
<b>Appendix C: Data Collection and Definitions</b> .....	<b>22</b>
Data Collection .....	22
Data Definitions.....	22
Level of Child Abuse Prevention .....	22
Evidence-Based Practices .....	22



Protective Factors .....	23
Family First Prevention Services Act.....	23
Service Type.....	23
Program and Audience Relevance.....	24
<b>Appendix D: Data Limitations .....</b>	<b>26</b>
<b>Appendix E: List of EBP Present in San Francisco.....</b>	<b>28</b>

# Executive Summary

At the request of Family and Children’s Services (FCS), City Performance gathered a comprehensive list of contracted and direct City services that help prevent child abuse in San Francisco. This “asset map” establishes a starting point for the City and departments that fund these services to create a more deliberate and coordinated system of child abuse prevention. It will be used by an inter-agency steering committee, developed as part of the work of the San Francisco Child Abuse Prevention Council (CAPC)/Safe & Sound, to inform development of a county-wide child abuse prevention plan. The asset map will also help San Francisco prepare for impending changes in prevention funding mechanisms under the Family First Prevention Services Act (FFPSA).

The asset map identifies

**375 distinct programs**

representing more than

**\$143,000,000 in spending**

City Performance worked with the steering committee to develop a working definition of prevention, determine inclusion criteria for programs, and identify relevant lead City agencies and stakeholders for programming. We also conducted informal interviews with stakeholders from relevant City departments. The resulting data set has several important limitations due to inconsistent data availability, reliance on self-reports, and missing cost information. Nevertheless, [major takeaways include:](#)

- The asset map identifies 375 distinct programs across eleven City departments and the San Francisco Unified School District (SFUSD). The Department of Public Health alone houses 40% of the programs, and mental health was the most common service category.
- Prevention services are highly reliant on community-based organizations (CBOs). Over 85% of identified programs were through contracts with CBOs.
- Secondary prevention services were most easily and frequently identified, yet stakeholders want a greater understanding of primary prevention activities and funding.
- Far more services were provided to children than to parents and other caregivers.
- While about 13% of programs self-reported the use of evidence-based practices (EBP), some categories of EBP are likely under-used in San Francisco.

The asset map itself, in the form of a cleaned data set, is available for detailed analysis at the City’s [open data portal](#)<sup>1</sup>.

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<sup>1</sup> <https://data.sfgov.org/Health-and-Social-Services/Child-Abuse-Prevention-Services-in-San-Francisco/3had-h899>

Findings drawn from the data collection process and analysis support the following next steps the City should take to develop a comprehensive child abuse prevention plan:

- Identify a responsible agency, in partnership with the San Francisco CAPC, for prevention coordination and accountability.
- Develop a shared vision of a future system of prevention.
- Determine whether sufficient resources are devoted to both primary prevention strategies and support for parents and families.
- Identify relevant evidence-based practices that are not present in San Francisco and actions stakeholders should take to increase their availability and support other promising prevention strategies to become evidence-based.
- Plan for FFPSA implementation and advocate for federal policies that align with San Francisco's prevention goals.

## Why Map Child Abuse Prevention Services?

Family and Children's Services (FCS) sought City Performance's assistance in documenting existing resources for child abuse prevention as a first step in preparing for a major change in federal funding guidelines for the foster system (the Family First Prevention Services Act) as well as to support a collaborative local effort to develop a county-wide child abuse prevention plan that will inform the City's next steps to create a coordinated approach.

### FEDERAL FUNDING RULES FOR CHILD WELFARE ARE CHANGING

Under Title IV-E of the Social Security Act, the US Department of Health and Human Services allocates money for foster care services to the state, which in turn allocates it to counties. These funds must be used narrowly to support existing foster youth, including maintaining eligible children in foster care, providing adoption assistance, and administering the foster system. Since 2014, San Francisco has participated in California's Title IV-E waiver program<sup>2</sup> that allows for these funds to be used more flexibly toward programs that ensure permanency and prevent re-entry to foster care. California's Title IV-E waiver expired on September 30, 2019.

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<sup>2</sup> <https://www.cdss.ca.gov/inforesources/Foster-Care/Title-IV-E-Waiver-California-Well-Being-Project>

In 2018, Congress passed the Family First Prevention Services Act (FFPSA or Family First), which grants all states additional flexibility to use Title IV-E funds to support evidence-based interventions for the prevention of abuse and foster placement. States may opt to begin using the FFPSA funding guidelines as early as October 1, 2019; California is expected to begin using FFPSA funding guidelines in October 2021. To be eligible for FFPSA funding, a program must use an evidence-based practice rated in the newly created Title IV-E Prevention Services Clearinghouse.<sup>3</sup> While the Title IV-E Clearinghouse currently contains few rated services, it is modeled after the more mature California Evidence-Based Clearinghouse (CEBC); programs rated as evidence-based by the CEBC are likely to be eventually rated as evidence-based by the Title IV-E Clearinghouse as well.

FCS and its City partners will need to decide how these changing federal funding guidelines for abuse prevention should shape the services they provide.

## STATE AND LOCAL STAKEHOLDERS DESIRE A COORDINATED APPROACH TO PREVENTION

Many San Francisco agencies and community-based organizations provide services that prevent abuse and foster placement and reduce the negative consequences of maltreatment; however, no one agency holds the responsibility for coordinating these programs, and City stakeholders lack a shared vision of how together they can work towards the common goal of preventing child abuse and supporting vulnerable children and families.

In February 2019, the County Welfare Director's Association (CWDA), the Office of Child Abuse Prevention (OCAP), and Strategies 2.0 (a consultant to OCAP) convened cross-agency representatives from twenty-two counties at a Summit in San Diego, to discuss developing county prevention plans. After the summit, FCS and Safe & Sound (the San Francisco Child Abuse Prevention Council, or CAPC), began convening a steering committee of public and community partners (see sidebar) to create a prevention plan. As a first step, the committee sought to inventory existing prevention-related programs and services in San Francisco. FCS reached out to City Performance for help in creating this "asset map."

City Performance presented the asset mapping methodology and preliminary findings to county prevention planning groups from around California at the Prevention Summit Learning Conversation, hosted by the CWDA, OCAP, and Strategies 2.0 in Sacramento on September 13, 2019.

### Prevention Plan Steering Committee

- Department Children, Youth and Families
- Department of Public Health, Foster Care Mental Health
- Department of Public Health, Maternal, Child & Adolescent Health
- Department of Public Health, Regents of the University of California (UCSF)
- First 5 San Francisco
- Homeless Prenatal Program
- Human Services Agency, Family and Children's Services
- Instituto Familiar de la Raza
- Kaiser Permanente
- Office of Child Abuse Prevention
- Office of Early Care and Education
- Our Children Our Families
- Safe & Sound
- San Francisco Unified School District
- Strategies 2.0

<sup>3</sup> <https://preventionservices.abtsites.com/>

# Next Steps to a Prevention Plan

To create and implement a comprehensive child abuse prevention plan, the Controller's Office recommends the City undertake these next steps:

## **Identify a responsible City agency, in partnership with the CAPC, for prevention coordination and accountability**

While many City agencies serve children and families, only Family and Children's Services has the prevention of abuse as a core function. However, FCS typically reaches children only after an allegation of abuse has occurred. No City agency currently has the mission or capacity to own the proactive prevention of abuse and the coordination of other City agencies, community-based organizations, and resources toward that goal. The City should identify an organizational "home" for abuse prevention going forward that can facilitate developing a shared vision and take responsibility for coordinating stakeholders toward preventing abuse.

## **Develop a shared vision of a future system of prevention**

One of the questions of interest to the steering committee was, "What are the gaps in our network of prevention services in San Francisco?" The asset map provides a baseline view of the current state of prevention services in San Francisco. The map primarily identifies secondary prevention due to the challenge of compiling primary prevention services for children and families. To identify gaps, the City should develop a shared vision of a robust future system of prevention services and compare the reality to the vision.

How should City agencies ideally be identifying at-risk populations, supporting them in developing protective factors, and coordinating with one another? Which prevention level (i.e., primary, secondary, or tertiary) needs additional services? What is the appropriate mix of services targeted to parents and children? Which pieces of the ideal framework are currently missing? With a sufficiently detailed future goal, the City can compare its ideal to the current assets to identify gaps and a path forward to better prevention.

San Francisco could benefit by identifying best practice models for systematic prevention of abuse. Many California counties are planning for prevention alongside San Francisco. Other states or other countries may have strong models for prevention work that could assist San Francisco in developing the vision for future prevention.

## **Determine whether sufficient resources are devoted to primary prevention strategies; identify gaps for strategic future investment**

Federal child welfare funding has traditionally been focused on services that address maltreatment that has already occurred or is suspected (tertiary or secondary prevention); even new FFPSA funding requires that recipient youth be a "child who is a candidate for foster care" with a Title IV-E prevention plan. As such, the asset map identified an abundance of secondary and tertiary prevention services. In addition, the asset map did not focus data collection on primary prevention services due to the

potentially expansive array of services that could fall into this category. With an ideal framework as a guide, the City can identify gaps where future investment is needed to align with primary prevention.

## **Determine whether sufficient resources are devoted to support for parents and families**

The asset map also identified far more services for children than for parents and families. However, parents, not children, are the origins of abuse, and four of the five protective factors focus on the strength of parents or the whole family unit. Even though many of those children's services were potentially loosely tied to abuse prevention or quality of life improvement, the City should determine whether the existing network of services to parents is sufficient, whether the data exists to identify these services, or whether we are missing important avenues to support caregivers before abuse or neglect occurs. Are there additional location- or timing-based opportunities to serve parents (e.g., at the provision of public benefits or medical services, or in affordable housing systems)? Do we have the data to tease apart services to adults from services to parents, that have abuse prevention potential? How can those services be identified?

## **Identify relevant evidence-based practices that are not present in San Francisco and actions stakeholders can take to increase their availability**

As of October 2019, the CEBC lists 220 programs with at least a "promising" evidence base; we identified only 25 distinct practices present in San Francisco. While a tremendous *diversity* of EBP is not necessarily the goal, San Francisco could likely benefit from increasing the availability of new EBP categories. Over twice as many programs reported using a CEBC practice in Behavior Management than any other topic area. Other areas such as Parent Partnering or Measurement Tools had few or no EBPs reported in San Francisco.

## **Plan for FFPSA implementation and advocate for federal policies that align with San Francisco's prevention goals**

Family First will create new incentives to fund evidence-based programming. The asset map identifies the handful of programs that currently report using an EBP in the Family First Clearinghouse. However, more work is needed to determine whether those programs meet other criteria for FFPSA funding, how to define and track individual children "who are candidates for foster care," and how to change criteria for future grant cycles to fund FFPSA-eligible programs. City Performance plans additional support to FCS to determine how to adjust to these changes.

San Francisco can also play a role with the federal Administration on Children and Families (ACF) in defining future implementation of FFPSA guidelines. As San Francisco defines its own ideal prevention system, it can advocate for the inclusion of relevant programs in the Family First Clearinghouse.

# How to Access the Asset Map

In response to the request from FCS and the steering committee, City Performance produced a cleaned list of identified child abuse prevention programs in San Francisco, containing 375 distinct programs representing more than \$143 million in City spending. **The primary deliverable from this project is a cleaned spreadsheet of prevention programs** (asset map) that details each program by service category, target of service, the presence of evidence-based practices, level of prevention, targeted protective factors, and other characteristics. The asset map is available on the City's [open data portal](#).<sup>4</sup>

# How the Asset Map was Created

A more detailed methodological summary can be found in this report's appendices.

## 1. Define relevant services to include in the asset map

At the start of the project, City Performance worked with the steering committee to create a working definition of the types of services that would constitute child abuse prevention. To request appropriate program data, we needed to know what we were asking for and needed to give stakeholders parameters concrete enough to make decisions about what to include and exclude. In conversation with the steering committee, we decided to use the OCAP Framework for the Prevention of Child Maltreatment<sup>5</sup>, which distinguishes between primary prevention (targeting a population broadly), secondary prevention (targeting groups at-risk for abuse or neglect), and tertiary prevention strategies (targeting youth in the foster system after abuse has already occurred). See Appendix A for definitions.

Because the boundaries of primary prevention were prohibitively broad (e.g., any City service providing housing or providing income support could be construed as primary prevention), we focused on secondary and tertiary prevention strategies.

Based on best practice research and committee feedback, we developed a list of programs and services targeted to children, to parents and families, and to providers that would qualify as secondary or tertiary prevention and that should be included in the asset map. We only sought primary prevention services if there was an explicit connection to abuse prevention. See Appendix B for this list of relevant programs and services.

We created a data request that identified the desired information (e.g., contract name, program name, description, and budget amount), the levels of prevention that we were interested in, and the types of programs that would qualify as prevention.

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<sup>4</sup><https://data.sfgov.org/Health-and-Social-Services/Child-Abuse-Prevention-Services-in-San-Francisco/3had-h899>

<sup>5</sup><https://www.cdss.ca.gov/Portals/9/OCAP/Framework%20for%20Prevention%20of%20Child%20Maltreatment.pdf?ver=2019-03-18-092851-493>

## 2. Identify relevant stakeholders

We asked committee members for representatives within departments that we could survey to collect data on services delivered by 1) City-contracted agencies, 2) the City directly, and 3) third parties. We asked those representatives in turn for additional contacts who could provide these data (a snowball approach). Our outreach included 40 different individuals, representing 14 City departments as well as the SF Unified School District, Kaiser, and community partners.

## 3. Request contract and City service data

We first asked City departments to provide us with data on contracted services that met our criteria. Responses were given to us in the form of summary spreadsheets or original contract documents, which we manually entered into a master sheet.

For City departments who provide these services directly, we asked City stakeholders to list the services they provide. We solicited this information via a structured, shared Google sheet, to ensure that all departments responded in the same format and to reduce duplication of responses. We asked stakeholders to self-report several key characteristics of each program.

We made initial requests by email, following up by phone or in person to further explain the project and answer questions. Detailed information about data sources and process can be found in Appendix C.

### Major program characteristics in data set

- Program description
- Lead department
- Target population
- Service type/category
- Cost (FY18 budget)
- Level of prevention
- CEBC evidence-based practice
- FFPSA evidence-based practice
- Protective factor
- Relevance to child welfare

## 4. Conduct supplemental interviews

During phone calls and meetings for data requests, stakeholders often volunteered feedback about the network of prevention services in San Francisco, including representatives of various DPH divisions (e.g., Primary Care, Primary Care Behavioral Health, health centers), Adult Probation, Families First (formerly P500), and the Homeless Prenatal Program. To round out this feedback, we also conducted qualitative interviews with FCS program directors and the Child Abuse Services and Prevention (CASP) Lead from Kaiser (for a private hospital perspective). Information from these supplemental interviews informed the qualitative findings and next steps, described above.

## 5. Consolidate and code data set

We consolidated the data received from stakeholders into a single master data set, containing both contract and internal program data. Using program descriptions and self-reports from stakeholders, we coded each program by a set of characteristics shown at left. Additional data cleanup included excluding contract data with no program description and de-duplicating contracted programs.



With a final data set, we summarized findings for stakeholders, first at the Sacramento Prevention Summit Learning Conversation on September 13 and subsequently in this report. We also prepared an easy-to-read view of the spreadsheet for stakeholders to review in detail.<sup>6</sup>

## DATA LIMITATIONS

FCS requested assistance in part to better understand the challenges City departments face in coordinating prevention services. Accordingly, departments had varying levels of reporting ability, varying interpretations of our guidance, and varying data availability. The following assessments of program characteristics in terms of level of prevention, target population, evidence-based practices, and service types and any conclusions resulting from these data should be “ground truthed” together with stakeholders before being used as the basis for decision-making.

Additional details are provided in Appendix D and the following summarizes the primary data limitation categories we noted:

- Apples-to-apples comparisons are limited.
- Data and categorizations rely on department-identified programs, varying levels of program information, and City Performance coding judgements.
- The lack of focus on primary prevention and challenging data definitions influenced the resulting data set.
- It was difficult to apply clear and concrete definitions of levels of prevention.
- Evidence-based practice reports were not consistent.
- What are the boundaries of child abuse prevention?
- Data contains only one lead department per program.
- Programs have inconsistent cost information.

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<sup>6</sup> <https://data.sfgov.org/Health-and-Social-Services/Child-Abuse-Prevention-Services-in-San-Francisco/3had-h899>

# Findings

## ABUSE PREVENTION SERVICES SPAN A WIDE RANGE OF CITY DEPARTMENTS AND CBOs

Asset mapping work ultimately identified 375 distinct programs across eleven City departments and SFUSD that qualified as abuse prevention programs under our criteria. The largest lead department was Public Health, which housed around 40% of all the identified programs, largely within the Child, Youth, and Family System of Care in Behavioral Health Services, which provides mental health services to children and adults. SFUSD provided a large database of CBOs delivering school-based programming; these comprise the next largest group. HSA services include for example caregiver support, child welfare, childcare, family preservation, and employment services. First 5 San Francisco, while a small agency overall, supports the City's network of 26 Family Resource Centers. These four agencies together comprise over 85% of all identified prevention services in San Francisco.<sup>7</sup>

As the table below shows, cost information was completely unavailable for several departments (including SFUSD) and partially missing for most departments. Nevertheless, the identified programs represent a lower bound estimate of \$143m in identified spending; over \$110m of that spending comes from DPH and HSA.

### Four departments house over 85% of San Francisco's child abuse prevention programs

Distinct programs in the asset map by lead department

	Distinct Programs	Percent of total	Total cost	Programs without cost information
<b>Department of Public Health</b>	147	39.20%	\$64,808,389	36
<b>SF Unified School District</b>	81	21.60%		81
<b>Human Services Agency</b>	67	17.87%	\$47,555,232	7
<b>First 5</b>	30	8.00%	\$15,173,291	1
<b>Juvenile Probation</b>	15	4.00%		15
<b>Recreation and Parks</b>	10	2.67%	\$8,411,353	5
<b>District Attorney</b>	5	1.33%	\$652,024	1
<b>Sheriff</b>	5	1.33%	\$1,250,682	1
<b>Adult Probation</b>	4	1.07%	\$3,460,000	0
<b>Dept of Children, Youth, and Families</b>	4	1.07%	\$869,654	0
<b>Status of Women</b>	4	1.07%		4
<b>Homelessness and Supportive Housing</b>	3	0.80%	\$865,240	0
<b>TOTAL</b>	<b>375</b>	<b>100%</b>	<b>\$143,045,865</b>	<b>151</b>

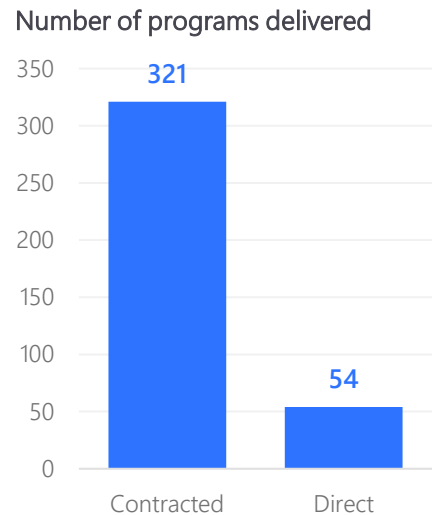
Note/Source: Dollar values are generally FY18 budget, with the exception of approximately 25 programs for which FY18-19 or FY19-20 budgets were provided.

<sup>7</sup> Programs were assigned a single "lead department," but in reality may be funded by or collaborate with multiple departments. For example, many of the programs coded under SFUSD may receive funding from the Department of Children, Youth, and Families (DCYF).

## RELIANCE ON CBOS PRESENTS STRENGTHS AND CHALLENGES

Of the 375 identified programs, 321 of them (85%) are administered by CBOs rather than City staff, through either contracts or memoranda of understanding.

In general, City departments cultivate strong partnerships with contracted community agencies. FCS, for example, reported that CBO staff are well-trained to coordinate with child welfare services. Some contracting relationships cut across departmental silos, when money is work ordered from one department to another. For example, many BHS programs are funded through work order money from FCS. Some City departments have also cultivated strong inter-departmental partnerships – for example, much of the SFUSD programming is funded and evaluated through DCYF – however, no one City department or oversight body crosses all the systems with a focus on abuse prevention. FCS services, as currently structured, almost solely focus on the administration of the child welfare system, from the investigation of abuse through to child removal, placement, and reunification – in other words, the *treatment* of child abuse or the prevention of re-abuse rather than prevention before it happens.

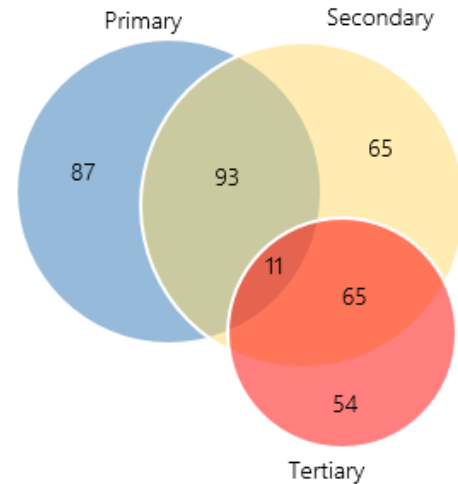


Many City agencies fund services to support families and children and have developed diverse programming to address their needs. While a broad safety net is a strength, without a coordinated prevention strategy, children and parents will be delivered a very different array of services depending on where they enter the system (e.g., via an afterschool program, via mandated drug treatment, or via prenatal care). No department or collaborative bears accountability for family resilience or the underlying protective factors. Heavy reliance on CBOs without coordination also risks duplication of services or the delivery of less effective supports. Data sharing remains a significant obstacle – both between City departments and between CBOs and the City.

City staff reported a preference for working through CBOs, as they can better engage communities and have more flexibility to innovate. However, City agencies are challenged to appropriately support CBOs, set prevention targets, and coordinate services across CBOs and the City to accomplish prevention goals. CBOs are also struggling with broader economic forces in San Francisco that make staff retention challenging, threaten long-term sustainability, and make it difficult to wholly support the increasingly more intensive needs of children and families in San Francisco.

## SECONDARY PREVENTION SERVICES WERE MOST COMMON

While we focused on collecting secondary and tertiary prevention strategies, we also documented primary prevention programs when they were explicit about a connection to child abuse or included at-risk populations. We also found that many programs contained elements of more than one level of prevention (e.g., a DPH program for medical case management for children with chronic conditions which specifically notes it includes children with injury due to maltreatment or abuse is marked as both secondary and tertiary prevention), and therefore we allowed for programs to be coded in more than one level. See Venn diagram at right and level of prevention definitions in Appendix A.



We coded more secondary prevention programs than primary or tertiary; only about a quarter of identified programs were considered solely primary prevention. This finding is in large part due to our data collection methodology. However, it is also consistent with the sentiments of our stakeholders that disproportionate resources are directed to the treatment of abuse after it has occurred and to late-stage interventions than proactive prevention services.

## SOME PROGRAMS USE EVIDENCE-BASED PRACTICES, BUT GAPS REMAIN

Among California child welfare agencies, the California Evidence-based Clearinghouse (CEBC) is the definitive source for evidence-based practices (EBP) for the prevention of child abuse and is the best guidepost to what services will eventually be certified as EBP in the federal FFPSA Clearinghouse.

We asked departments to self-identify which of their programs use CEBC-rated evidence-based practices. Of the 375 programs in the asset map, 48 of them (13%) identified an evidence-based practice in use that mapped onto an EBP rated by the CEBC as at least “promising.”<sup>8</sup>

<sup>8</sup> The asset map classifies each program’s EBP into one of the CEBC categories or notes that the identified EBP is not in the CEBC. The California Evidence-based Clearinghouse (CEBC) rates programs on the following scale:

1. Well-supported by research evidence
2. Supported by research evidence
3. Promising research evidence
4. Evidence fails to demonstrate effect
5. Concerning practice
- NR. Not able to be rated on the CEBC scientific rating scale

Those 48 programs used twenty-six distinct EBPs with at least a “promising” rating (see Appendix E). By far the most common EBP was some form of Triple P (Positive Parenting Program), a behavior management and positive parenting practices program for parents in use at many of the Family Resource Centers. Accordingly, First 5 programs include the most EBPs of any San Francisco agency.

FCS staff reported that attention to best practices in San Francisco is growing. They were proud of “pockets of creativity” and increased awareness of protective factors and inclusive services. Other jurisdictions are emulating and learning from programs that began in San Francisco. For example, representatives from Oregon came to learn about the Family Resource Center model, which FCS heralded as strong due to its coordinated funding, leadership planning, and communication across departments.

The CEBC groups programs into eight major topic areas (see chart below); programs may fall into more than one area. Most of the identified EBP in San Francisco are focused on behavior management, including Triple P. Other practices, like parent partnering, are practiced by few or no programs in San Francisco; these areas may be good targets for the development of additional prevention services.

First 5 programs include the most evidence-based practices, but DPH delivers the most “well supported” programs

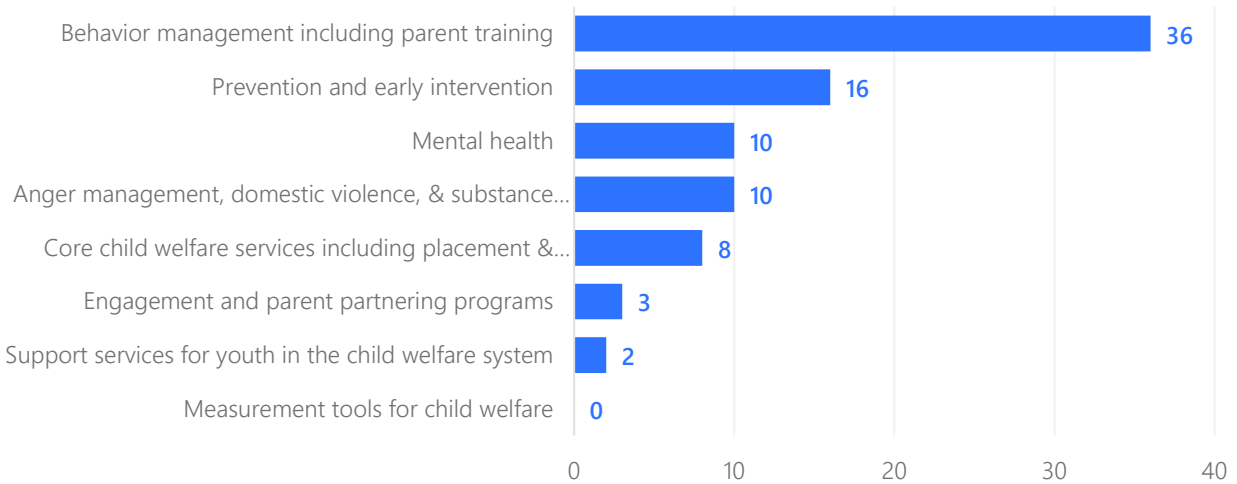
Only CEBC-rated programs shown. Those rated 4, 5, or NR are not included below.

	1 - Well Supported	2- Supported	3 Promising	TOTAL EBP rated 1-3
<b>First 5</b>	15	1	4	20
<b>Public Health</b>	7	3	5	15
<b>Human Services</b>	0	3	7	10
<b>Adult Probation</b>	1	0	1	2
<b>Sheriff</b>	0	1	0	1
<b>TOTAL</b>	23	8	17	48

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Programs are counted as evidence-based in the data set if their self-reported EBP could be mapped to a CEBC category 1-3 practice. Other self-reported practices remain in the source data for future reference.

**Programs by CEBC topic area**

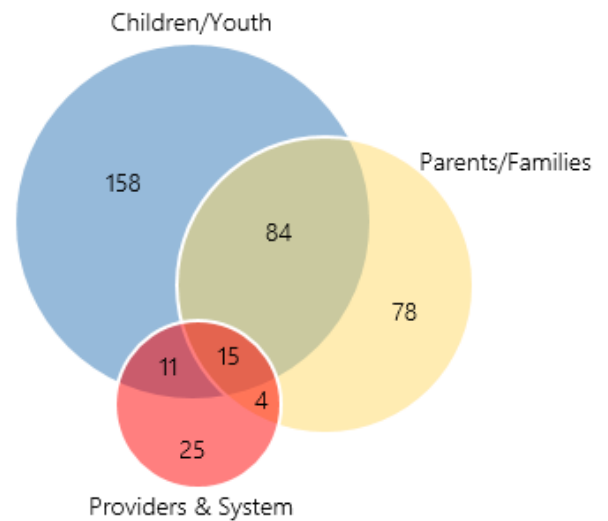


## PROGRAMS FOR CHILDREN PREDOMINATE

Each program in the data set is coded for its target population, which may include one or more of these categories: children, parents, professionals who work with children, or the system as a whole. See the accompanying Venn diagram.

Over 250 prevention programs, more than two-thirds of all identified programs, target children. Of those, 158 target children exclusively – close to half of all identified programs. Most of these children-exclusive programs are either mental health services through BHS or after-school programming at SFUSD that were categorized as “social-emotional development.”

Services that target only parents include targeted parent education programs, prenatal care, domestic violence services, and several crisis or parenting hotlines. Eighty-four programs are working with both parents and children, either separately or together. These include the 26 Family Resource Centers, substance abuse treatment programs that include support for the children of those in treatment, home visiting nursing or mental health programs, case management programs, school-based programs that include parents in serving at-risk students, and postpartum care.



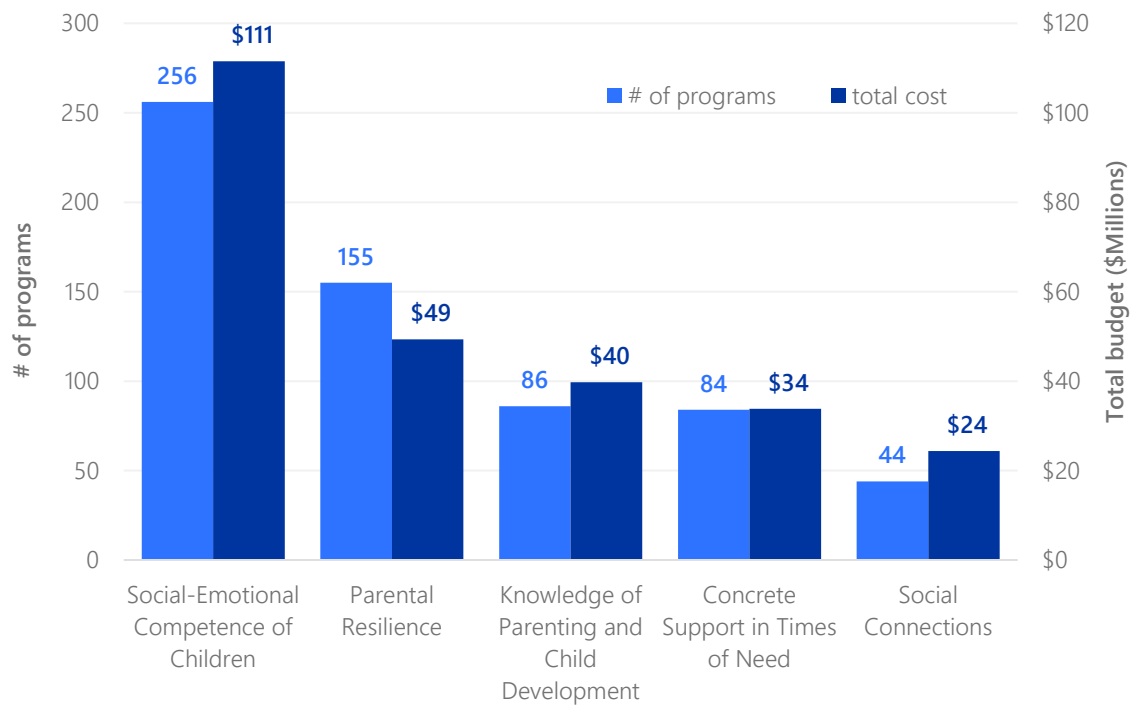
The data set also codes each program by the five protective factors (see Appendix C); programs may be coded into more than one protective factor.<sup>9</sup> A substantial majority of the programs in the asset map

<sup>9</sup> 42 programs did not fit clearly into one of the five protective factors, and are therefore not included in the analysis in this section.

were classified as addressing the social-emotional competence of children. Looking at the budgeted cost of programs, the differential is even more stark, especially considering no cost information was available for any SFUSD programming. Two data collection issues partially explain the disparity:

- First, our program criteria identified a number of programs that develop the social-emotional competence of children but whose impact on abuse prevention is indirect (see Appendix C for our relevance score methodology).
- Programs that might fall under protective factors like “concrete support in times of need” might be more clearly primary prevention services (e.g., cash aid to families, Medi-Cal enrollment) and therefore were not identified in our asset map because of the focus on secondary and tertiary prevention programs and strategies.

Program counts and costs by the five protective factors



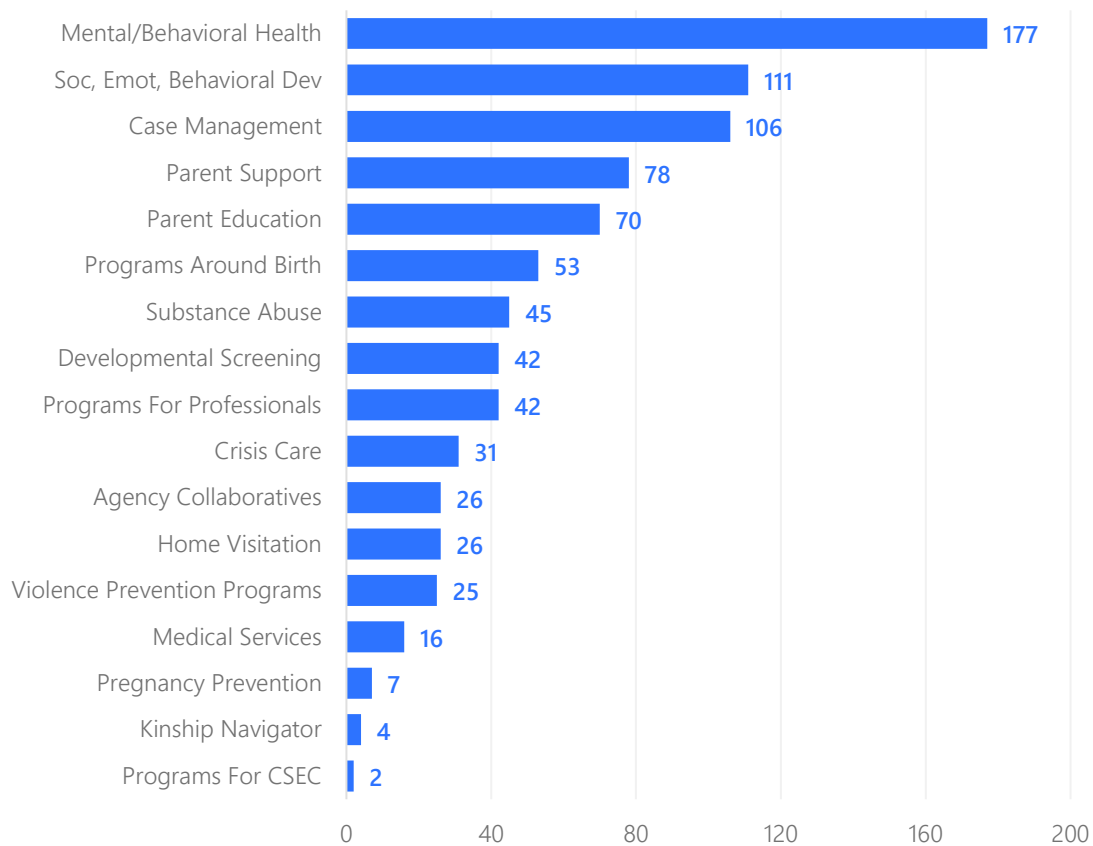
## MENTAL HEALTH WAS THE MOST COMMON SERVICE

We coded programs into one of seventeen general service categories. Mental health programs comprised about a third of all identified prevention services, followed by social, emotional, and behavioral development.

Health providers we interviewed expressed several distinctive challenges: Funding mechanisms for prevention work are difficult or non-existent, and often prevention work is not billable without a diagnosis. Coordination with other agencies can be difficult; for example, one community health clinic refers patients to Child Protective Services (CPS) if they have a suspected case, but after a referral, when the clinician calls to ask about the services a family has been granted, CPS can’t say anything about the case.

Even among San Francisco Health Plan service providers (i.e., Zuckerberg San Francisco General Hospital and the City’s network of primary care and behavioral health clinics), silos result in a lack of knowledge across the system, limiting providers’ ability to provide wraparound services to families and youth. Not all providers are connected to the same data systems. While individual hospital departments or community clinics screen for abuse and refer clients to prevention resources, such as substance treatment and mental health services or parent education and support programs, the health system broadly lacks a coordinated approach to abuse prevention. In contrast, a closed system like Kaiser can more easily coordinate its approach to screening, referring, treating or helping (e.g., child care), and following up with parents and children.

**Programs by service category**





# Appendix A: Level of Prevention Definitions

The following definitions guided the definition of relevant programs and program categorization.

**Tertiary** prevention activities focus on families where maltreatment has already occurred and seek to reduce the negative consequences of the maltreatment and to prevent its recurrence. These services provide supports and resources to children and families involved in the child welfare system to prevent re-entry and recurrence. Participants in these services have a substantiated child abuse/neglect allegation(s) or a CPS referral closed and no open CPS case.

**Secondary** prevention services and resources are targeted to parents and youth at risk for child abuse or neglect. Services seek to prevent child abuse or neglect from occurring by building protective factors, which are conditions or attributes in individuals, families and communities that mitigate or eliminate risk. For this project, risk factors that qualify a service as secondary prevention are: a parent with an unsubstantiated claim or inconclusive child abuse or neglect claim/allegation, homeless parents and youth, violence-involved parents, youth disability (includes youth with an IEP), teen/youth parents, and parental mental health or substance use/abuse issues.

We did not consider the following to be secondary prevention qualifying risk factors. Meaning, if the program or service is targeted to parents, youth, or providers with the following characteristics *only*, we considered the program or service to have a primary prevention focus. Such characteristics included justice-involved parents or youth (unless the program specifically addresses violence prevention), low-income parents or youth, or transitional aged youth (TAY)

**Primary prevention** activities (not the focus) seek to raise the awareness of the general public, business leaders, educators, service providers, and decision-makers about the scope and problems associated with child maltreatment and the conditions that might contribute to the issue. These strategies work to improve conditions for overall child well-being. Primary prevention activities include those that provide concrete supports to families and children; such as housing, food, or financial assistance and that ease the overall stress of parenting to decrease the likelihood of abuse.

# Appendix B: Programs and Services Relevant to Child Abuse Prevention

Our initial program criteria consisted of a list of programs and services that are relevant to secondary and tertiary child abuse prevention and therefore should be included in the asset map. The following list is organized according to the target population of the service. This list constituted our data request criteria and guided our program characterization.

## **For parents and families**

- Programs around birth
- Mental and behavioral health services
- Substance abuse prevention and treatment
- Home visitation programs / in-home services
- Kinship navigator programs
- Parent support programs
- Parent education programs
- Crisis care programs
- Case management services

## **For children**

- Early childhood developmental screening
- Mental health services
- Substance abuse prevention and treatment
- Skills training for children, including recognizing and reporting sexual abuse and pregnancy prevention
- Programs for commercially sexually exploited children (CSEC)
- Social/emotional/behavioral development

## **For providers**

- Child abuse prevention programs for professionals who work with children
- Community-level interventions intended specifically to reduce child abuse
- Inter-agency collaboratives intended specifically to reduce child abuse

# Appendix C: Data Collection and Definitions

## DATA COLLECTION

City Performance created a data request that identified the desired information (e.g., contract name, program name, description, and budget amount), the levels of prevention that we were interested in, and the types of programs that would qualify as prevention. The request was sent to source departments or unit representatives (i.e., DPH divisions). Contacts were asked to provide program names and descriptions and to assign their programs to level of prevention, target audience, and service type categories. We received four types of department responses:

1. Contacts sent a list of self-identified relevant programs with program descriptions and assigned their programs to the requested categories (First 5).
2. Contacts sent a list of self-identified relevant programs with program descriptions, and the City Performance team assigned categories (Human Services Agency; Department of Children, Youth, and their Families; Department on the Status of Women).
3. Contacts sent a list of department contacts, and City Performance conducted a series of phone calls with these contacts. Based on these phone calls, programs/services were added to a shared online spreadsheet. Contacts then confirmed the programs on the spreadsheet, and City Performance confirmed category assignments (Department of Public Health, Department of Parks and Recreation).
4. Contacts sent a list of contract names and/or actual contracts, and City Performance identified the relevant programs and assigned programs to categories (Department of Public Health, Behavioral Health System; San Francisco Unified School District).

## DATA DEFINITIONS

### Level of Child Abuse Prevention

See Appendix A above for the definitions that guided us in assigning programs to one or more levels of prevention.

### Evidence-Based Practices

The California Evidence-Based Clearinghouse for Child Welfare (CEBC)<sup>10</sup> was the source for evidence-based practice categorization. The mission of the CEBC is to advance the effective implementation of

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<sup>10</sup> <https://www.cebc4cw.org/>

evidence-based practices for children and families involved with the child welfare system; it is a tool for identifying, selecting, and implementing evidence-based child welfare practices that will improve child safety, increase permanency, increase family and community stability, and promote child and family well-being.

Evidence-based practices are those that have empirical research supporting their efficacy. The CEBC Program Registry provides information on both evidence-based and non-evidence-based child welfare related practices to statewide agencies, counties, public and private organizations, and individuals.

## Protective Factors

We used Strengthening Families™, to define protective factor coding.<sup>11</sup> Strengthening Families is a research-informed approach to increase family strengths, enhance child development, and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs, and communities in building five key protective factors:

**Parental resilience:** Managing stress and functioning well when faced with challenges, adversity, and trauma

**Social connections:** Positive relationships that provide emotional, informational, instrumental, and spiritual support

**Knowledge of parenting and child development:** Understanding child development and parenting strategies that support physical, cognitive, language, social, and emotional development

**Concrete support in times of need:** Access to concrete support and services that address a family's needs and help minimize stress caused by challenges

**Social and emotional competence of children:** Family and child interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions, and establish and maintain relationships

## Family First Prevention Services Act

We coded programs as matching Family First Prevention Services Act evidence-based criteria if they identified an EBP listed on the Title IV-E Prevention Services Clearinghouse<sup>12</sup> as of September 2019.

## Service Type

See Appendix B above for the list of service categories that guided us in assigning one or more service types to programs. Some data sources provided programs that differed slightly from the list. We added categories as needed to include relevant services that did not fall into one of the existing categories. For example, we added medical services because primary care is an avenue through which risk factors for abuse can be identified, addressed, and monitored. We also expanded categories to be more inclusive of specific targeted services on the list. For example, we created a general violence prevention

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<sup>11</sup> <https://cssp.org/wp-content/uploads/2018/11/About-Strengthening-Families.pdf>

<sup>12</sup> <https://preventionservices.abtsites.com/program>

education category that included the above “skills training for children in recognizing sexual abuse” and more general training, for instance, for women and girls about healthy relationships.

## Program and Audience Relevance

Identifying the level of prevention of a service or program can be difficult as those designations combine the content of the program and the target audience. This can also make it difficult to determine whether individual programs should be considered relevant enough to child abuse prevention to be included in the asset map. To assist in decisions around inclusion, in addition to identifying programs as Primary, Secondary, and Tertiary, the asset map describes services with more nuance – identifying how intentional and specific to child abuse prevention the service is and how targeted the population is. Each program is rated between 1 and 3 for program and audience, with 1 being the least targeted to child abuse prevention, and 3 being the most targeted. A number of programs were excluded from the asset map based on these ratings, particularly those which were scored a one in both program and audience relevance.

### Program Relevance

Relevance rating	Definition	# of distinct programs with rating	Program examples
1	Not specific to child abuse prevention, not specifically intended to prevent child abuse, service has a broader purpose and may indirectly prevent abuse or neglect	124	<ul style="list-style-type: none"> <li>Youth Employment Services</li> <li>Academic services</li> <li>Playgroups</li> <li>Behavioral mental health services</li> </ul>
2	Potentially specific, or somewhat specific to child abuse prevention, incidentally prevents abuse/neglect or improves quality of life; more direct relationship between the service and child abuse prevention; higher likelihood that the service could impact abuse or neglect	172	<ul style="list-style-type: none"> <li>Motherhood Matters</li> <li>Medical care coordination</li> <li>Community Assessment and Service Center</li> </ul>
3	Specific to child abuse prevention or quality of life improvement, specifically intended to prevent abuse or neglect or improve quality of life	79	<ul style="list-style-type: none"> <li>Child Care Health Program</li> <li>Domestic Violence Awareness</li> </ul>

Note: Distinct programs may not add up to 375 due to missing relevance designations.

### Target Population/Audience Relevance

Relevance rating	Definition	# of distinct programs with rating	Program examples
1	The general population, including Cal-Works families	37	<ul style="list-style-type: none"> <li>Afterschool programs</li> <li>Chinatown Child Development Center</li> </ul>
2	At-risk or potentially at-risk populations, such as: general audiences mentioned along with foster youth (e.g., Cal-Works or CAAP), youth diagnosed or referred for mental health treatment, TAY, disabled children, pregnant women, substance using parents, and immigrants	257	<ul style="list-style-type: none"> <li>Five Keys Charter School</li> <li>Early Childhood Mental Health Initiative</li> <li>Expecting Justice</li> </ul>

**3** Youth and adults involved in the foster care system, such as: Kin, resource families, and foster youth; youth and families with a substantiated claim; and providers serving programs that serve these audiences

**81**

- Family Treatment Court
- HUB Collaborative
- Kinship Family Caregiver Support Services

Note: Distinct programs may not add up to 375 due to missing relevance designations.

		Service type		
		1	2	3
Target population	1	11	22	4
	2	99	134	24
	3	14	16	51

## Appendix D: Data Limitations

The following describes the data limitations that stemmed from the data collection and characterization process. Departments had varying levels of reporting ability, varying interpretations of our guidance, and varying data availability. The assessments of program characteristics in terms of level of prevention, target audience, evidence-based practices, and service types and any conclusions resulting from these data should be “ground truthed” together with stakeholders before being used as the basis for decision-making.

Major known data limitations include:

- **Apples-to-apples comparisons are limited:** Our data set treats both contracts and City services as “programs.” One program may be a single after school program at SFUSD or a major City service line. Items on the list are a mix of programs, initiatives, collaboratives, services, and practices.
- **Data and categorizations rely on department-identified programs, varying levels of program information, and City Performance coding judgements:** Sometimes we had access to subject-matter experts who provided more detailed program categorization (e.g., service types, level of prevention, target audience, evidence-based practice); where we did not, we relied on our own judgement, sometimes on the basis of a short program description. Variations between departments may result from different coding interpretations rather than differences in actual programming.
- **The lack of focus on primary prevention and imprecise data definitions influenced the resulting data set:** Decisions about how to define the boundaries of the initial request influenced the resulting data. For example, we identified more programs in the secondary prevention category, but that does not necessarily mean very few primary prevention programs are happening in the City, as we initially requested secondary and tertiary prevention programs only. Additionally, due to the sometimes-indistinct boundaries between primary and secondary prevention, out of uncertainty some departments still provided primary prevention programs even though technically these fell outside our original request. Because these were potentially relevant, in many cases we decided to leave these programs in the dataset.
- **It was difficult to apply clear and concrete definitions of child abuse prevention programs:** Secondary prevention services are targeted to youth and families “at risk of abuse or neglect,” but defining and identifying at risk groups is difficult in itself. Some programs that appeared to meet our definitions seemed intuitively to be inappropriate for analysis. (For example, a women’s drug treatment program that *may* treat mothers, but not exclusively.) We added population subgroups to our definition of secondary prevention to make our decisions more transparent, and we erred on the side of keeping all borderline programs in the data set. We also created a coding scheme for how relevant to child welfare each program was, based on both service type and target population. A summary of our relevance coding can be found in Appendix C above.

- **Evidence-based practice reports were not consistent:** Our coding of evidence-based practices is based on self-reports and has not been independently verified. Sometimes providers reported a practice with a name that was not on the CEBC list; we made judgement calls about whether a different program was intended or whether to exclude the practice.
- **Data contains only one lead department per program:** Each program is assigned to only one lead department, generally the department providing the service or holding the contract.
- **Programs have inconsistent cost information:** We attempted to obtain FY18 budget information for all services, but it was not always available. Some departments had no cost information. For example, SFUSD governs its programs by MOU and contracts at the level of a school site; school site contracts were not available.



# Appendix E: List of EBP Present in San Francisco

CEBC practice	Programs using practice	CEBC rating	FFPSC rating
123 Magic	1	3	
24/7 Dad	1	NR	
Ace Screening	1		
Act Parenting	2	3	
Anger Management	9	NR	
Child Parent Psychotherapy (CPP)	6	2	
Cognitive Behavioral Therapy	2	2*	
Cognitive Behavioral Therapy For Depression And Anxiety	1	1	
Cognitive Therapy	2	1	
Collective Impact	1		
Coping Cat	1	1	
Cue-Centered Treatment (CCT)	1	3	
Dialectical Behavior Therapy	2		
Duluth Model For The Batterers Intervention Program	1	3	
Early Head Start	4	3	
Edgewood Kinship Support Network	2	NR	
Families First	1	3	
Family-Based Behavioral Treatment	2		
Family-Based Treatment For Adolescents With Eating Disorders	1	2	
Functional Family Therapy	2	2	Well-supported
Healthy Steps	1		
Helping Women Recover	1	2	
Motivational Enhancement Therapy	1	3	
Motivational Interviewing (Mi)	2	1	
Multidimensional Family Therapy	2	1	
Multisystemic Therapy	1	1	Well-supported
National Fatherhood Initiative	1		
Nurse Family Partnership	2	1	Well-supported
Parent-Child Interaction Therapy	4	1	Well-supported
Parenting Inside Out	1		
Parents As Teachers	2	3	Well-supported
Safecare	6	2	
Seeking Safety	1	2	
Therapeutic Supervised Visitation Program	2	NR	
Trauma Focused-Cognitive Behavioral Therapy	5	1	Promising
Triple P	24	1	
Wrap Around	4	3	

Blank rows are not present in the evidence-based clearinghouses. \* Type of CBT unclear.

**From:** [Reports, Controller \(CON\)](#)  
**To:** [Reports, Controller \(CON\)](#)  
**Subject:** Issued: Updated Park Scores Dashboard & Annual Report (FY 2018-19)  
**Date:** Thursday, December 12, 2019 10:22:30 AM  
**Attachments:** [image003.png](#)

Today the City Performance Unit of the Controller’s Office is issuing the updated [Park Scores Dashboard](#) and the fourteenth annual [Park Maintenance Standards Report](#), based on park evaluations completed through fiscal year 2018-19 (FY19).

# SAN FRANCISCO PARK MAINTENANCE SCORES

*Highlights from FY19 Park Evaluation Data*

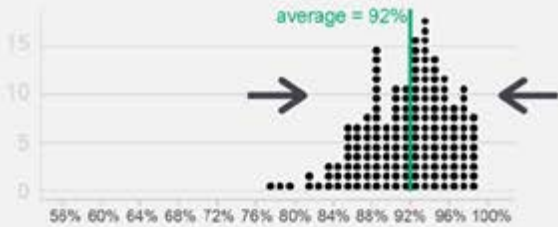
92%

Citywide Average Park Score

Since FY15, the citywide average score has increased steadily, going from 86% in FY15 to 92% in FY19



## LESS VARIATION BETWEEN SCORES



The standard deviation of all park scores has continued to decrease. This means park scores are less spread out and more clustered around the citywide average.

## PERSISTENT GEOGRAPHIC DISPARITIES

Supervisor District 11 has the lowest average park score for the fifth year in a



row. In addition, the lowest-scoring parks again tend to be in the southern half of the city, while the highest-scoring parks tend to be in the northern half of the city.



## LEARN MORE

See the updated dashboard: <https://sfcontroller.org/park-scores-dashboard>



Office of the Controller | City Performance

See the updated [parks dashboard](#).

For a deeper dive into the trends, view the [FY19 report](#).

Read more about [the program](#).

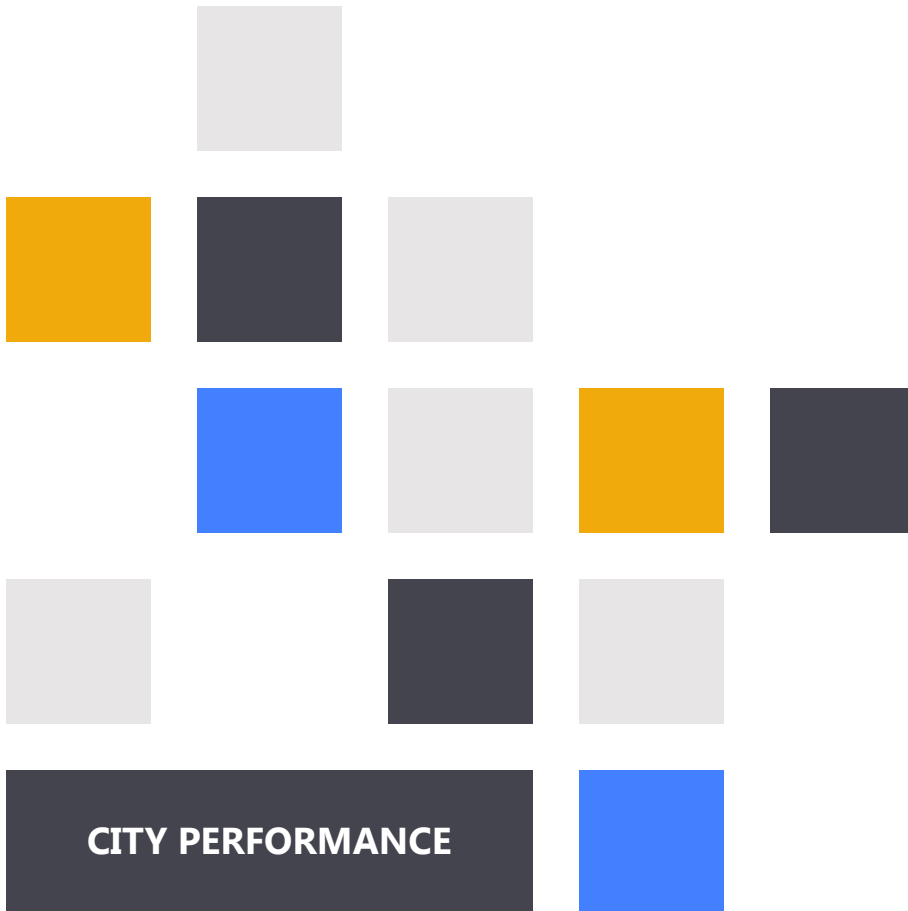
**This is a send-only email address.**

For questions about the report or dashboard, please contact Emily Vontsolos, Performance Analyst, at [emily.vontsolos@sfgov.org](mailto:emily.vontsolos@sfgov.org).

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# Park Maintenance Standards

Annual Report | FY2018-19



November 2019

City & County of San Francisco  
Office of the Controller  
City Services Auditor

## About City Performance

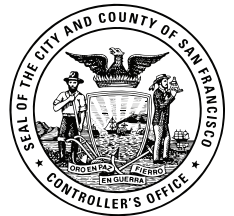
The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

- City departments make transparent, data-driven decisions in policy development and operational management.
- City departments align programming with resources for greater efficiency and impact.
- City departments have the tools they need to innovate, test, and learn.

## City Performance Team

Peg Stevenson, Director  
Joe Lapka, Project Manager  
Alice Kassinger, Performance Analyst  
Emily Vontsolos, Performance Analyst



## San Francisco Recreation and Parks Department Project Sponsors

Denny Kern, Director of Operations  
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Or visit:

<http://www.sfcontroller.org>

 @sfcontroller

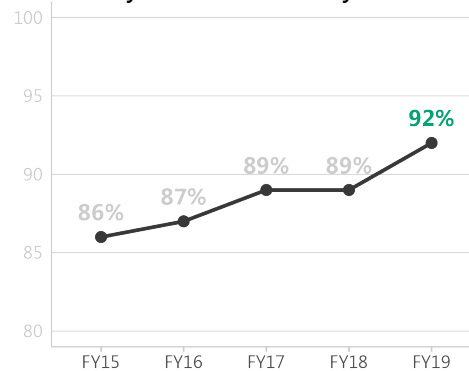
# Summary

Under an amendment approved by voters in 2003, Appendix F of the City Charter requires the City Services Auditor Division (CSA) of the Controller's Office to work in cooperation with the Recreation and Parks Department (RPD) to establish objective and measurable park maintenance standards, and to assess on an annual basis the extent to which the City's parks meet those standards. Based on the results of evaluations through fiscal year 2018-2019 (FY19), this is the fourteenth annual report on the condition of the City's parks.

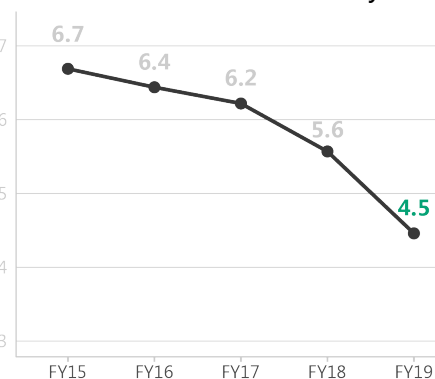
## Results

- **Since FY15, the citywide average park score has increased steadily**, going from 86% in FY15 to 92% in FY19.
- Similarly, the results show **a continued increase in the minimum park score**. In FY15, the lowest scoring park received a score of 60%, while **in FY19 the lowest score was 77%**. The amount of variation in the scores also continues to decrease.
- **The standard deviation of all park scores has continued to decrease**. This means park scores are less spread out and more clustered around the citywide average.
- However, in spite of the decreasing variation citywide, **there are still persistent geographic disparities**: Supervisor District 11 has the lowest average park score for the fifth year in a row. In addition, the lowest-scoring parks again tend to be in the southern half of the city, while the highest-scoring parks tend to be in the northern half of the city.
- For several years in a row, Children's Play Areas has been the lowest scoring park feature. While it still is the lowest scoring feature in FY19, **the citywide average score for these play areas increased by four percentage points** after remaining steady at 80% for three years in a row.

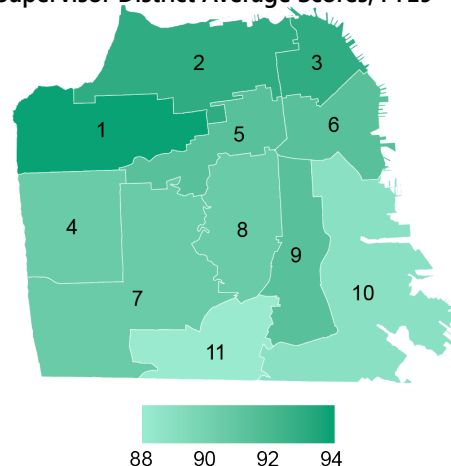
Annual Citywide Park Scores by Fiscal Year



Standard Deviation of Park Scores by Fiscal Year



Supervisor District Average Scores, FY19



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# Contents

<b>Introduction</b> .....	5
<b>Section 1 - Park Scores</b>	
Annual Citywide Trends .....	9
Highest and Lowest Scoring Parks .....	11
Changes in Park Scores .....	13
Types of Maintenance Issues .....	15
Scores by Supervisor District .....	17
Scores by Park Service Area .....	19
Equity Zones .....	21
<b>Section 2 - Feature Scores</b>	
Trends Across Features .....	25
Children’s Play Areas .....	27
Dog Play Areas .....	29
<b>Next Steps</b> .....	31
<b>Appendix - Equity Zone Parks</b> .....	32

# Introduction

## Background

Under an amendment approved by voters in 2003, Appendix F of the City Charter requires the City Services Auditor Division (CSA) of the Controller's Office to work in cooperation with the Recreation and Parks Department (RPD) to establish objective and measurable park maintenance standards, and to assess on an annual basis the extent to which the City's parks meet those standards. In accordance with Appendix F, this document is the fourteenth annual report on the condition of the City's parks; it is based on the results of evaluations through fiscal year 2018-19 (FY19). In addition to presenting the results of the latest evaluations, the report considers how park conditions have changed in recent years and it aims to uncover the main drivers of changes in park conditions in order to inform RPD's operational decisions.

## Parks Standards Overview

The results presented in this report are based on evaluations of RPD properties conducted by RPD and CSA staff over the course of a fiscal year (July 1 through June 30). Generally, each park has a different set of features to be evaluated. Those features include:

- Athletic Fields
- Buildings and General Amenities
- Children's play areas
- Dog Play Areas
- Greenspace
- Hardscape
- Lawns
- Ornamental Beds
- Outdoor Courts
- Restrooms
- Table Seating Areas
- Trees

During an evaluation, each feature is rated against a different set of elements. In turn, each element contains one or more evaluation criteria. For example, the mowing element for athletic fields requires that the turf be less than 4.5 inches high. If an evaluator finds that a certain area of turf is taller than 4.5 inches, the athletic field in question would fail to meet the mowing element. The elements and associated criteria that make up an evaluation cover a wide range of topics including graffiti, paint, fencing, litter, plant condition, hardscape surface quality and many more.

For ease of evaluation, several of the 166 parks that are evaluated are subdivided into multiple evaluation sites. In FY17, RPD evaluated each site once per quarter, and CSA evaluated each site once over the course of the entire year. Beginning in FY18, RPD and CSA combined their efforts so each site was evaluated once per quarter. FY19 results are based on a combined total of 851 completed evaluations.

In an effort to improve data collection and more accurately assess park maintenance levels, the City revised its evaluation standards in FY15. Therefore, this report does not include data prior to FY15.

## Methodology

The park maintenance scores included in this report are based on the same scoring methodology from the FY18 report, with one small exception. This year, after an analysis of evaluator reliability, several evaluators who tended to only give sites 100% were identified in the data. These evaluators (specifically only 3 evaluators) had done 5 evaluations in a row and found zero issues, meaning they gave five 100% scores in a row. As this is highly unlikely given the stringency of the park maintenance standards, all evaluations completed by these three evaluators were completely removed from all data (including prior years) before the scores were calculated. Therefore, prior year scores presented in this report may be slightly different from what was presented in previous reports (but we believe more precise now, after this correction).



# Introduction

## **New Park Maintenance Scores Dashboard**

In a continual effort to make these scores and analyses more accessible, the Controller's Office published a new interactive dashboard in March 2019 that shows all park maintenance data. Users can explore the dashboard to see the highest- and lowest-scoring parks, how the scores have changed over time, or look up a favorite park and get feature-level details on the maintenance.

See the new dashboard: [www.sfcontroller.org/park-scores-dashboard](http://www.sfcontroller.org/park-scores-dashboard)

Visit the Park Evaluation Program website: <http://www.sfcontroller.org/park-scores>

## **Proposition B (June 2016) and Park Evaluation Scores**

Through the passage of Proposition J in 1975, San Francisco voters established the Open Space Acquisition and Park Renovation Program, requiring that a portion of the City's property tax revenue be set aside each year to enhance the City's ability to acquire open space, and to develop and maintain recreational facilities. Over the years this program has been extended and expanded, and the current Park, Recreation, and Open Space Fund (Fund) now supports a vast array of services including property acquisition, after-school recreation programs, urban forestry, community gardens, volunteer programs, and natural area management.

With the passage of Proposition B in June 2016, voters again extended the Fund through 2046 and required the City to allocate to it a minimum amount from the City's General Fund each year starting in FY17. The department is working to balance the baseline funding among existing operational costs, inflationary increases and other uses. The goal is to carefully reallocate funding to help improve parks and park features that rank low in these evaluations due to deferred maintenance or other issues. In fact, RPD's five-year strategic plan for 2019-2023 outlines steps the department will take in the coming years to strengthen the quality of existing parks and facilities, including:

- developing and posting annual park maintenance objectives for all RPD parks, and
- prioritizing deferred maintenance renewals and discretionary capital resources in equity zone parks with failing park scores.

Over time, as the department reallocates funds and implements its strategic plan, it is expected that park evaluation scores will continue to improve as they have been in recent years.

## **2008 and 2012 Clean and Safe Neighborhood Parks Bonds**

In 2008, voters approved a \$185 million general obligation bond, known as the 2008 Clean and Safe Neighborhood Parks Bond. Among other objectives, the purpose of the bond was to improve park restrooms citywide, renovate parks and playgrounds in poor physical condition, and replace dilapidated play fields. Most of the park improvements funded by the bond were completed by 2014, though construction on a few parks stretched into 2015 and 2016.

In 2012, voters again passed a \$195 million general obligation bond aimed at park improvement, known as the 2012 Clean and Safe Neighborhood Parks Bond. This bond continued investment in park infrastructure and the majority of funds were specifically allocated to neighborhood park improvement. Of the 15 neighborhood parks chosen for improvements, four were completed and open to the public as of September 2017. The likely impact of park improvement projects funded by these bond initiatives on park scores is discussed further in subsequent sections of the report.



# PARK SCORES

In this section...

## **Annual Citywide Trends**

- What is the citywide average park score for FY19? How does it compare to scores from prior years?

## **Highest and Lowest Scoring Parks**

- Which parks had the highest average scores in FY19?
- Which parks had the lowest scores in FY19 and what factors influenced these scores?

## **Changes in Park Scores**

- How are park scores changing and what factors may have influenced these changes?

## **Types of Maintenance Issues**

- What types of maintenance issues do evaluators check for during park evaluations?
- How could this new data on issue types reveal important trends in park maintenance?

## **Scores by Supervisor District**

- Are there any trends in average park scores across supervisor districts?

## **Scores by Park Service Area**

- Are there any trends in average park scores across Park Service Areas?

## **Equity Zones**

- What are "equity zones"?
- How do scores for equity zone parks compare to non-equity zone parks?

# Annual Citywide Trends

## What is the citywide average park score for FY19? How does it compare to scores from prior years?

A park maintenance score can be understood as the percent of park maintenance standards that the park met. Therefore, across the city, parks on average met about 92% of standards. In FY19, the average park maintenance score for all parks evaluated was 92%. While the citywide average score has inched up over the past few years, the FY 19 citywide average is a three percentage-point increase than the two prior FY citywide average scores (89%). Figure 1 below shows the average annual citywide park score over time.

Notably, the minimum score has risen substantially and the spread of scores has consistently decreased. The lowest score in FY19 (77%) is a full seventeen percentage-points higher than the minimum score in FY15 (Table 1). The shrinking standard deviation means that parks tend to be scoring closer to the average score and are less spread out. This can also be seen graphically in Figure 2.

Figure 2 shows the distribution of park scores each fiscal year, with the horizontal axis representing park scores, the vertical axis representing the number of parks at each score, and each dot representing one park in the respective fiscal year (shown on the right). The green lines reflect the average park score in each fiscal year. As mentioned above, these distributions show the increase in the minimum scores and the tightening of the scores around the mean. Though more research would be needed to determine the exact causes, these changes are likely influenced by ongoing capital improvements and RPD policies aimed at equitable resource allocation.

Figure 1 - Annual Citywide Park Scores by Fiscal Year

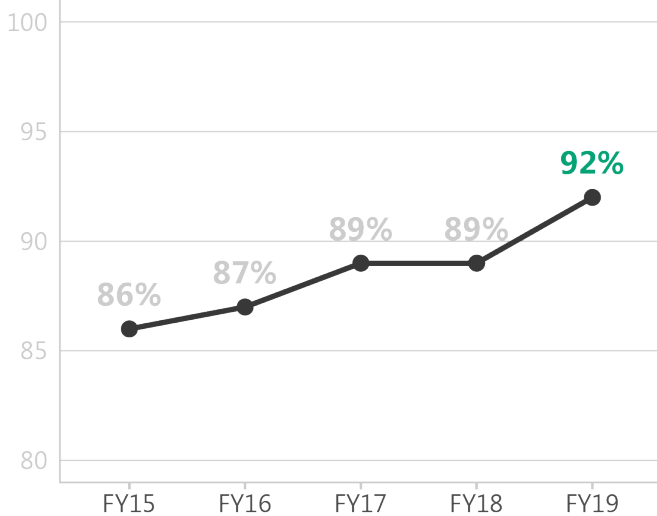
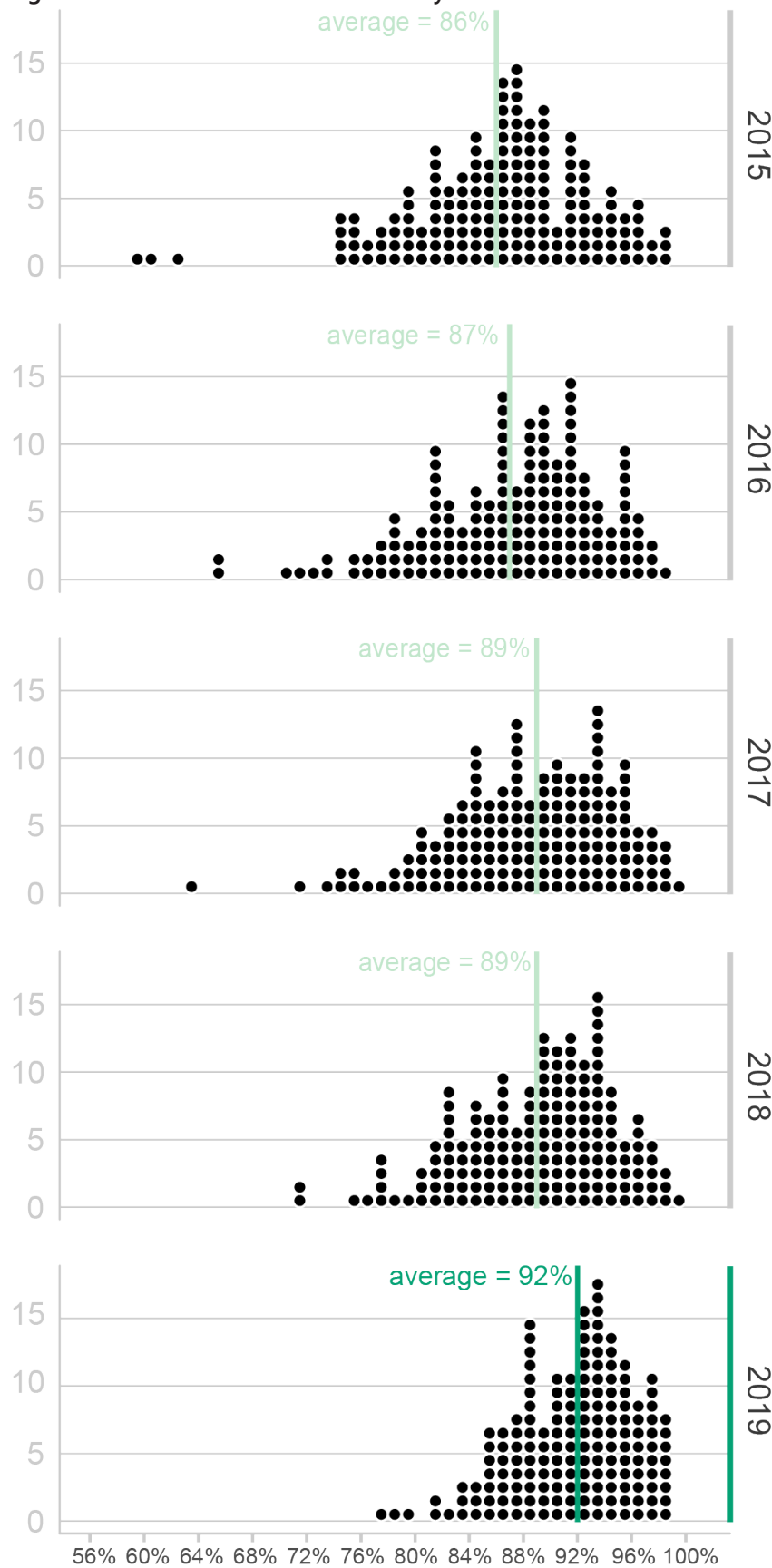


Table 1 - Fiscal Year Averages

	FY15	FY16	FY17	FY18	FY19
Average	86%	87%	89%	89%	92%
Minimum	60%	65%	64%	71%	77%
Maximum	99%	98%	99%	100%	99%
Standard Deviation	6.69	6.44	6.17	5.49	4.46

# Annual Citywide Trends

Figure 2 - Distribution of Park Scores by Fiscal Year



# Highest and Lowest Scoring Parks

## Which parks had the highest average scores in FY19?

Figure 3 shows the distribution of park scores in FY19. Figure 4 and Table 2 show the location, scores, and rank of the ten highest- and lowest-scoring parks in FY19. The ten highest-scoring parks in FY19 received park maintenance scores between 98% and 99%. The geographic trends from the past four fiscal years remains: all of the highest-scoring parks are in the northern half of the city, while the majority of the lowest-scoring parks are in the southern half of the city.

This is the third fiscal year in a row in which Fulton Playground is among the top ten highest-scoring parks. Fulton Playground was renovated in 2012 using 2008 Bond money. Father Alfred E. Boedekker Park, another top-scoring park, is in a neighborhood where there is a higher chance of misuse of park facilities. In order to ensure the park remains safe and well maintained, RPD staff monitors the park daily and commits to frequent sidewalk cleaning efforts.

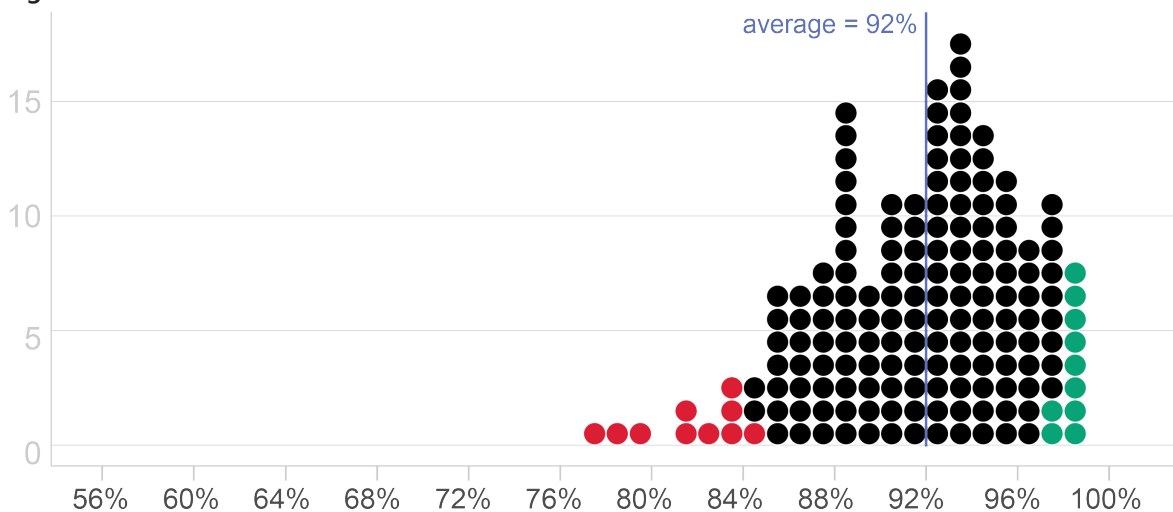
## Which parks had the lowest scores in FY19 and what factors influenced these scores?

In contrast to the top-scoring parks, half of the lowest-scoring parks are in the southern half of the city. Two of these parks were also lowest-scoring parks last year: Alice Chalmers Playground and Adam Rogers Park.

Alice Chalmers Playground underwent renovations on several of its buildings, amenities, and outdoor courts in FY18, which likely contributed to its increase in score from 77% to 82%. As discussed in the FY18 report, the park continues to struggle with outdated and difficult-to-maintain children’s play areas (CPAs). The LetsPlaySF Initiative, which is dedicated to renovating CPAs throughout the city, began construction in April 2019. The projected opening date will be in December 2019, after which RPD predicts scores for Alice Chalmers will increase. However, the softball field at Alice Chalmers drove the park’s overall score down in FY19, as only two out of the thirteen elements passed all four evaluations. The lowest-scoring elements each only passed one evaluation: the equipment, fencing, surface quality, and weeds elements. Maintenance for this feature will need to be addressed outside of any work completed on the CPA.

Eugene Friend Recreation Center is also scheduled for a large-scale renovation. However, RPD does not predict construction to begin until Summer 2021, as the department must complete the design and bidding for the construction contractor first.

Figure 3 - Distribution of Park Scores in FY19



# Highest and Lowest Scoring Parks

Figure 4 - Location of the Highest-Scoring and Lowest-Scoring Parks in FY19

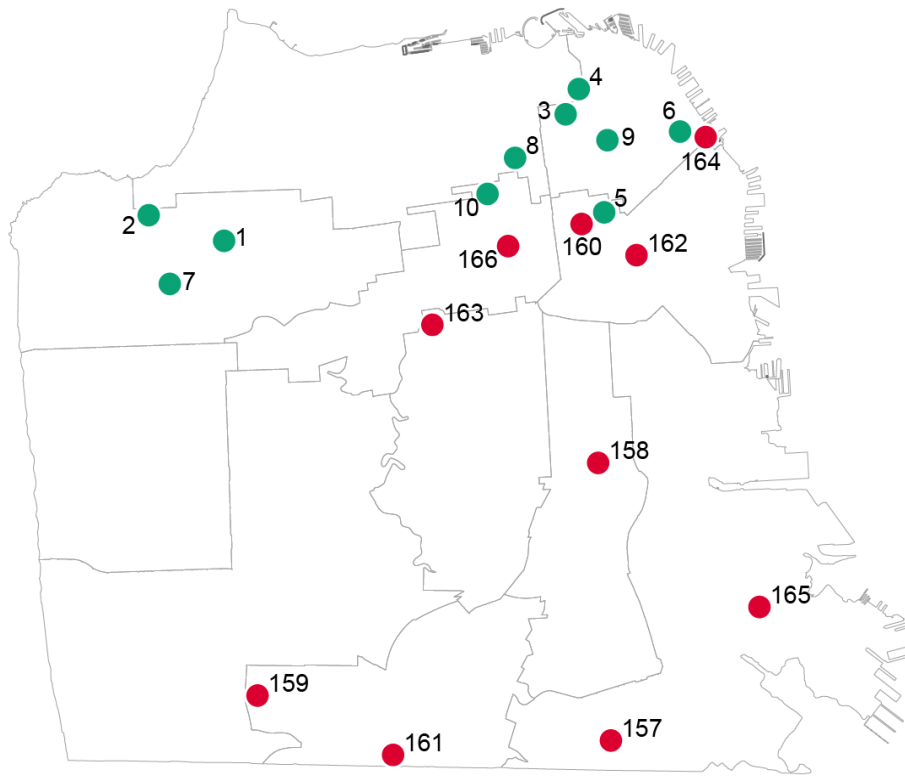


Table 2 - Highest-Scoring and Lowest-Scoring Parks in FY19

Rank	Park	Score	District	Rank	Park	Score	District
1	Argonne Playground	99.0%	1	157	Visitacion Valley Playground	84.1%	10
2	Dupont Courts	99.0%	1	158	Garfield Square	83.9%	9
3	Hyde-Vallejo Mini Park	98.8%	3	159	Merced Heights Playground	83.8%	11
4	Michelangelo Playground	98.8%	2	160	Turk-Hyde Mini Park	83.6%	6
5	Father Alfred E. Boeddeker Park	98.8%	6	161	Alice Chalmers Playground	82.7%	11
6	Maritime Plaza	98.7%	3	162	Eugene Friend Recreation Center	81.6%	6
7	Fulton Playground	98.6%	1	163	Buena Vista Park	81.2%	8
8	Lafayette Park	98.2%	5	164	Justin Herman-Embarcadero Plaza	79.7%	3
9	Betty Ann Ong Chinese Recreation Center	97.9%	10	165	Adam Rogers Park	78.8%	10
10	Cottage Row Mini Park	97.8%	9	166	Buchanan Street Mall	77.5%	5

# Changes in Park Scores

## **How are park scores changing and what factors may have influenced these changes?**

The citywide average park score increased three percentage-points from the prior fiscal year, as shown in Figure 1 above. Roughly one-third of all parks decreased their score from the prior fiscal year, while two-thirds increased. The average increase was 5%, while the average decrease was -2%. Park scores may change from year to year due to differences in evaluators, construction projects, weather, and the month, day, or time each quarterly evaluation is completed, as each evaluation is a snapshot in time.

One-hundred-thirteen out of 167 parks (68%) experienced an increase in score from FY18 to FY19. Seven of these parks increased by more than ten percentage points. These seven parks are highlighted in Table 3 below and appear in Figure 5 on the following page.

In FY18, Randolph-Bright Mini Park experienced the largest decrease in score from the prior fiscal year; in FY19, however, the same park is among the parks with the largest increases in score from the prior fiscal year. RPD reports that, in response to the concerning score drop last fiscal year, park managers created a specialized maintenance plan for Randolph-Bright that included changes to horticultural elements, athletic equipment, and their approach to handling illegal debris dumping. These changes likely resulted in the substantial score increase. In FY19, the children's play area at Randolph-Bright was the lowest-scoring feature in FY19 (62%). Should RPD wish to further increase the score of this park, improvements to the paint, sand, and graffiti elements would improve the CPA feature score.

Margaret S. Hayward Playground increased dramatically in FY19 as well. However, the score for this park may be artificially inflated: the park only received two evaluations due to major renovations beginning in December 2018, one of which only included the trees, hardscape, and buildings & general amenities features, all three of which received a 100% score.

Fifty-four out of 167 parks (32%) decreased in score from FY18 to FY19. The seven parks with the largest decreases are highlighted in Table 4 and also appear in Figure 5 on the following page.

Buchanan Street Mall continues to present RPD with difficult maintenance challenges, in part due to the fact that it has several discrete sections with independent CPAs spread out across several city blocks. RPD maintains the decreasing score for the park is a result of consistent encampments at the park and lack of repairs from private partners in charge of "park activation" installments and activities.

The two lowest-scoring features at Buchanan Street Mall are hardscape (57%) and CPAs (71%). The park did not pass the litter element in the hardscape feature in any evaluation, and only once passed the paths & plazas element. The sand, structures, signage, and paint are the lowest-scoring elements at the CPAs. Improving the maintenance scores on the paths & plazas and CPA structures may require large capital projects. However, the failing CPA signage and paint elements may require more short-term resource allocation from the RPD Maintenance Division.



# Changes in Park Scores

Figure 5 - Largest Increases and Decreases in Park Scores from FY18 to FY19

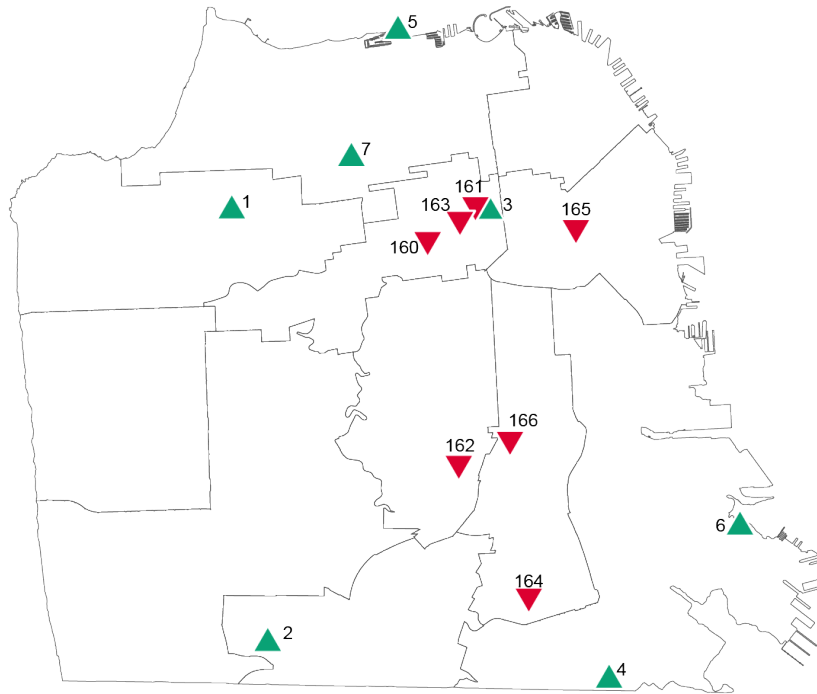


Table 3 - Largest Increases in Park Scores from FY18 to FY19

Rank	Park Name	FY18 Score	FY19 Score	Change
1	Park Presidio Boulevard	71%	89%	17
2	Randolph-Bright Mini Park	72%	88%	17
3	Margaret S. Hayward Playground	81%	93%	13
4	Little Hollywood Park	78%	91%	13
5	Yacht Harbor & Marina Green	83%	95%	12
6	India Basin Shoreline Park	77%	88%	12
7	Presidio Heights Playground	82%	93%	11

Table 4 - Largest Decreases in Park Scores from FY18 to FY19

Rank	Park Name	FY18 Score	FY19 Score	Change
160	Jefferson Square	94%	88%	-6
161	Alamo Square	91%	85%	-6
162	Upper Noe Recreation Center	97%	90%	-6
163	Buchanan Street Mall	89%	82%	-7
164	Eugene Friend Recreation Center	94%	87%	-7
165	Louis Sutter Playground	85%	77%	-7
166	Coso-Precita Mini Park	96%	87%	-9

# Types of Maintenance Issues

## What types of maintenance issues do evaluators check for during park evaluations?

During each park evaluation, evaluators answer questions about park conditions (the number of questions varies by park, but on average evaluators answer 63 questions per evaluation). At each park feature (like a children’s play area or a restroom), evaluators answer questions like:

- Is there any graffiti on any wood surface?
- Does soil or debris build-up prevent the use of a bench?
- Is there a missing paint strip?
- Are there any cracks or holes in the curbs that are 1/2” wide or larger?

Addressing the underlying issues associated with each of these questions requires varying levels of planning and resources. For example, it is generally faster and easier to empty an overflowing waste bin than to re-surface a basketball court. Table 5 below described these issue types in further detail.

This year, the Controller’s Office and RPD are beginning to explore the park evaluation results by issue type. For instance, the departments wanted to analyze whether most of the issues at the bottom-scoring parks were related to simple clean-up issues (such as dirt, litter, or graffiti), or whether most of the failing criteria were structural issues that would involve much more planning, investment, and capital to fix. As an initial step, RPD defined three new large categories of issues: clean-up, maintenance, and repair.

**Table 5 - Types of Maintenance Issues**

Issue Type	Description	Examples
Clean-up	These issues are solved by staff or volunteers going to the park to clean. Generally, no other equipment or resources would be needed.	Litter, graffiti, cleanliness, overflowing waste bins, sand spread throughout a Play Area, etc.
Maintenance	Maintenance requires some equipment and a maintenance staff member. These issues involve specialized equipment and planning (more than clean-up issues, but less than repair projects).	Lawns are not mowed properly, paint is chipping or mis-matched, plants need to be pruned, signage is missing, weeds are present, etc.
Repair	Issues requiring repair are structural issues that may require significant capital and planning.	Large crack in curbs, equipment at an outdoor court is missing, fencing is bent/rotting/or unanchored, seating is unstable or broken, stairways are damaged or broken, etc.

## How can this new data on Issue Types reveal important trends in park maintenance?

With all questions categorized into these main Issue Types, this data can offer new insights into park conditions. For instance, for a park with many issues cited in the evaluations throughout the year, this data could reveal that all issues are clean-up related, or that all issues are more structural, like repair issues. With this information, RPD staff and managers could consider the current distribution of resources towards a park to determine if there are any potential improvements, or if a new creative approach could be used. The two case studies below show examples of new trends illuminated by this analysis.

Park evaluations do not contain an equal number of questions on repair, maintenance, and clean-up. Therefore, the underlying distribution of questions could impact the percentage of issues that evaluators find in each Issue Type category. This will be addressed in future Controller’s Office analyses, but in the cases presented here, the parks exhibited very clear trends in the types of issues found.

# Types of Maintenance Issues

## Case Study: Hilltop Park and McKinley Square

Given the limitations discussed, this analysis highlights two parks with extreme trends in issue type: Hilltop Park and McKinley Square. Despite receiving similar average annual scores (88% and 89%, respectively), the trends in failing criteria at each park differ greatly.

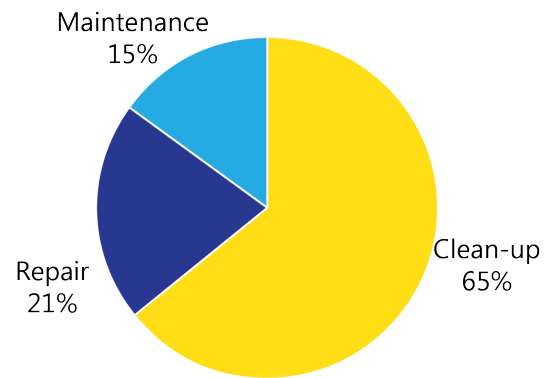
The feature scores at Hilltop park are shown below in Table 6. While the lawn and buildings & general amenities features are the lowest-scoring, this information is not enough to determine the appropriate solutions.



**Table 6 - Feature Scores at Hilltop Park in FY19**

Feature	Score
Lawns	74%
Buildings & General Amenities	80%
Hardscape	83%
Children's Play Areas	90%
Greenspace	92%
Outdoor Courts	93%
Table Seating Areas	93%
Ornamental Beds	94%
Trees	96%

**Figure 6 - Issue Types at Hilltop Park in FY19**

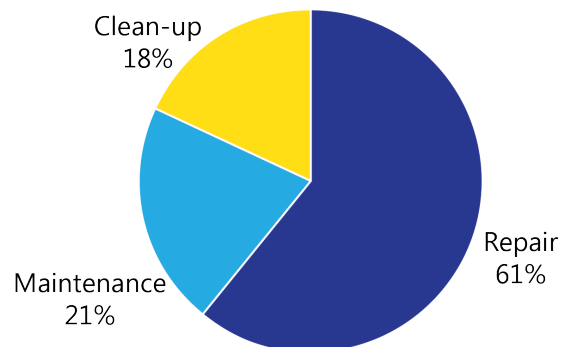


Twenty-two of the 34 issues found at Hilltop Park over the fiscal year (65%) were clean-up issues. Only five issues were maintenance issues, and seven were repair. More specifically, over half of the clean-up issues throughout the year were graffiti, found predominantly on the children's play areas and the buildings & general amenities.

**Table 7 - Feature Scores at McKinley Square in FY19**

Feature	Score
Dog Play Areas	81%
Buildings & General Amenities	82%
Hardscape	82%
Children's Play Areas	90%
Trees	92%
Ornamental Beds	94%
Lawns	94%
Table Seating Areas	100%

**Figure 7 - Issue Types at McKinley Square in FY19**



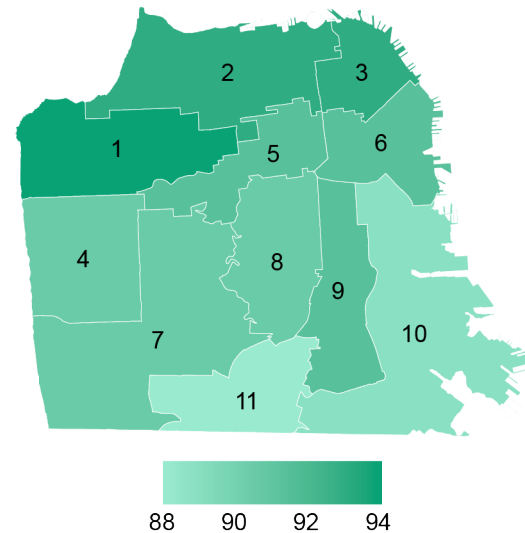
At McKinley Square, 17 out of the 28 issues (61%) found throughout the year were repair issues. Only five were clean-up, and six were maintenance. Most of the repair issues were related to park signage and cracks found in paths and plazas and free-standing walls. These issues would require different resources and interventions than those at Hilltop Park. Depending on the specific repair issues, park managers and staff could consider ways to re-distribute certain resources to certain parks, or flag the park for future capital projects.

# Scores by Supervisor District

## Are there any trends in average park scores across supervisor districts?

Figure 9 on the following page shows the distribution of park scores by supervisor district. Rather than displaying the distribution of scores using dots to represent individual parks as we did in previous figures, this chart smooths out the dots into a continuous curve. Thus, a particular district has more parks with scores where the curve is higher, and relatively fewer parks with scores where the curve is lower. In addition, Figure 8 to the right and Figure 9 shade the supervisor districts based on the mean park score. The higher the average park score, the darker the color. Notable aspects of this chart include the following:

Figure 8 - Supervisor District Scores in FY19



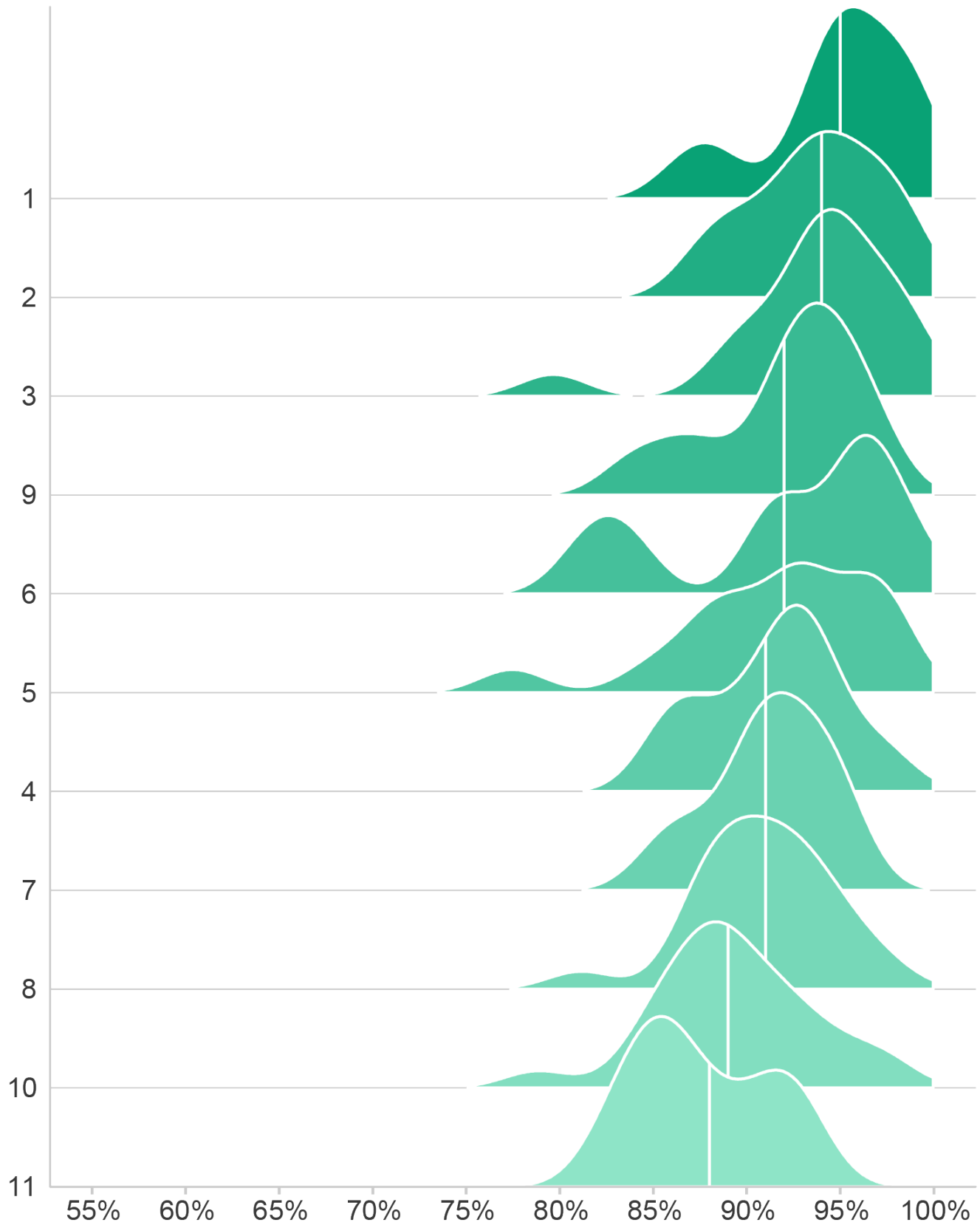
- District 1 remains, for the third year in a row, the district with the highest average park score (shown as a white line on each district curve). While the range of park scores is similar to several other districts, District 1 has a large concentration of parks with scores of 95% or higher.
- District 11 is the lowest-scoring district in FY19, as it was in FY18. However, the FY19 average of 88% represents a five percentage-point increase from the FY18 average of 83%. Alice Chalmers, one of the consistently lowest-scoring parks that saw a score increase this fiscal year, is located in District 11. The maximum score any park in the district received in FY19 was 93%, only a single percentage-point higher than the citywide average.
- District 5 has the largest range in scores, with a 21 percentage-point difference between the highest- and lowest-scoring park within the district. In fact, District 5 is one of only two districts that contains a park within the top ten highest-scoring parks and a lowest-scoring park (Cottage Row Mini Park and Buchanan Street Mall, respectively).

Table 8 - Distribution of Park Scores by Supervisor District

District	Number of Parks	Average Score	Maximum Score	Minimum Score	Score Range
1	12	95%	99%	87%	12
3	17	94%	99%	80%	19
2	16	94%	99%	88%	11
9	21	92%	97%	84%	13
5	16	92%	98%	77%	21
6	8	92%	99%	82%	17
7	11	91%	95%	86%	9
8	21	91%	98%	81%	17
4	9	91%	97%	86%	11
10	22	89%	98%	79%	19
11	11	88%	93%	83%	10

# Scores by Supervisor District

Figure 9 - Distribution of Park Scores by Supervisor District in FY19



# Scores by Park Service Area

## Are there any trends in average park scores across Park Service Areas?

RPD organizes its park maintenance staff and resources into seven regions: Golden Gate Park (GGP) and six Park Service Areas (PSAs). Each PSA has a manager who directs horticultural and custodial activities and serves as the main point of contact for the region. PSAs are not strictly geographically defined, but the properties in each region are in general proximity to each other, as shown below in Figure 10.

While the average PSA scores exist in a relatively narrow band between 88% and 94%, PSAs 1 and 6 are consistently among the highest (Figure 11 and Table 9). In fact, the four top-scoring PSAs remain in the same ranking order in FY19 as in FY18. While the ranking of PSAs has not changed, however, the average score of each of these four PSAs has increased. GGP is the only PSA not to increase in score, remaining at 88%.

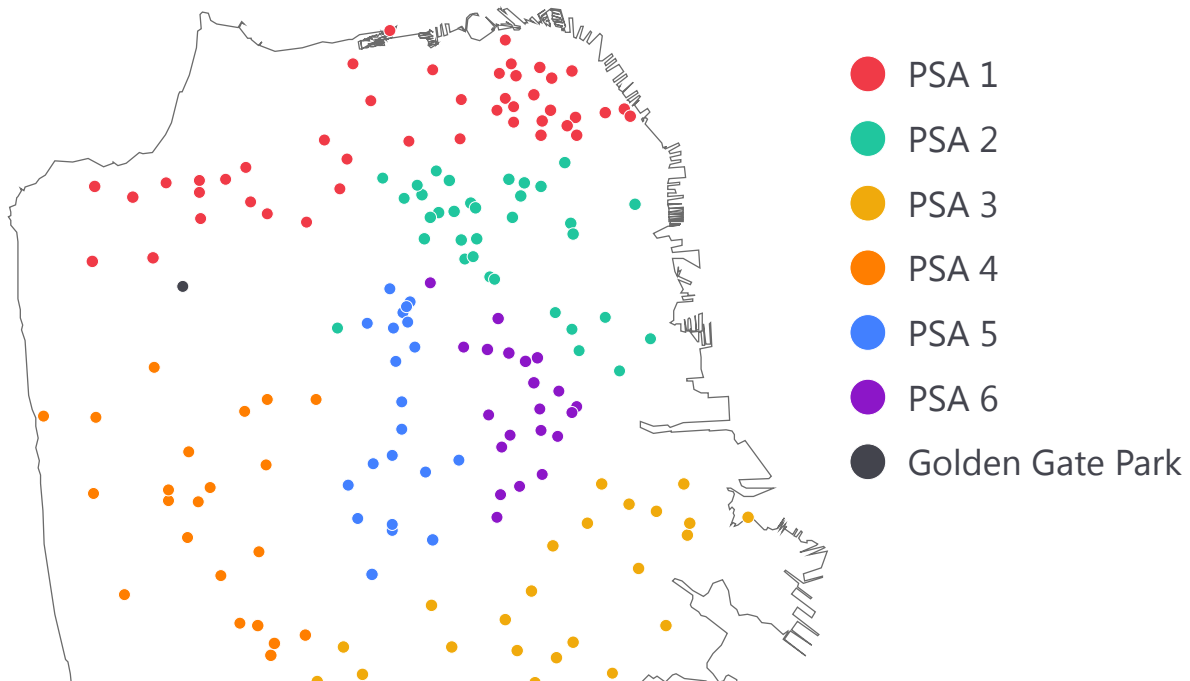
With an average score of 94%, PSA 1 is the only PSA scoring above the citywide average of 92%. This is likely due to the fact that PSA 1 also has double the number of parks of all PSAs except PSA 2 and GGP, and these include some of the highest-scoring parks in the city. PSA 1 parks are almost all located in supervisor Districts 1, 2 and 3, the three highest-scoring districts as discussed earlier in this report.

PSA 3 is consistently among the lowest-scoring PSAs, but has seen a remarkable increase in average score each fiscal year since FY16: over the course of four fiscal years, the average score has increased by nine percentage-points. PSA 3 lies in the southeast part of the city and comprises 23 parks in the Hunter’s Point, Portola, Visitacion Valley, and Excelsior neighborhoods.

**Table 9 - Average Park Service Area Scores in FY19**

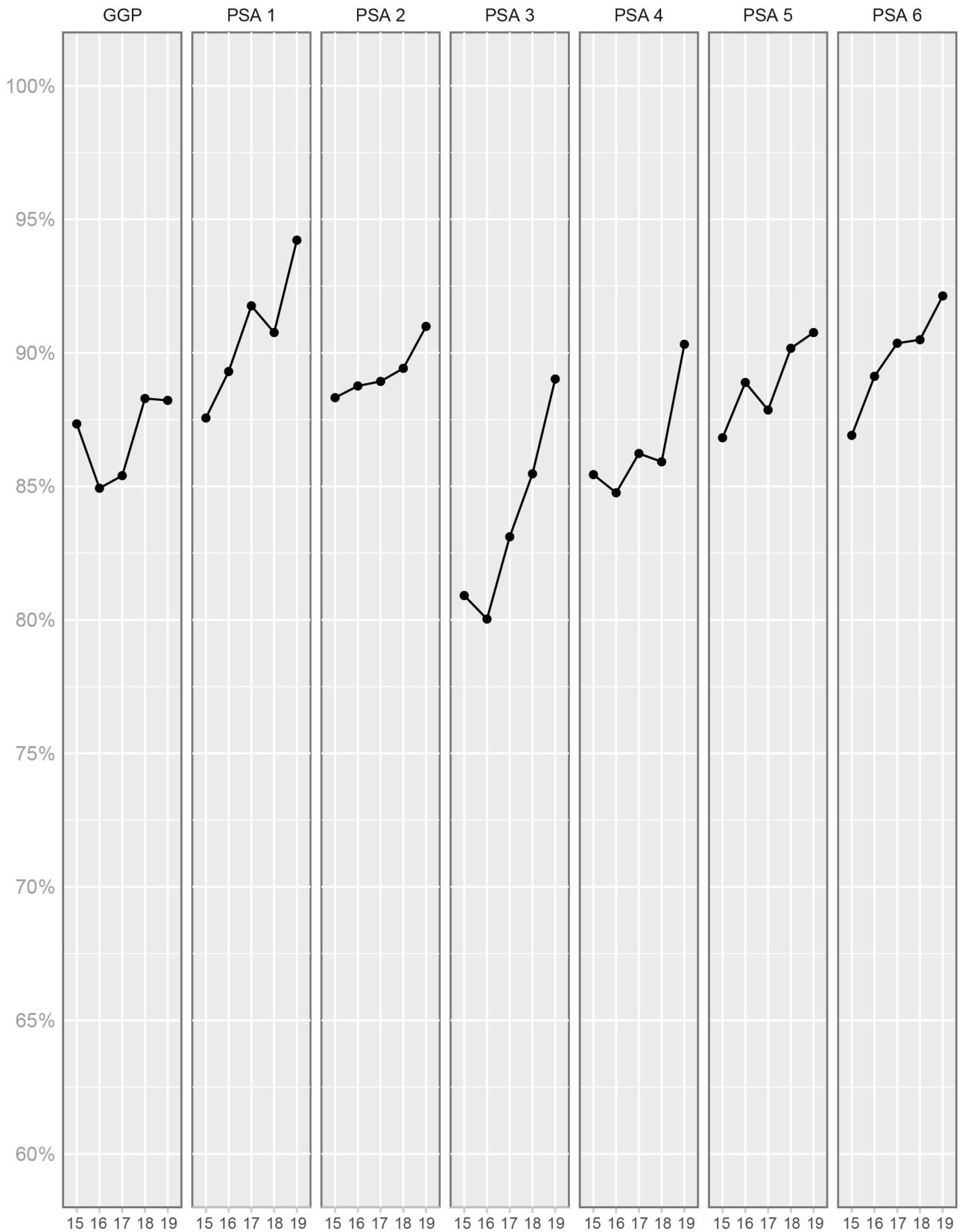
PSA	Average Score	Number of Parks
PSA 1	94%	43
PSA 6	92%	21
PSA 2	91%	34
PSA 5	91%	21
PSA 4	90%	22
PSA 3	89%	23
GGP	88%	1

**Figure 10 - Map of Park Service Areas (PSAs) in FY19**



# Scores by Park Service Area

Figure 11 - Average Park Service Area Scores by Fiscal Year from FY15 through FY19



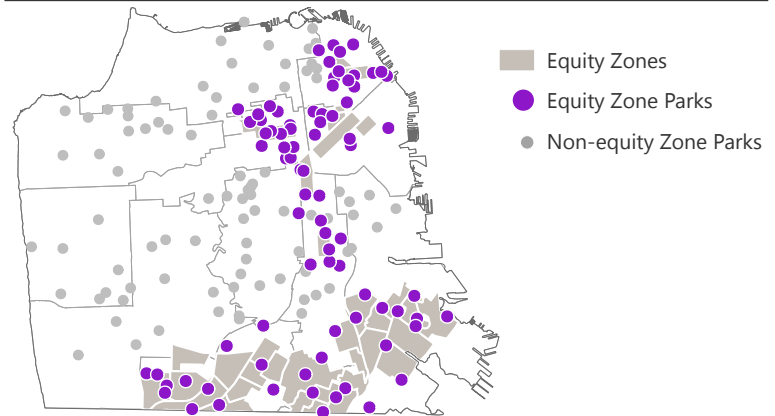
# Equity Zones

## What are “equity zones”?

The opening section of this report discusses the passage of Proposition B in June 2016, which amended a portion of the City Charter pertaining to the Park, Recreation, and Open Space Fund. Among other changes, new language was added to the Charter, which requires RPD to formally consider and measure equity in the allocation of its resources.

In an August 2016 memo to the Parks, Recreation, Open Space Advisory Committee, RPD designated certain areas of the city as equity zones and identified the parks that serve those areas. These equity zones represent the most disadvantaged areas of the City, based on the CalEnviroScreen, a California EPA dataset. A map of the equity zone parks is shown to the right (Figure 12) and a list of the parks is provided in Appendix B.

Figure 12 - Parks Serving RPD Equity Zones in FY19



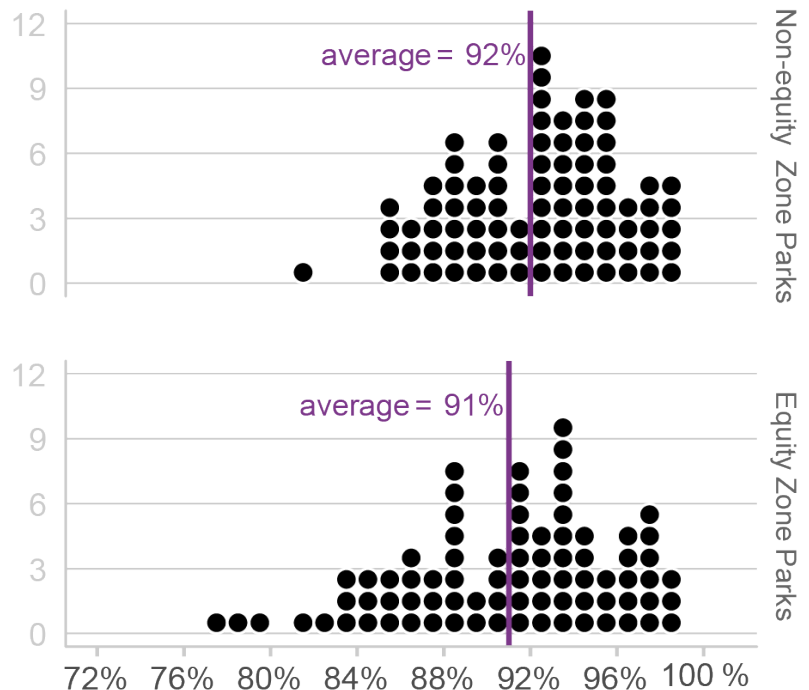
## How do scores for equity zone parks compare to non-equity zone parks?

Figure 13 below shows the distribution of scores for equity zone and non-equity zone parks. Equity zone parks have an average score of 91%, which is one percentage point lower than the non-equity zone parks (92%). Table 10 below shows additional descriptive statistics for park scores of equity zone and non-equity zone parks. Equity-zone parks have a lower average score and minimum score than non equity-zone parks. In addition, the spread of scores for equity-zone parks, as measured by the standard deviation, is larger than the spread of non equity-zone park scores.

Table 10 - Equity & Non-equity Zone Park Scores

	Equity Zone	Non-equity Zone
Average	91%	92%
Minimum	77%	81%
Maximum	99%	99%
Count	81	86
Standard Deviation	5.0	3.8

Figure 13 - Distribution of Scores: Equity & Non-Equity Zone Parks





# Equity Zones

## How has this trend changed over time?

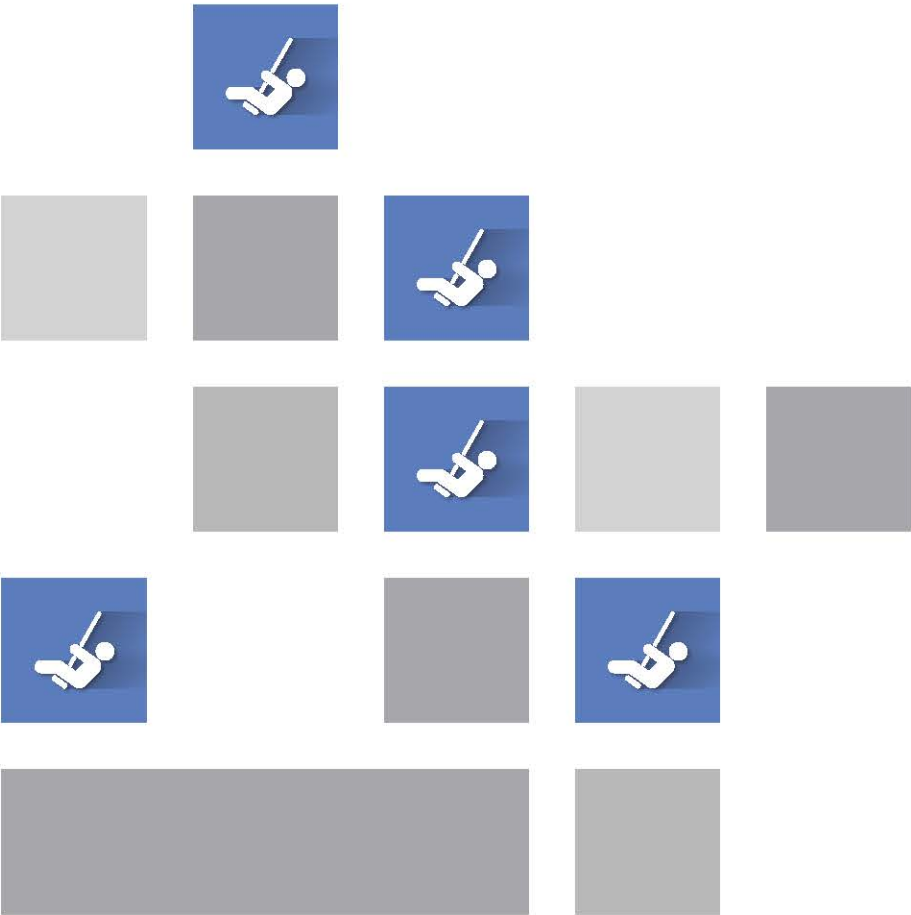
The comparison of equity zone and non-equity zone park scores is shown below in Figure 14. These ridgeplots show the distribution of equity zone park scores in purple, and the distribution of non-equity zone park scores in grey. The top panel shows how these two distributions compared in FY18, and the bottom panel shows FY19 data. Average lines are shown as dotted vertical lines.

Both equity zone and non-equity zone parks saw an increase in average park score from FY18 to FY19 (as shown in the dotted average lines moving to the right). Both equity zone parks and non-equity zone parks also have more narrow distributions from FY18 to FY19, however the distribution of non-equity zone park scores seems to have narrowed more dramatically between these two years. Additional years of data will be needed to determine if this trend continues, and if the difference in park scores between equity-zone and non equity-zone parks continues to decrease.

The greater spread of park scores (as seen below in Figure 14) and the greater standard deviation of scores for equity zone parks are generally suggestive of greater variability of park conditions. Rather than comparing equity zone parks to non-equity zone parks on a citywide average basis, the Controller's Office recommends that RPD consider more nuanced approaches to assessing resource needs and allocation among the individual equity zone parks.

Figure 14 - Distribution of Park Scores by Equity Zone Status for FY18 and FY19





# FEATURE SCORES

In this section:

## **Trends Across Features**

- What are the trends in citywide average feature scores over time?

## **Children's Play Areas**

- How do children's play areas score overall, and which score the highest and lowest?

## **Dog Play Areas**

- How do dog play areas score overall, and which score the highest and lowest?

# Trends Across Features

Each park is evaluated based on the features located at its site. A total of 12 features may be evaluated at any site: athletic fields, buildings & general amenities, children’s play areas (CPAs), dog play areas (DPAs), greenspace, hardscape, lawns, ornamental beds, outdoor courts, restrooms, table seating areas (TSAs), and trees. In many cases, multiple instances of a feature exist at a park. For example, many parks have multiple restrooms, courts, or athletic fields, each of which are evaluated separately. In this section of the report, the term “feature score” may refer to the score of an individual feature instance, a park’s aggregate feature score, or the citywide average feature score.

Generally, features scores should be compared across time, not compared to other features, as each feature contains different numbers and types of elements, as well as different maintenance schedules and priority levels. For example, some DPAs have as few as four possible elements to evaluate, while outdoor courts have a minimum of 12. Each element with an error in DPAs has a stronger downward impact on the overall feature score than each element in outdoor courts. The structure of the evaluation, therefore, may impact the rankings of average feature scores.

Unlike comparing average feature scores to each other, comparing the scores of the same feature type to each other will reveal important information regarding resource allocation. An in-depth discussion of high- and low-scoring CPAs and DPAs follows this section. For more information on every feature instance, please navigate to the [online dashboard](#) discussed in the introduction.

## What are the trends in citywide average feature scores over time?

Figure 15 on the next page shows the citywide average scores for all 12 features in FY15 through FY19. Table 11 below shows the average, minimum, maximum, and standard deviation in scores for each feature in FY19. In FY19, ornamental beds, outdoor courts, and trees each tied for the highest average score at 93%, while CPAs are the lowest-scoring feature with an average score of 84%. While CPAs are the lowest-scoring feature for the fourth year in a row, the FY19 average represents a four percentage-point increase from the prior FY.

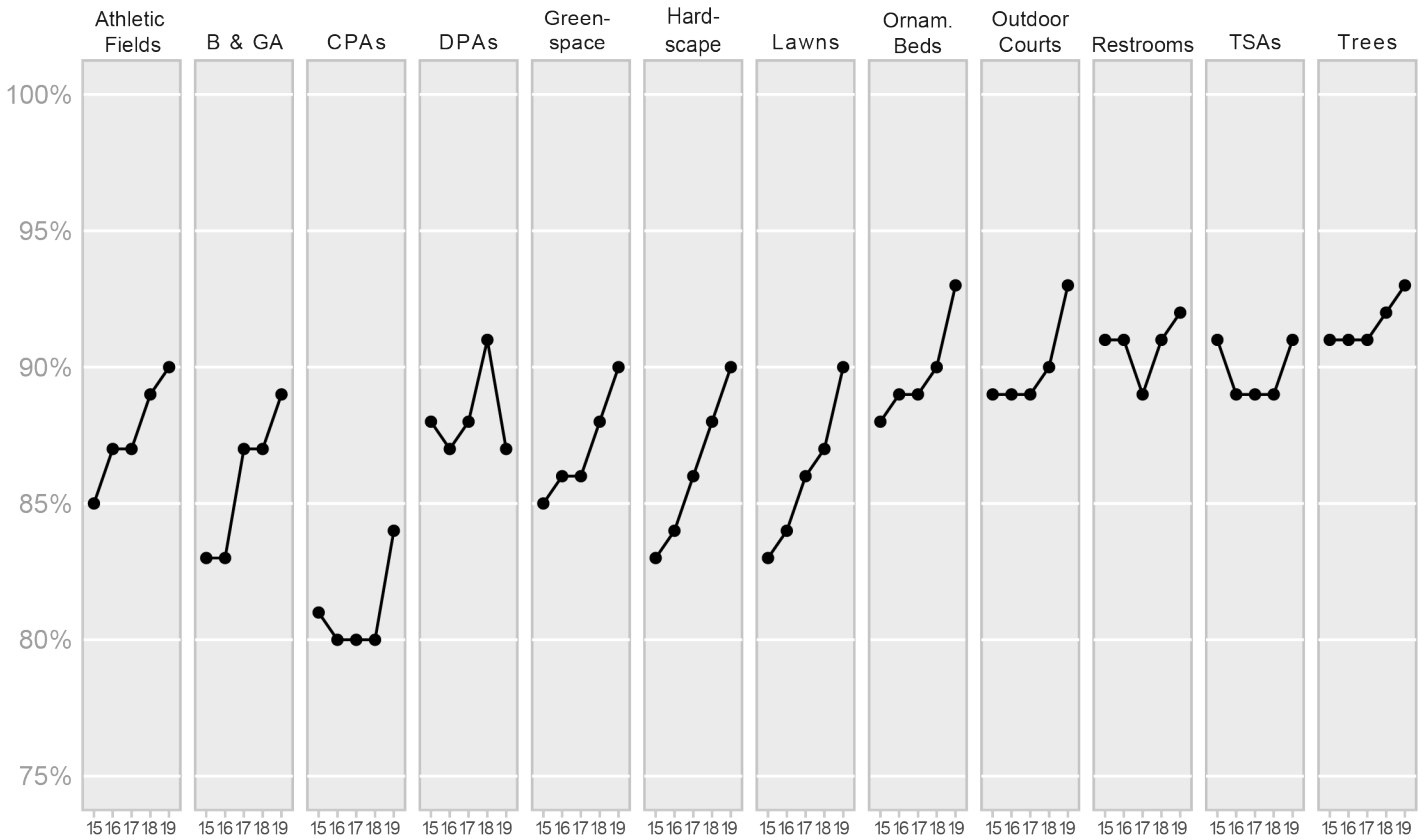
The average of each feature increased in FY19 as compared to FY18, except for Dog Play Areas. DPA scores may be more likely to dramatic fluctuations due to the small sample size: there are only 27 DPAs evaluated per quarter, while there are at least 100 of every other feature. The decrease in the FY19 average score from the prior FY does not yet signal a significant long-term trend.

**Table 11 - Average Feature Scores in FY19**

Feature	Average Score	Minimum Score	Maximum Score	Standard Deviation	Count
Ornamental Beds	93%	62%	100%	7.6	195
Outdoor Courts	93%	64%	100%	6.5	284
Trees	93%	60%	100%	7.6	227
Restrooms	92%	30%	100%	10.4	260
Table Seating Areas (TSA)	91%	68%	100%	8.3	100
Athletic Fields	90%	57%	100%	8.1	105
Greenspace	90%	56%	100%	9.6	108
Hardscape	90%	51%	100%	9.2	230
Lawns	90%	48%	100%	9.9	175
Buildings & General Amenities (B & GA)	89%	61%	100%	7.6	228
Dog Play Areas (DPA)	87%	69%	100%	9.0	27
Children’s Play Areas (CPA)	84%	56%	100%	10.8	161

# Trends Across Features

Figure 15 - Average Feature Scores by Fiscal Year from FY15 through FY19



## Data Spotlight: New Online Parks Maintenance Dashboard

The Office of the Controller published a new online dashboard in Fall 2019. This interactive data dashboard allows users to look more deeply into trends within every feature, including those not discussed in this report. Users may also use the Park Lookup function to explore the trends in scores at every element in the park of their choice. Visit [sfcontroller.org/park-scores-dashboard](https://sfcontroller.org/park-scores-dashboard) to explore data on the parks in San Francisco!

# Children's Play Areas

## How do children's play areas score overall, and which score the highest and lowest?

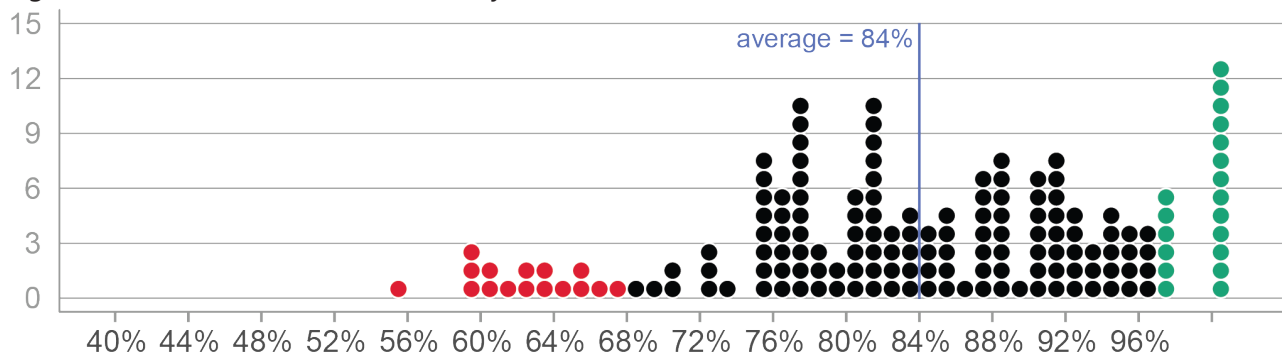
In FY19, 161 children's play areas (CPAs) were evaluated in 125 different parks. Figure 16 shows the distribution of scores and Figure 17 shows the location of the highest- and lowest-scoring instances. While there continues to be a geographic distinction between the top and bottom CPAs, that distinction decreased in FY19: the lowest- and highest-scoring CPAs are more evenly spread throughout both the northern and southern halves of the city. However, Districts 2 and 3 yet again have no lowest-scoring CPAs while all others have at least one of each.

Just as in FY17 and FY18, rubber surfacing and sand received the lowest average scores (68% and 76%, respectively) as compared to the other elements evaluated in children's play areas. RPD is aware that the rubber surfacing at CPAs is in need of replacement. The department is beginning to install other types of surfaces that will likely perform better, such as "Tot Turf" (a synthetic turf that was implemented recently at the Joseph L. Alioto Performing Arts Piazza) and "Tread Bounce" (rubberized tiles, which are going to be installed at Palou-Phelps Mini Park).

RPD recently completed capital renovations at four of the fifteen highest-scoring children's play areas (all of which are listed in Table 12 below): those at Washington Square finished renovations in 2018, those at Mountain Lake Park in 2017, and those at Gilman Playground and Moscone Recreation Center in 2016.

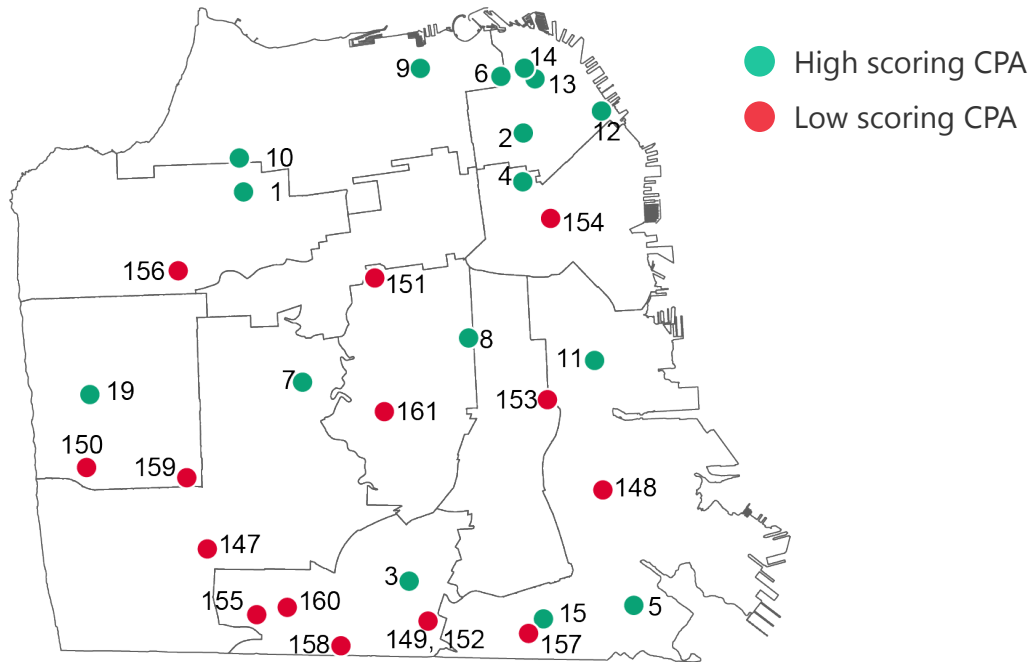
Two of the fifteen lowest-scoring children's play areas are currently under renovation: the CPAs at Alice Chalmers Playground and Palou-Phelps Mini Park. RPD predicts renovations on both of these children's play areas will be completed by April 2020.

Figure 16 - Distribution of Children's Play Area Scores in FY19



# Children's Play Areas

Figure 17 - Location of Highest-Scoring and Lowest-Scoring CPAs in FY19



Tables 12 and 13 - Highest- and Lowest-Scoring Children's Play Areas in FY19

Rank/ID	Park Name	Feature Instance	Score	Rank/ID	Park Name	Feature Instance	Score
1	10th Avenue-Clement Mini Park	CPA	100%	147	Junipero Serra Playground	CPA	67%
2	Collis P. Huntington Park	CPA	100%	148	Palou-Phelps Park	CPA (West - Tots)	66%
3	Excelsior Playground	CPA (Tots)	100%	149	Crocker Amazon Playground	CPA (La Grande)	65%
4	Father Alfred E. Boeddeker Park	CPA	100%	150	South Sunset Playground	CPA	64%
5	Gilman Playground	CPA	100%	151	Buena Vista Park	CPA	64%
6	Michelangelo Playground	CPA	100%	152	Crocker Amazon Playground	CPA (Italy St)	64%
7	Midtown Terrace Playground	CPA	100%	153	James Rolph, Jr. Playground	CPA	63%
8	Mission Playground	CPA (Clubhouse)	100%	154	Eugene Friend Recreation Center	CPA	63%
9	Moscone Recreation Center	CPA (Chestnut-Laguna)	100%	155	Randolph-Bright Mini Park	CPA	62%
10	Mountain Lake Park	CPA	100%	156	Golden Gate Park	CPA	60%
11	Potrero Hill Recreation Center	CPA (Upper)	100%	157	Visitacion Valley Playground	CPA	60%
12	Sue Bierman Park	CPA	100%	158	Alice Chalmers Playground	CPA	59%
13	Washington Square	CPA	100%	159	Sigmund Stern Recreation Grove	CPA	59%
14	Joe DiMaggio North Beach Playground	CPA	98%	160	Minnie & Lovie Ward Playground	CPA	59%
15	Visitacion Valley Greenway	CPA	98%	161	Douglass Playground	CPA	56%

# Dog Play Areas

## How do dog play areas score overall, and which score the highest and lowest?

In FY19, 27 dog play areas (DPAs) were evaluated at 23 different parks. Collectively, this feature has an average score of 87% citywide. That is a slight decrease from FY18, and a return to the same average score as in FY17. Figure 18 shows the distribution of scores and Figure 19 shows the location of the highest- and lowest-scoring instances.

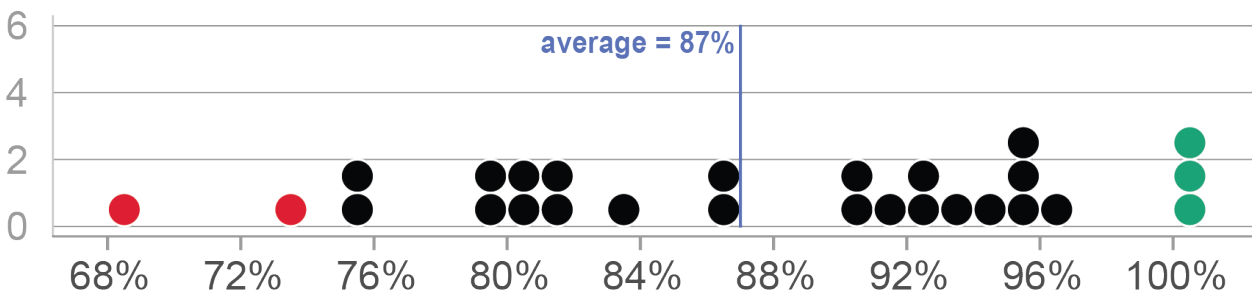
Dog play areas are a diverse feature. The department reports that some DPAs require little maintenance, as they are simply a set-aside area of park land, while those made of natural turf consistently require heavy maintenance and custodial intervention. DPAs which are not natural turf can have synthetic turf, decomposed granite, dirt, or sand.

Only three DPAs received a score of 100% every time they were evaluated in FY19, a decrease from the six in FY18.

Potrero Hill Recreation Center scored 100% on all evaluations in both FY8 and FY19. RPD reports the DPA benefited from receiving additional maintenance resources during the recent closure of the Athletic Fields, as well as consistent community cleaning efforts.

Soma West Dog Park had only five elements; of those five, four elements received 100% for every evaluation. However, the overall feature score was dragged so far down due to the litter element, which did not pass a single evaluation in FY19.

Figure 18 - Distribution of Dog Play Area Scores in FY19





# Dog Play Areas

Figure 19 - Location of Highest-Scoring and Lowest-Scoring DPAs in FY19

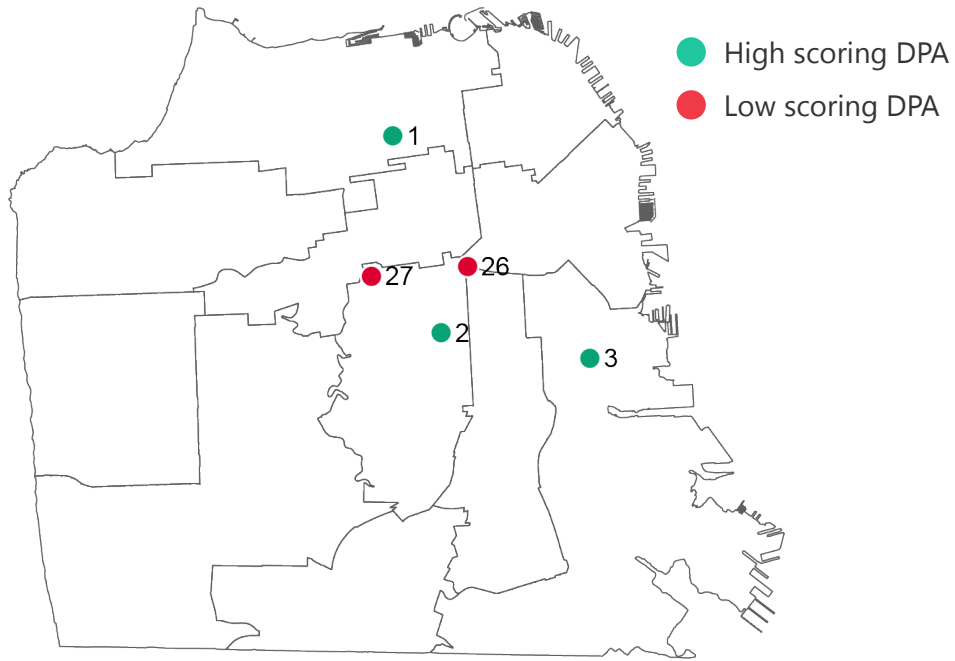


Table 14 - Highest-Scoring Dog Play Areas in FY19

Rank/ID	Park Name	Feature Instance	Average Score
1	Alta Plaza	Dog Play Area	100%
2	Mission Dolores Park	Dog Play Area (North)	100%
3	Potrero Hill Recreation Center	Dog Play Area	100%

Table 15 - Lowest-Scoring Dog Play Areas in FY19

Rank/ID	Park Name	Feature Instance	Average Score
26	Soma West Dog Park	Dog Play Area	74%
27	Buena Vista Park	Dog Play Area	69%

# Next Steps

The Controller's Office is planning for several upcoming analyses and advancements in the next fiscal year. In addition to the expanded issue type analysis introduced in Section 1, the team plans to research inter-rater reliability and migrate all data collection to a new mobile application and database.

## **What analyses are planned for the upcoming fiscal year?**

As shown in the case studies on Hilltop Park and McKinley Square in Section 1, park evaluation data aggregated by issue type could inform RPD operations by offering new information about park conditions. In addition to looking at this data for individual parks, the Controller's Office is also planning additional citywide analyses with this data. More specifically, the Controller's Office aims to create scores for each issue type that could be compared between parks. These scores will account for differences in criteria between parks, with the aim of creating a score that can be compared between small and large sites.

For example, if each park score had a 'Repair Score', the department could identify parks with the most severe repair issues to potentially prioritize them for improvements (while also considering other Department priorities like health and safety and Citywide equity). Likewise, parks with the lowest 'Cleanup Scores' could be prioritized for volunteers, custodians, or other cleanup initiatives. The Controller's Office plans to continue to work with RPD to define these scores and pursue analyses that provide RPD leadership and staff with actionable data and results.

## **What is inter-rater reliability, and how can this program improve this reliability?**

Inter-rater reliability is the degree to which different evaluators (or raters) can consistently apply standards and complete assessments. With regards to the park maintenance program, the Controller's Office is interested in studying how consistently different evaluators apply the park standards and complete the evaluation form. As discussed in the introduction, the Controller's Office began looking into this issue with evaluators who consistently found zero issues at their randomly-assigned sites (resulting in a 100% park-wide score). As it is highly unlikely that any site would pass all maintenance standards (much less more than one site in a row), the team identified this potential issue in reliability. This is a top priority for the Controller's Office, as issues in inter-rater reliability affect overall data validity and therefore all other analyses.

The Controller's Office plans to complete a more systematic assessment of inter-rater reliability in the upcoming fiscal year. This may involve analysis of extant data (looking at variation in site score between quarters, for example), and/or tests where multiple evaluators evaluate the same site in the same quarter and scores are compared. After this analysis, the Controller's Office may recommend program improvements or administrative changes if needed.

## **What are the data improvements planned in the upcoming fiscal year?**

RPD and the Controller's Office are working with ESRI to build a new GIS-based park evaluation database and new mobile application to complete evaluations. These improvements will significantly increase the efficiency of data maintenance and updates, as the information on parks, features, and elements will now be tied directly to other databases currently maintained by the department. Additionally, the new evaluation application will provide a far more user-friendly interface that will decrease chances for evaluator error. The new database and application will be used by evaluators beginning in FY21.

# Appendix A: Equity Zone Parks in FY19

Park	FY19 Equity Zone?	Park	FY19 Equity Zone?
24th Street-York Mini Park	Yes	Kelloch-Velasco Mini Park	Yes
Adam Rogers Park	Yes	Kid Power Park	Yes
Alamo Square	Yes	Koshland Park	Yes
Alice Chalmers Playground	Yes	Lessing-Sears Mini Park	Yes
Alioto Mini Park	No	Lincoln Park	No
Balboa Park	Yes	Little Hollywood Park	Yes
Bay View Playground	Yes	Louis Sutter Playground	Yes
Beideman-O'farrell Mini Park	Yes	Margaret S. Hayward Playground	Yes
Betty Ann Ong Chinese Recreation Center	Yes	Maritime Plaza	Yes
Brooks Park	Yes	Merced Heights Playground	Yes
Buchanan Street Mall	Yes	Michelangelo Playground	Yes
Bush-Broderick Mini Park	Yes	Minnie & Lovie Ward Playground	Yes
Cabrillo Playground	No	Mission Playground	Yes
Cayuga-Lamartine Mini Park	Yes	Mission Recreation Center	No
Cayuga Playground	Yes	Mullen-Peralta Mini Park	Yes
Collis P. Huntington Park	Yes	Page-Laguna Mini Park	Yes
Coso-Precita Mini Park	Yes	Palega Recreation Center	Yes
Cottage Row Mini Park	Yes	Palou-Phelps Park	Yes
Crocker Amazon Playground	Yes	Parque Ninos Unidos	Yes
Dupont Courts	No	Patricia's Green	Yes
Eugene Friend Recreation Center	Yes	Portsmouth Square	Yes
Excelsior Playground	Yes	Precita Park	Yes
Father Alfred E. Boeddeker Park	Yes	Randolph-Bright Mini Park	Yes
Fillmore-Turk Mini Park	Yes	Raymond Kimbell Playground	Yes
Fulton Playground	No	Selby-Palou Mini Park	Yes
Garfield Square	Yes	Sgt. John Macaulay Park	Yes
Gilman Playground	Yes	Silver Terrace Playground	Yes
Golden Gate-Steiner Mini Park	Yes	Soma West Dog Park	Yes
Hamilton Recreation Center	Yes	Soma West Skatepark	Yes
Hayes Valley Playground	Yes	South Park	Yes
Head-Brotherhood Mini Park	Yes	St. Mary's Square	Yes
Herz Playground	Yes	Sue Bierman Park	Yes
Hilltop Park	Yes	Telegraph Hill/Pioneer Park	Yes
In Chan Kaajal Park	Yes	Tenderloin Recreation Center	Yes
Ina Coolbrith Mini Park	Yes	Turk-Hyde Mini Park	Yes
India Basin Shoreline Park	Yes	Union Square	Yes
Japantown Peace Plaza	Yes	Victoria Manalo Draves Park	Yes
Jefferson Square	Yes	Visitacion Valley Greenway	Yes
Joe DiMaggio North Beach Playground	Yes	Visitacion Valley Playground	Yes
John McLaren Park	Yes	Washington Square	Yes
Jose Coronado Playground	Yes	Willie "Woo Woo" Wong Playground	Yes
Joseph L. Alioto Performing Arts Piazza	Yes	Woh Hei Yuen Park	Yes
Joseph Lee Recreation Center	Yes	Youngblood Coleman Playground	Yes
Justin Herman-Embarcadero Plaza	Yes		

Note: RPD's list of equity zone parks includes several that are not listed here as they are not in the evaluation program.

**From:** [Reports, Controller \(CON\)](#)  
**To:** [Reports, Controller \(CON\)](#)  
**Subject:** Issued: San Francisco Annual Performance Results FY19  
**Date:** Tuesday, December 10, 2019 2:23:49 PM  
**Attachments:** [image001.png](#)

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The City Performance Unit of the Controller's Office today released the [San Francisco Annual Performance Results for FY19](#).

The report includes a list of key performance metrics for every agency and department in San Francisco over the 2018–19 fiscal year (July 2018 through June 2019) and provides highlights of the [San Francisco Performance Scorecards](#), which report more frequent updates for approximately 80 indicators in eight service areas: **Livability, Public Health, Safety Net, Public Safety, Transportation, Environment, Economy, and Finance**.

This year, we've included several "In Focus" cards. Each card highlights ongoing work around issues impacting San Franciscans, presents data that helps explain performance, and connects readers with resources for more information. [LEARN MORE](#) about the report.

Download the [full report here](#).



**This is a send-only email address.**

For questions about reporting results, please contact: City Performance Team, Office of the Controller at [Performance.Con@sfgov.org](mailto:Performance.Con@sfgov.org).

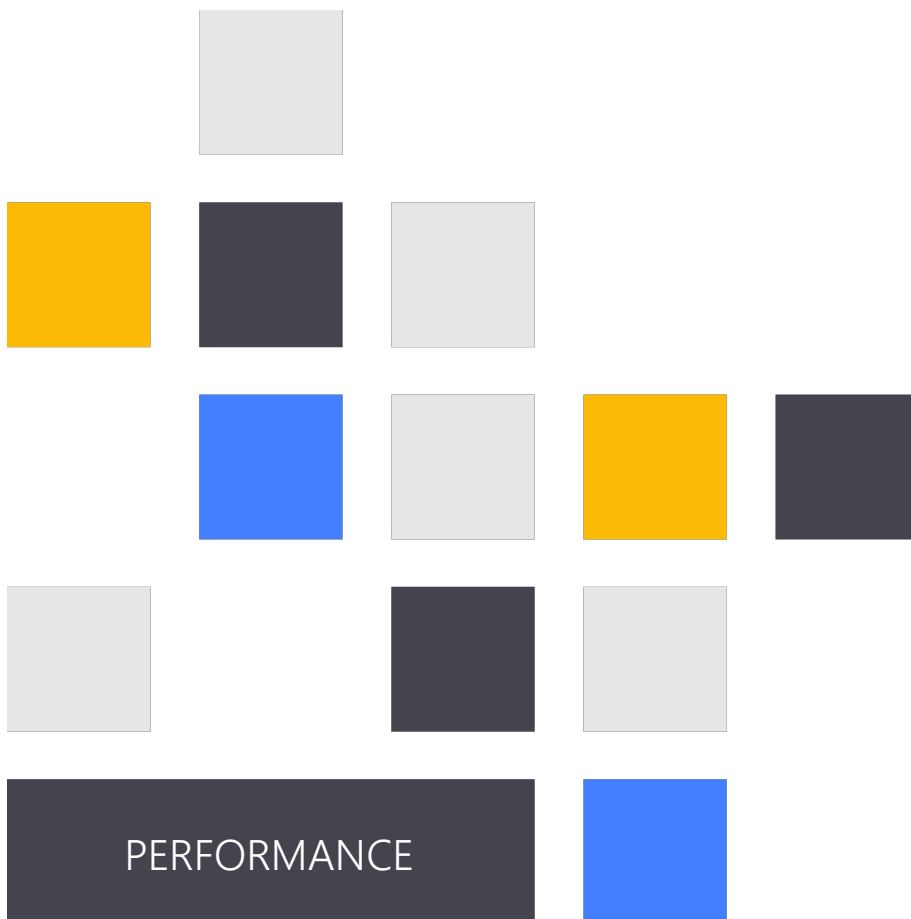
For all press inquiries, please email Alyssa Sewlal, Communications Manager, at [alyssa.sewlal@sfgov.org](mailto:alyssa.sewlal@sfgov.org).

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# Annual Performance Results

City & County of San Francisco  
Fiscal Year 2018-19

This report provides highlights of the San Francisco Performance Scorecards and includes the fiscal year 2018-19 results for over 800 City department performance measures that are monitored by the Controller's Office.



**December 10, 2019**

City & County Of San Francisco  
Office of the Controller  
City Performance Unit

## About City Performance

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within the City Services Auditor, the City Performance team ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance helps departments to:

- Make transparent, data-driven decisions in policy development and operational management;
- Align programming with resources for greater efficiency and impact; and
- Access or create the tools they need to innovate, test, and learn.

### City Performance Team:

**Peg Stevenson** Director

**Natasha Mihal** Project Manager

**Luke Fuller** Performance Analyst

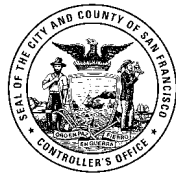
**Alice Kassinger** Performance Analyst

**Wendy Lee** Performance Analyst

**Janice Levy** Performance Analyst

**Cody Reneau** Performance Analyst

**Sarah Small** Performance Analyst



For more information, please contact:

#### City Performance Team

Office of the Controller

City and County of San Francisco

[Performance.Con@sfgov.org](mailto:Performance.Con@sfgov.org)

Or visit:

<http://www.sfgov.org/scorecards>

<http://www.sfcontroller.org>

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

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

# Summary

The Performance Program is an initiative of the San Francisco Controller's Office. San Francisco voters approved Proposition C in November 2003, which mandated that the Controller's Office monitor the level and effectiveness of public services provided by the City and County of San Francisco.

The Performance Program partners with City departments to:

- Develop monitoring plans to track, measure and report on the effectiveness of public services; and
- Analyze and use performance data to improve operations.

The performance information we gather and analyze is shared with City leadership so that they can make the best possible decisions about how to deliver services efficiently, effectively and strategically to residents. Our performance information is also valuable for any stakeholders interested in public policy and the delivery of local public services.

This report includes a list of **key performance metrics** for every agency and department in San Francisco over the 2018–19 fiscal year (or FY19). It also includes more recent performance results and service targets for the next two fiscal years.

The Performance Program manages the **City Scorecards** website, which reports more frequent updates for approximately 80 indicators in 8 service areas: Livability, Public Health, Safety Net, Public Safety, Transportation, Environment, Economy, and Finance. The most recent annual results for those indicators are summarized in this report.

This year, the report also includes several **"In Focus"** cards about Clean Streets, Behavioral Health, Homelessness, Police Response, and Vision Zero. Each card highlights ongoing work around an issue impacting San Franciscans, presents data that helps explain performance, and connects readers with resources to get more information.

## Learn more about our work:

### [Performance Reports](#)

Find previous reports

### [City Survey](#)

Learn what San Franciscans think about our City

### [Park Maintenance Standards](#)

Explore ratings of every local park in San Francisco and see how they compare

### [City Scorecards](#)

Explore monthly updates about public services

### [Benchmarking](#)

Compare San Francisco with similar cities

### [Street & Sidewalk Standards](#)

Revised standards and results to be published later this fiscal year

## City Scorecards

MEETING TARGET

NEEDS IMPROVEMENT

NOT MEETING TARGET

### Livability



### Public Health



### Safety Net



### Public Safety



### Transportation



### Environment



### Economy

No service targets

### Finance



# Table of Contents

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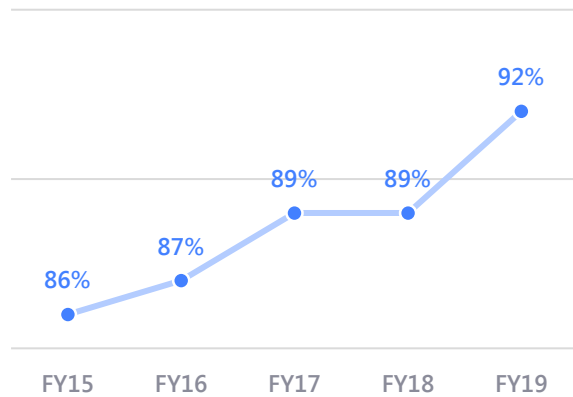
Summary .....	1
Livability Scorecard.....	3
<b>In Focus:</b> Clean Streets .....	4
Public Health Scorecard.....	6
<b>In Focus:</b> Behavioral Health .....	7
Safety Net Scorecard .....	9
<b>In Focus:</b> Homelessness .....	10
Public Safety Scorecard.....	12
<b>In Focus:</b> Police Response .....	13
Transportation Scorecard.....	15
<b>In Focus:</b> Vision Zero .....	17
Environment Scorecard.....	19
Economy Scorecard.....	21
Finance Scorecard.....	23
Department Results.....	24



FY 2018-19 Measure	Target	Result
Street & Sidewalk Cleaning Response	95%	<b>80%</b>
Graffiti Service Requests (public & private property)	N/A	<b>31,562</b>
Pothole On-Time Response	90%	<b>94%</b>
Pavement Condition Index	74	<b>74</b>
Park Maintenance Scores	90%	<b>92%</b>
Recreation & Parks Course Enrollment (Percent of classes at 70%+ capacity)	70%	<b>87%</b>
Total Annual Library Visitors	6,000,000	<b>5,916,679</b>
Total Annual Library Material Circulated	11,000,000	<b>11,730,624</b>

### Park Maintenance Scores

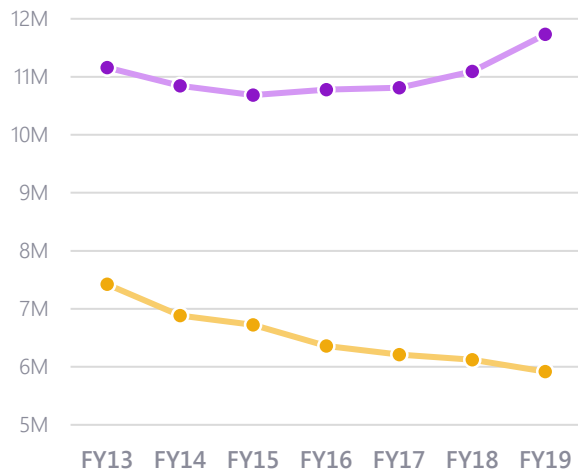
The average score for San Francisco parks continues to improve. The line chart to the right shows the [citywide average scores](#) for San Francisco’s Parks over the last five fiscal years. The spread of scores decreased in FY19, as there were fewer parks that had very low scores. In FY19, the Controller’s Office published a new [public parks maintenance dashboard](#) that allows users to look up details on any park in San Francisco.



### Library Circulation & Visitors

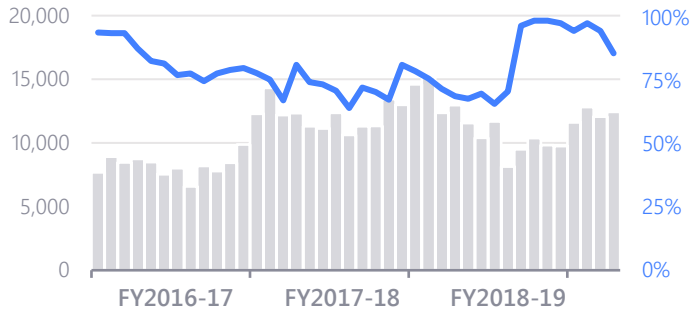
The total number of [materials circulated](#) by the Public Library (SFPL) continues to increase. Patrons borrowed fewer *physical* books and materials since FY13, but this trend has been outpaced by growing interest in *digital* materials, such as e-books.

As more people access materials online, SFPL has seen fewer [visitors](#) to its library locations (the Main library, branch libraries, Bookmobiles, Jail and Re-Entry Services and Juvenile Justice Center). SFPL recently reallocated staffing and hours of operations to offer more programs and events at its facilities, responding to a FY18 study of patron needs.

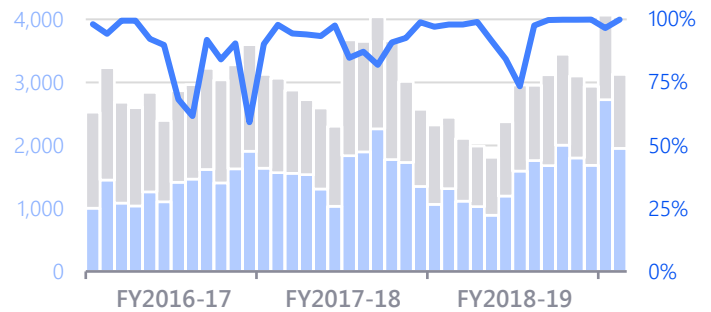


# Clean Streets

**Cleaning service requests** and **on-time response**



**Graffiti abatement requests on public & private property** and **on-time response**



## Who cleans San Francisco's streets?

Everyone plays a role in keeping the city's streets and sidewalks clean. San Francisco Public Works and other **City agencies** maintain streets and City-owned property on or along the sidewalk. **Private property owners** and **merchants** are responsible for cleaning the areas around their buildings, including adjacent sidewalks. In some areas, owners and merchants form **community benefits districts** that hire companies to help keep the area clean. **Local, state and federal agencies**, as well as **private utilities**, are responsible for cleaning and maintaining other features like power lines, highways, regional transit shelters, and schools.

## What do San Franciscans think of their streets?

**44%**

of San Franciscans say their streets & sidewalks are **clean**

**58%**

of San Franciscans say their sidewalks are in **good condition**

The Controller's Office surveys San Franciscans every two years to learn about their experiences and opinions of public services. See the full results by Supervisor District at [sfgov.org/citysurvey](http://sfgov.org/citysurvey)



## How is Public Works responding to cleaning requests?

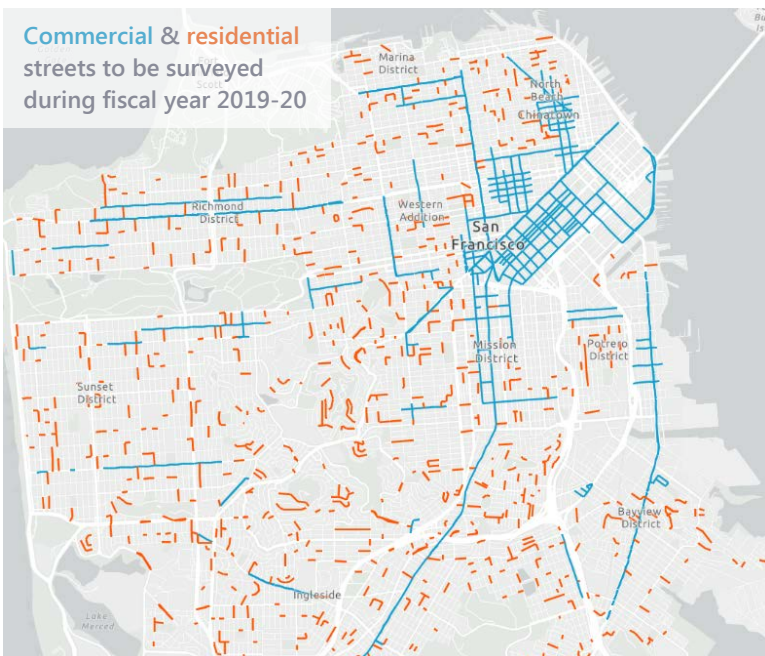
**Requests for street and sidewalk cleaning** more than tripled between fiscal years 2013-14 (FY14) and 2017-18 (FY18) as more people used the [SF311](#) service center to connect with City services. This surge in service requests outpaced new hires for street and sidewalk cleaning – the number of requests per full-time employee doubled between FY15 and FY19.

**On-time response** to cleaning requests improved during spring 2019 as the number of requests declined slightly and Public Works improved how service orders are managed during **shift changes** so that fewer requests are delayed. Public Works authorized more **overtime** in a pilot study assessing how much labor is needed to improve on-time response. The street cleaning team reported 77% more overtime hours between February and March, when 97% of requests were responded to within 72 hours compared to just 71% in February. Public Works ended the pilot in September and on-time response decreased to 86% in October. The department expects this trend to continue without changes to staffing.

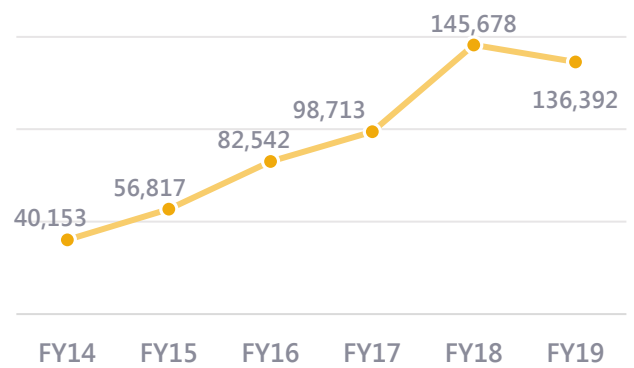
## Pit Stops

The Pit Stop program provides staffed public restrooms near popular commercial corridors to reduce the need for street and sidewalk steam cleaning services.

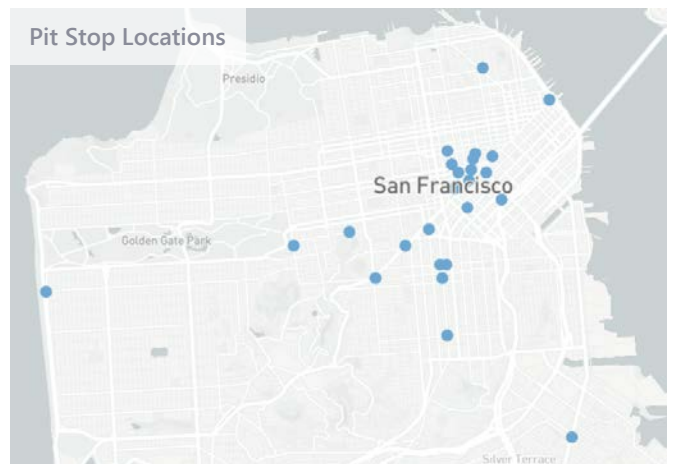
Public Works operates 25 “Pit Stop” locations that offer public toilets, sinks, needle collection, and dog waste disposal. The City approved funding for 7 new portable Pit Stops in FY20, and as of summer 2019, four locations are open 24-hours a day while SFgov tests expanding hours. The program contracts with local nonprofits focused on training, employing, and creating opportunities for residents who face barriers to employment. Learn more about the program, service hours, and other updates at [sfpublicworks.wixsite.com/pitstop](http://sfpublicworks.wixsite.com/pitstop)



## Street & sidewalk cleaning requests



**Other services:** Public Works provides mechanical street sweeping, partners with Community Benefits Districts, awards grants for programs managed by non-profits, and supports other initiatives across San Francisco to keep the streets and sidewalks clean. Learn more about this work at [sfpublicworks.org/workforcedevelopment](http://sfpublicworks.org/workforcedevelopment)



Connect with this data on [DataSF](#) – the City’s open data portal.

## New Street and Sidewalk Surveys

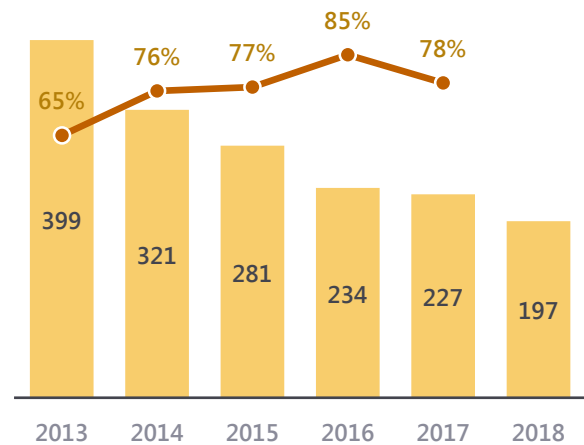
San Francisco voters amended the City Charter in 2003 requiring the Controller’s Office and Public Works to create and assess cleanliness standards for the city’s streets. Over the last year, the Controller’s Office worked with City departments to update the criteria and develop new strategies for evaluating streets and sidewalks. Trained evaluators will survey over 1,500 street segments during fiscal year 2019-20 looking for things like litter, dumping, graffiti, health hazards, and accessibility issues.

This data will offer more consistent and reliable ways to **monitor how clean the City’s street’s are over time and by neighborhood**. A new program website will launch soon to include criteria, an interactive map, and explanations for how streets were selected. The first round of results with these new standards will be reported in 2020.

FY 2018-19 Measure	Target	Result
San Francisco Health Network (SFHN) Enrollment	93,000	88,425
Urgent Care Access	95%	95%
Primary Care Patient Satisfaction	81%	77%
Zuckerberg San Francisco General (ZSFG) Occupancy Rate	95%	111%
Average Daily Population at Laguna Honda Hospital	755	746
Short-Stay Patients Discharged from Laguna Honda Hospital in 100 days	90%	65%
Unique Substance Abuse Clients in Treatment	7,000	5,975
Unique Mental Health Clients in Treatment	22,000	20,382
HIV Infected Patients Virally Suppressed within One Year of Diagnosis	85%	78%
Health Insurance Coverage	97%	97%

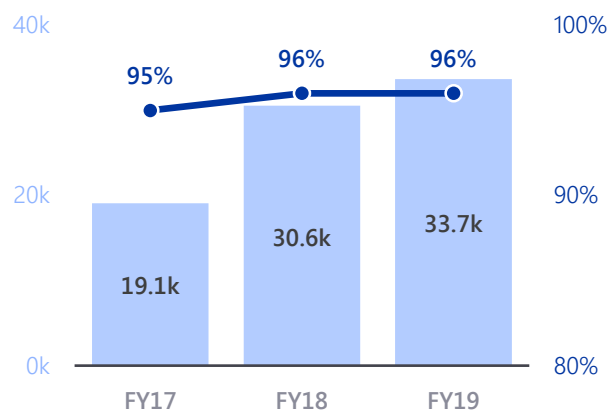
## Viral Suppression for HIV

San Francisco is working to achieve zero new HIV infections, zero HIV deaths, and zero HIV stigma by 2020. **New HIV diagnoses** continue to decrease, though a smaller **percent of new HIV diagnoses achieved viral suppression** as compared to the year prior. Because of City efforts to get people linked to care and treatment as quickly as possible, people are getting into care more quickly. As San Francisco get closer to zero, additional improvements and efforts will be needed to reach vulnerable populations who are least able to access testing and treatment in order to achieve viral suppression among everyone.



## Timely Access to Urgent Care

Even as the number of **urgent care visits** increased in recent years, SFHN is able to **connect nearly all patients to care on the same or next day**. Timely access to urgent care is critical for patients and for maintaining flow through DPH's system of care. SFHN is working to divert lower-acuity patients who can be seen elsewhere from the emergency department to urgent care. The Adult Urgent Care Center relocated to its new location at ZSFG in February 2019 which has three new patient rooms, providing expanded space for urgent care services.



# Behavioral Health

## Behavioral Health Services Spectrum of Care

The San Francisco Department of Public Health (DPH) Behavioral Health Services (BHS) provides a spectrum of care, ranging from prevention and early intervention services to the most acute level of care, in locked facilities. Clients can move between different levels of care.

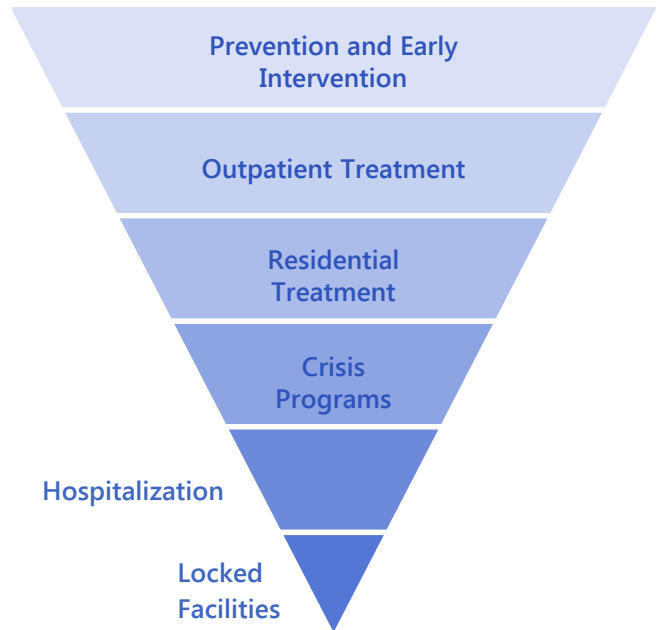
**Prevention and early intervention** programs include outreach and education and linkage to services, with a focus on increasing awareness and identifying early signs of behavioral health care needs.

**Outpatient treatment** is provided in a clinic setting and includes rehabilitation and recovery services.

**Residential treatment** facilities offer inpatient care for mental health and/or substance use disorders.

**Hospitalization** provides 24-hour inpatient care for clients to stabilize in a crisis.

**Locked facilities** are the most acute level of care for high-intensity or high-need clients, including those who are on a conservatorship.

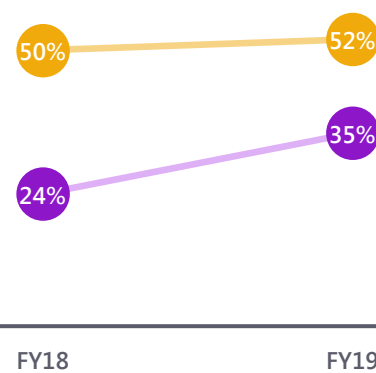


## Behavioral Health Client Demographics

In fiscal year 2018-19 (FY19), BHS provided services to 20,382 mental health clients and 7,000 substance use treatment clients. The proportion of behavioral health clients who report being homeless increased to 35 percent among **mental health** clients in FY19 and 52 percent among **substance use disorder** clients.

To better support clients' needs, DPH has added dozens of beds, increasing capacity at various levels of care. One example is Hummingbird Place, a psychiatric respite with drop-in and overnight services, peer support, and linkages to housing.

Clients Experiencing Homelessness



91%

of **mental health** clients were satisfied with services

92%

of **substance use disorder** clients were satisfied with services

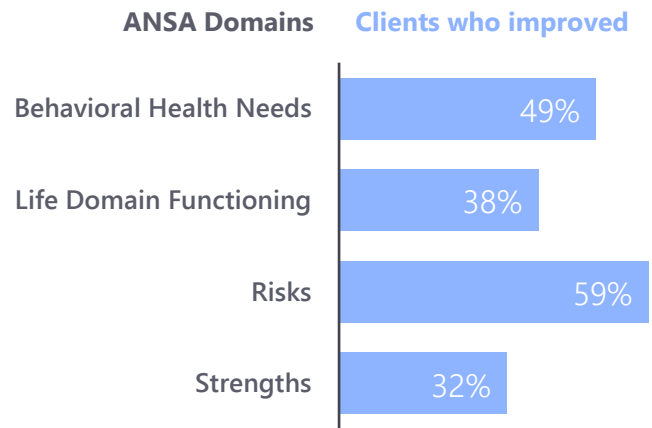
Clients of both mental health treatment and substance use treatment report high overall satisfaction with the services they received in FY19.

Clients were most satisfied with the services they received, staff's respect for client wishes about sharing their treatment information, and that services were available at times convenient for the client.

## Client Outcomes

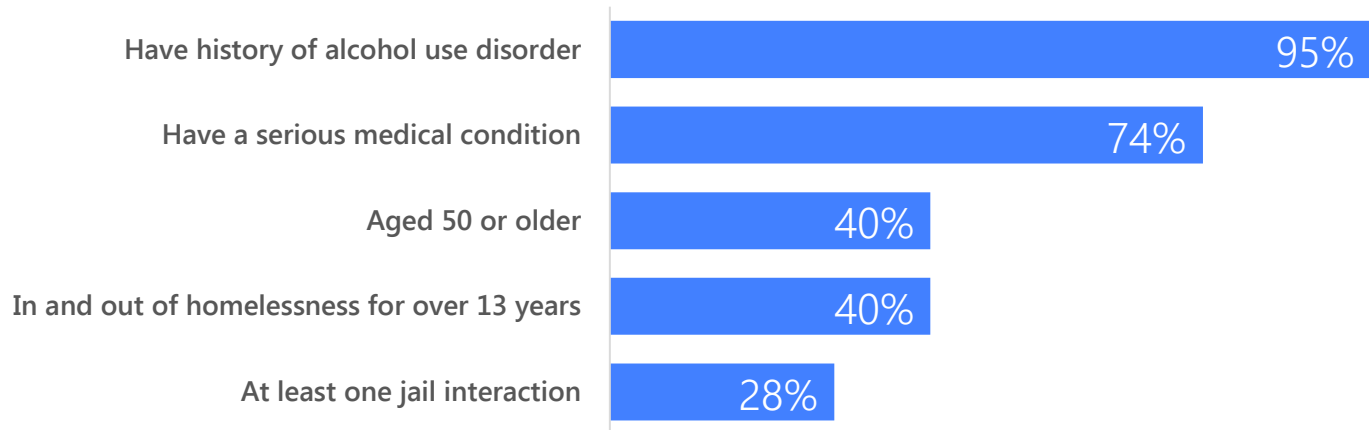
BHS uses the Adult Needs and Strengths Assessment (ANSA) tool to monitor clients’ needs and outcomes and whether clients are improving over time. In FY19, **57 percent of BHS clients made progress toward treatment goals.**

The ANSA tool measures client outcomes in Behavioral Health Needs, Life Domain Functioning, Risks, and Strengths. Within the Behavioral Health Needs domain, 40 percent of clients improved in depression and anxiety, which are the most prevalent conditions clients currently face. To learn more about ANSA outcomes, [visit the BHS website.](#)



## Mental Health Reform

In March 2019, Mayor Breed appointed a Director of Mental Health Reform to improve San Francisco’s approach to delivering behavioral health services to people experiencing homelessness. Through this work, the Director found that nearly **4,000 adults experiencing homelessness in San Francisco also suffer with co-occurring mental health and substance use disorders.** This population has the highest levels of service needs and vulnerability and requires specialized solutions to reach stability and wellness.



**Forty-one percent of these individuals use urgent and emergency psychiatric services,** compared to only 15 percent of all people experiencing homelessness. Furthermore, while Black/African American residents make up 5 percent of the City’s population, they make up 35 percent of this vulnerable population experiencing homelessness with co-occurring mental health and substance use disorders. Mental Health Reform aims to advance equity, create transparency, harness data and evidence, and identify innovative opportunities that will improve quality of life. This is an integrated effort, in collaboration with other City and County agencies, community organizations, and other partners.

## Primary Care-Behavioral Health Integration

Behavioral health is critical to overall health. The San Francisco Health Network (SFHN) – DPH’s safety net health care delivery system – is working to better integrate behavioral health services in the primary care setting. The SFHN Primary Care Behavioral Health Quality Improvement Team developed a [Behavioral Health Vital Signs \(BHVS\) tool](#) to screen all patients for depression, alcohol use, substance use, and interpersonal violence during primary care visits. By the end of FY19, 13 out of 15 SFHN primary care clinics had implemented BVHS. This tool helps SFHN primary care providers to identify clients who may not yet be connected to behavioral health services and connect those clients to Primary Care Behavioral Health clinicians for follow-up as a part of clients’ routine primary care.

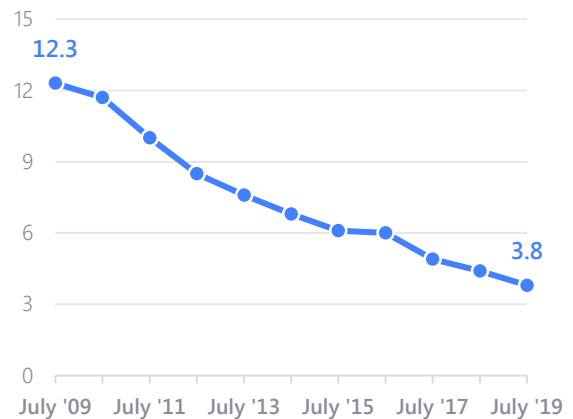


# Safety Net

FY 2018-19 Measure	Target	Result
County Adult Assistance Program Active Caseload (monthly average)	4,719	4,730
CalWORKs Active Caseload (monthly average)	3,000	2,986
CalFresh Active Caseload (monthly average)	29,450	30,155
Medi-Cal Caseload (monthly average)	117,280	113,496
Homeless Population (2019)	N/A	8,011
Children in Foster Care (monthly average)	730	723
Home-delivered Meals for Seniors	1,989,183	1,919,444
In-Home Support Services Active Caseload	22,500	22,487
Poverty in San Francisco (2018)	N/A	10%

## Fewer children in foster care

The [rate of children in foster care](#) continued to decline during FY19, as did the total caseload. Just 4.4 children for every 1,000 in San Francisco were in-care as of July 2018, and that number dropped to [3.8 per 1,000](#) in July 2019. More long-term foster care children were placed in permanent homes in recent years (31% in FY18, 25% in FY19). However, fewer children were placed in permanent homes within 12 months during FY18 compared to previous years. FY19 results are not yet available.



## Surge in CalFresh enrollment

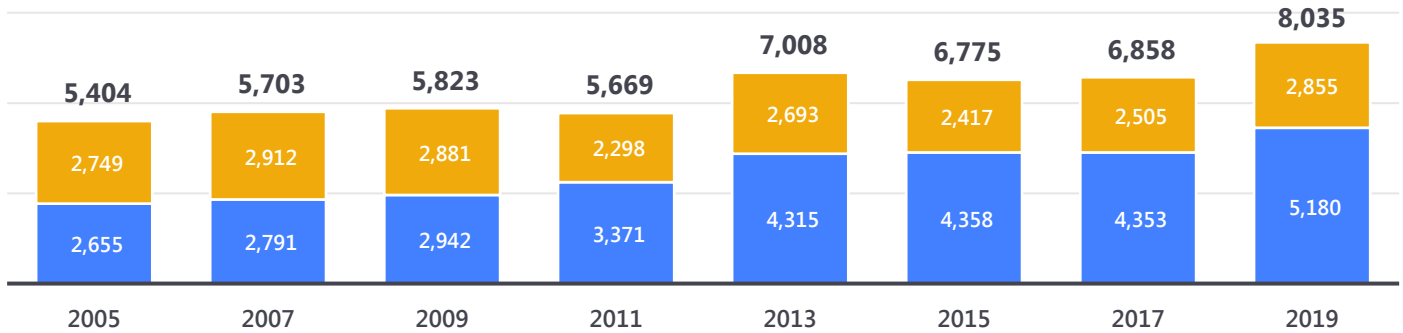
Until June 2019, California was the only state barring Supplemental Security Income (SSI) recipients from also participating in CalFresh – part of the federal food assistance entitlement program “SNAP” that is administered by each state. California [extended eligibility](#) while also launching a new application portal developed with Code for America, called [GetCalFresh](#). Early data show counties received twice as many CalFresh applications in June 2019 compared to June 2018 and San Francisco’s [active cases](#) (which can include multiple individuals) increased more than 40% from May to September. Over [63,000 individuals](#) received benefits in September 2019.



# Homelessness

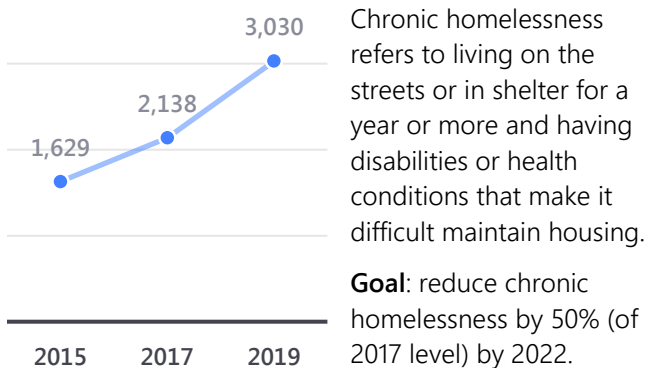
## Point-in-time count of people experiencing homelessness in San Francisco

Every two years in January, communities across the country conduct a [point-in-time count](#) of individuals experiencing homelessness. San Francisco’s count of **sheltered** and **unsheltered** individuals experiencing homelessness increased by **17%** between 2017 and 2019, reaching its highest number since the City began counting regularly. This combined count increased by 38% in the decade since January 2009.

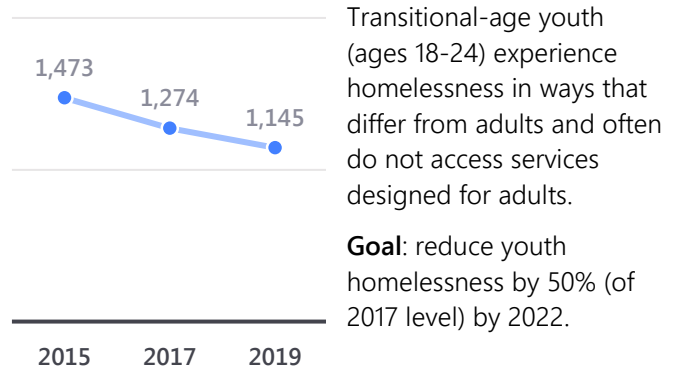


The Department of Homelessness and Supportive Housing (HSH) has established [strategic goals](#) in addressing homelessness. One of these goals is to achieve a **significant, sustained reduction in homelessness**. Other goals for specific subpopulations of individuals experiencing homelessness are shown below.

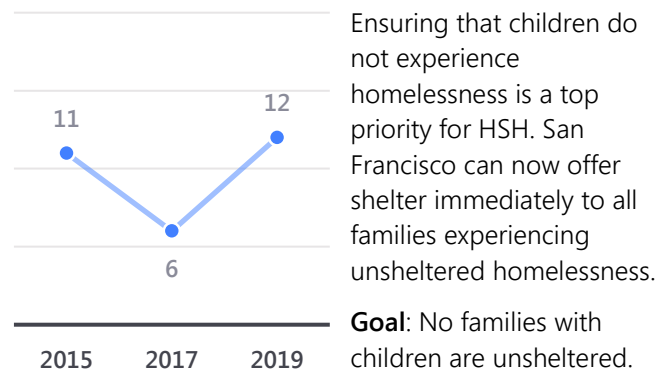
### Chronically-homeless individuals



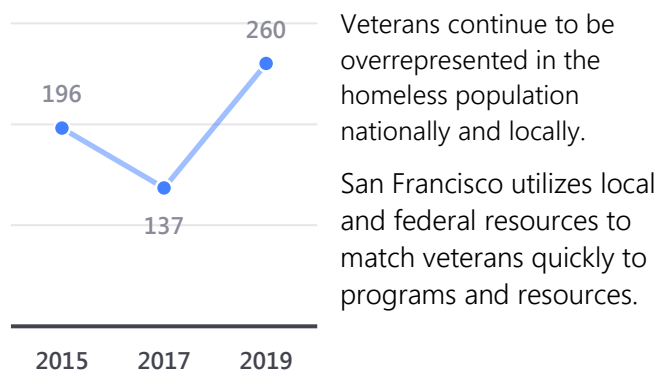
### Transitional-age youth



### Unsheltered families

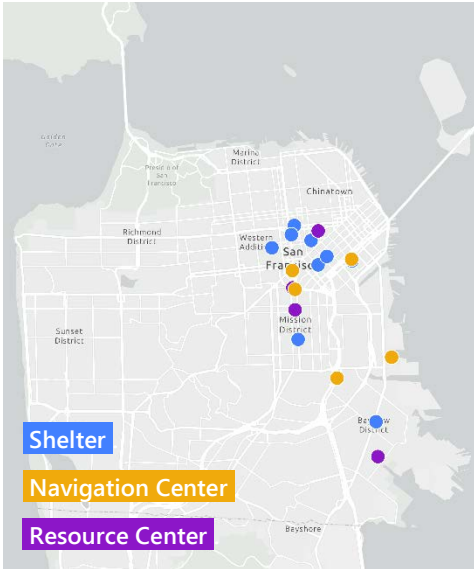


### Chronically-homeless veterans





# Temporary Shelter



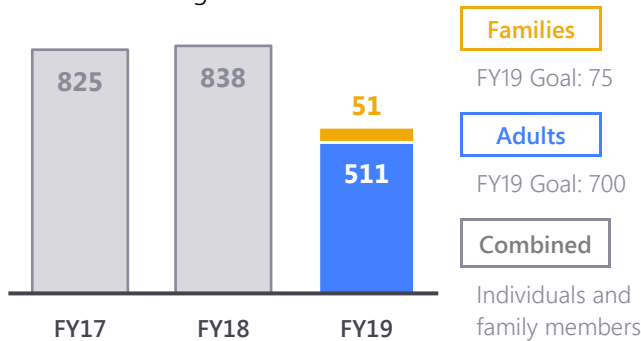
HSH provides temporary shelter for up to 2,400 households to stay on a given night while accessing other services and seeking housing solutions. A household can include more than one individual, such as a family. HSH is expanding its temporary shelters and navigation centers in FY20. Column FY20 includes **planned household capacity**.

	FY19	FY20
<b>Total Capacity (Households):</b>	<b>2,395</b>	<b>2,979</b>
Temporary Shelter Limited-time stays up to 90 days	1,379	1,403
Navigation Centers Limited-time stays in low-threshold, high-service setting	524	1,084
Transitional Housing Housing for 6 months to 2 years.	396	396
Stabilization Beds Stays for individuals exiting care or treatment	96	96

# Exits from Homelessness

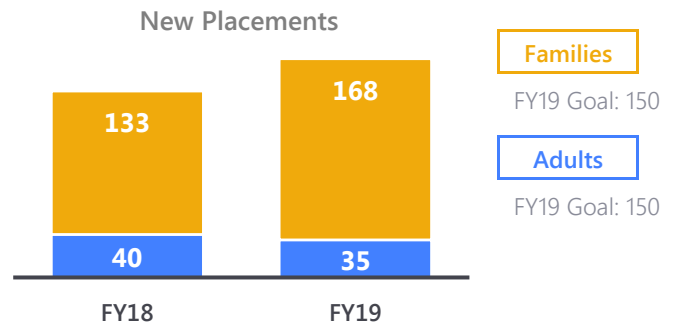
## Homeward Bound

provides money for transportation to stable housing with friends or family. Homeward Bound is one type of problem solving. **Problem solving** is a strategy that attempts to prevent or divert people from homelessness by connecting them with housing arrangements, services, or short-term financial assistance to help them quickly return to housing.



## Rapid Rehousing

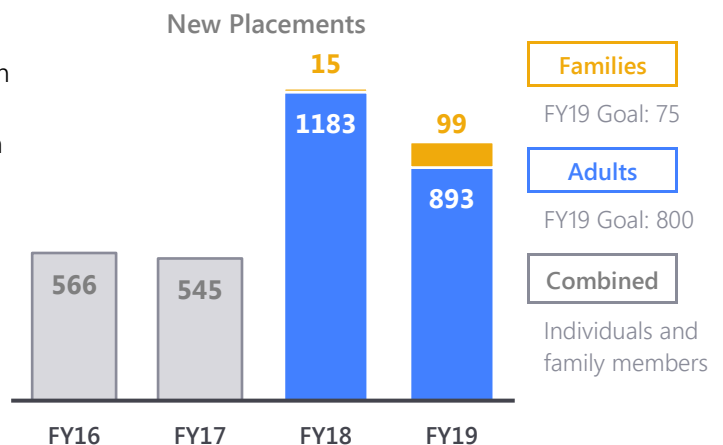
provides rental subsidies to secure or maintain stable housing. Rapid rehousing is designed for a wide variety of individuals and families, and offers time-limited financial assistance and services for people leaving homelessness. The goals of Rapid Rehousing are to help people obtain housing quickly, increase self-sufficiency, and remain housed.



## Permanent Supportive Housing

is affordable housing designed for adults and families with chronic illnesses, disabilities, mental health issues, and/or substance use disorders who have experienced long-term or repeated homelessness. There are over **7,900 units** of permanent supportive housing in San Francisco.

In previous years, HSH **combined** individual adults and members of families in a single count. HSH began measuring families and individuals separately in order to be consistent with other performance measures. Families include more than one individual.



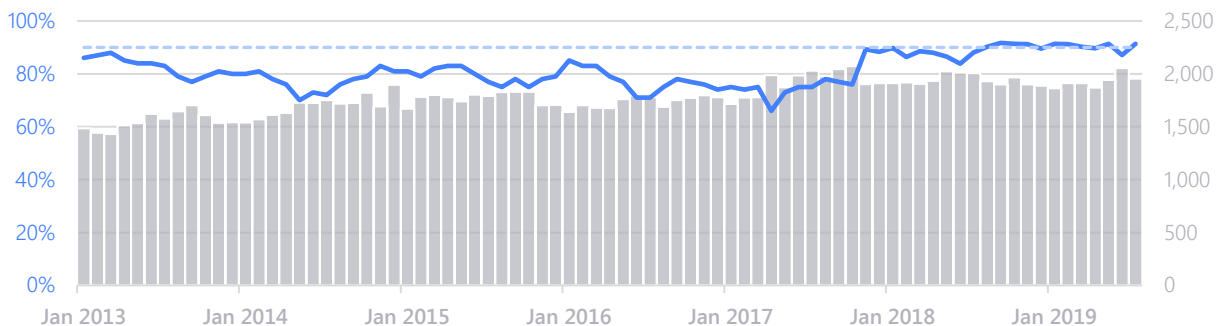
# Public Safety

FY 2018-19 Measure	Target	Result
<b>Property Crime</b> (Cumulative Total)	*50,617	<b>47,994</b>
<b>Violent Crime</b> (Cumulative Total)	*6,943	<b>5,795</b>
<b>9-1-1 Call Response Time</b> (Percent within 10 seconds)	90%	<b>90%</b>
<b>Ambulance Response Time to Life-Threatening Emergencies</b> (Percent within 10 minutes)	90%	<b>91%</b>
<b>Median Police Response Time to Priority A Emergencies</b>	8 min	<b>7.3 m</b>
<b>County Jail Population</b> (Monthly Average)	*1,285	<b>1,282</b>
<b>Active Probationers</b> (Monthly Point-in-Time)	N/A	<b>2,954</b>
<b>Juvenile Hall Population</b> (Average of Monthly Average)	N/A	<b>45</b>

\* These represent projections. Color represents distance from projection.

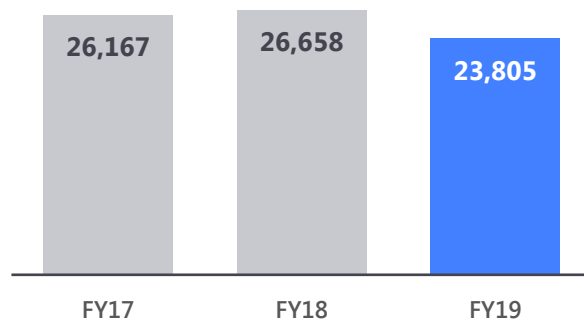
## 9-1-1 Call Response Time

Increasing **call volume** to 9-1-1 caused the [percent of calls answered within ten seconds](#) (a national standard) to drop below 75 percent in April 2017. In response, the Department of Emergency Management initiated a major overhaul to their hiring strategies and training practices and implemented a plan to divert certain calls about car break-ins to 3-1-1. This resulted in better average response times that met the **target** of **90% answered on-time** for fiscal year 2018-19 (FY19).



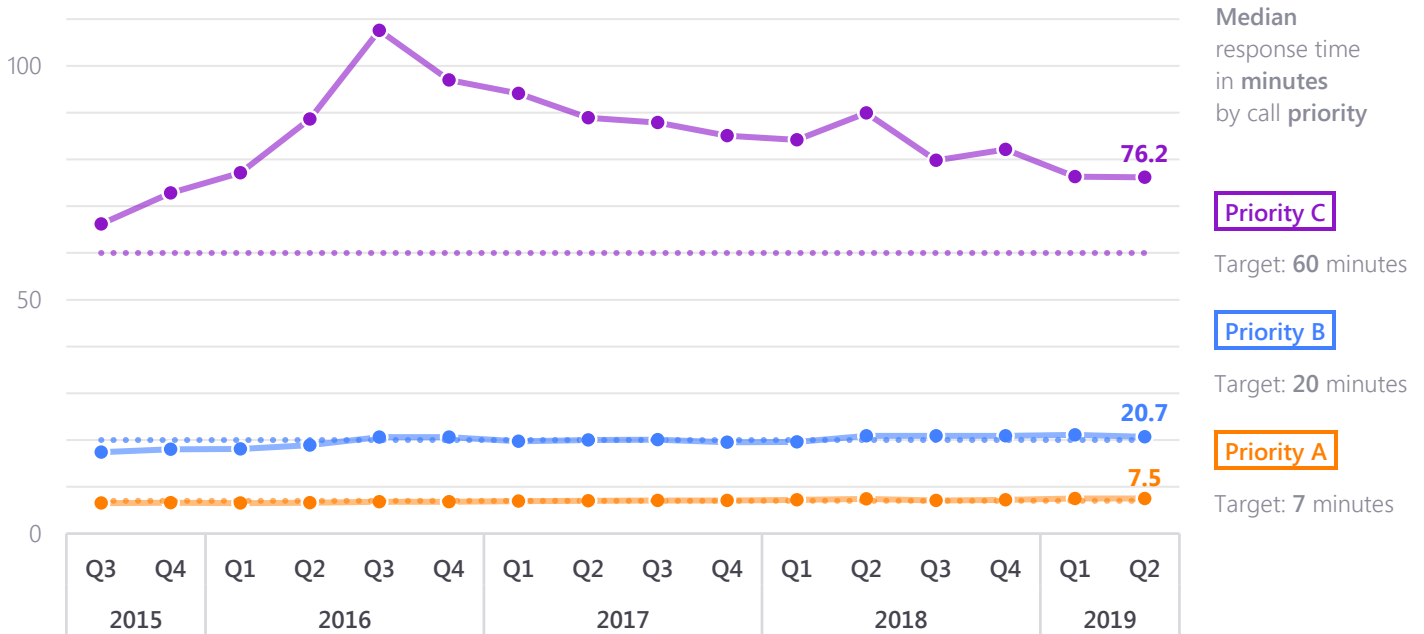
## Auto Break-ins

In response to increases in [motor vehicle break-ins](#) across San Francisco, the San Francisco Police Department deployed officers to the most affected areas of the city and created a General Crimes Investigation Unit to focus on theft incidents. The total number of thefts from vehicles in FY19 was lower than the prior two fiscal years. This chart shows the cumulative monthly count of thefts from vehicles by fiscal year.



# Police Response

## How fast are San Francisco police responding to 9-1-1 calls?



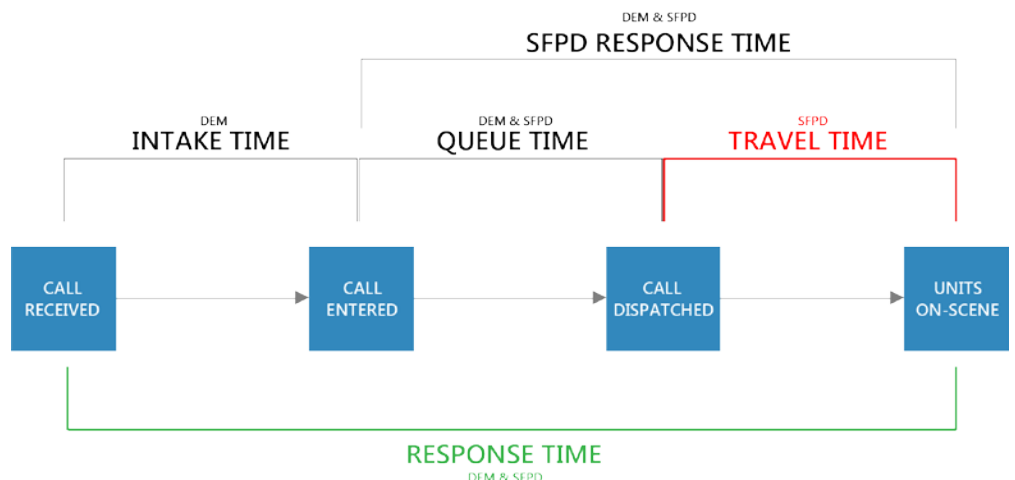
The median response time for **Priority A** calls (the highest priority) in FY19 was about 7 minutes; for **Priority B**, about 21 minutes; and for **Priority C**, about 79 minutes. Median response times to Priority A and B calls have remained relatively steady since the earliest available data from FY16, with a small, consistent increase over time. The median response time to Priority C calls has improved since its peak at 108 minutes; however, DEM and the SFPD have identified several potential changes to operations that might decrease response times to Priority C calls further.

### What is in a “response time”?

The Department of Emergency Management (DEM) runs the 9-1-1 dispatch center, where a call taker receives each call and sends it to a dispatcher. If the call requires a police response, the dispatcher assigns an available unit to respond. If there are no units available, the call waits in a queue. The officers report to the dispatcher when they arrive on-scene.

Previously, the San Francisco Police Department (SFPD) only reported the “**Travel Time**” segment, which does not reflect the full wait time of a resident.

SFPD recently updated the way they track and report this information. “**Response Time**” now includes the whole process: from when the call is answered to when the first unit arrives on-scene.



## How do officers prioritize responses?

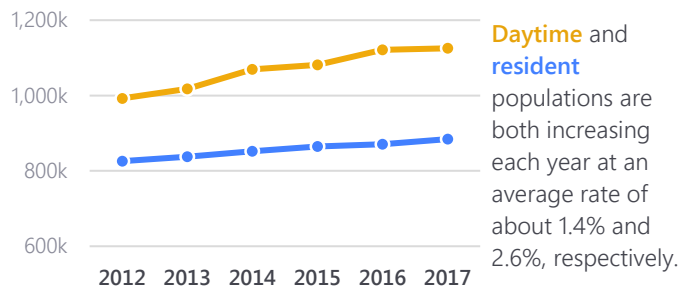
DEM uses a hierarchy to designate the urgency and priority of calls requiring a police response. The examples below are generalized; the dispatcher may assign a different priority based on cues during the call or other context. The original priority level assigned by the call taker may be changed by the dispatcher as more information becomes available.

Priority	Definition	Examples
<b>A</b>	<ul style="list-style-type: none"> <li>Present or imminent danger to life, major property damage, or suspect(s) of a crime involving loss of life or serious bodily harm may be in the area and might reasonably be apprehended</li> <li>A major crime scene must be protected</li> <li>A juvenile is missing or involved in sexual abuse or assault</li> <li>An elderly person or any other "at risk" person is missing</li> </ul>	<ul style="list-style-type: none"> <li>Live gun shots</li> <li>Multi-car pile-up</li> <li>Suicide attempt</li> <li>Fight with weapons</li> <li>In-progress burglary</li> </ul>
<b>B</b>	<ul style="list-style-type: none"> <li>There is the potential for damage to property</li> <li>The suspect may be in the area</li> <li>The crime has just occurred</li> </ul>	<ul style="list-style-type: none"> <li>Burglary, perpetrator no longer on-scene</li> <li>Verbal fight</li> </ul>
<b>C</b>	<ul style="list-style-type: none"> <li>There is no present or potential danger to life or property</li> <li>The suspect is no longer in the area</li> <li>The crime scene is protected</li> </ul>	<ul style="list-style-type: none"> <li>Loitering</li> <li>Parking violation</li> <li>Noise complaint</li> </ul>

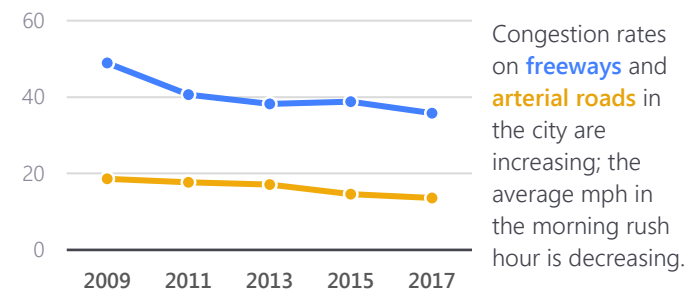
## What are other factors that may have some impact on response time?

There are countless factors influencing police response times. Some may include call volume to 9-1-1, the proportion routed to the SFPD, resident and daytime population, traffic congestion, road systems, dispatcher staffing, police staffing, and more. While there is no evidence to suggest any single factor causes a direct increase or decrease in police response times, tracking several relevant trends may help fully inform DEM and the SFPD.

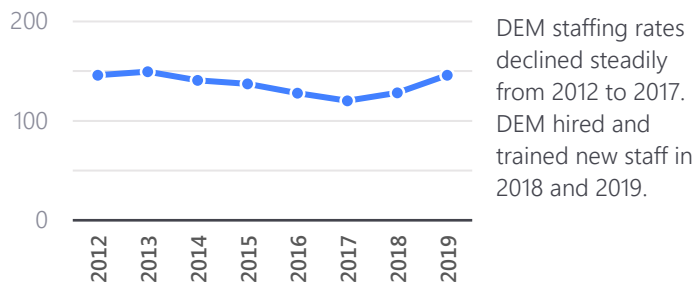
### Growing Population



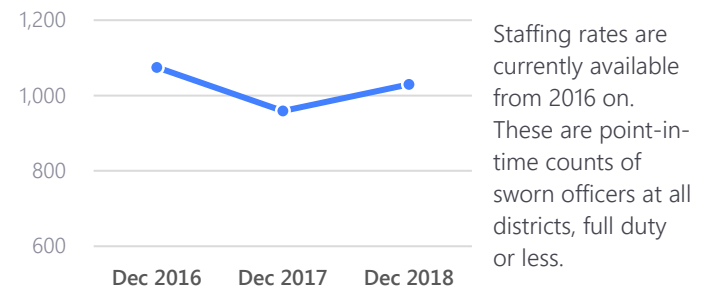
### Traffic Congestion (average miles per hour)



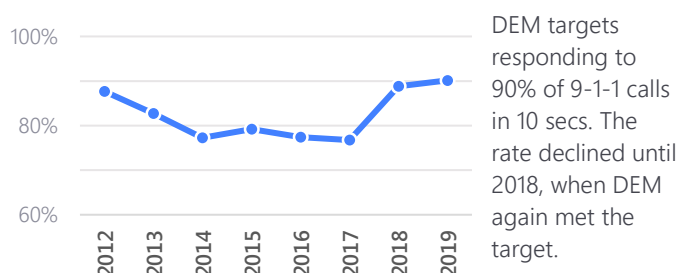
### DEM Dispatcher Staffing



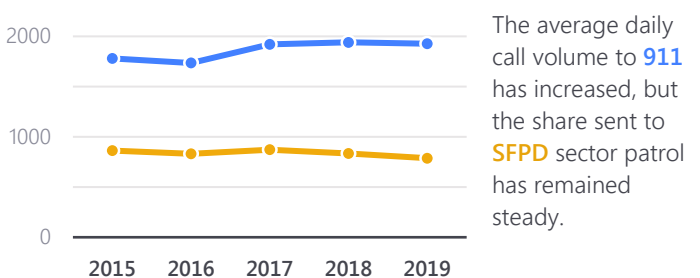
### SFPD Sworn Officer Staffing



### DEM 9-1-1 Calls Answered within 10 Seconds



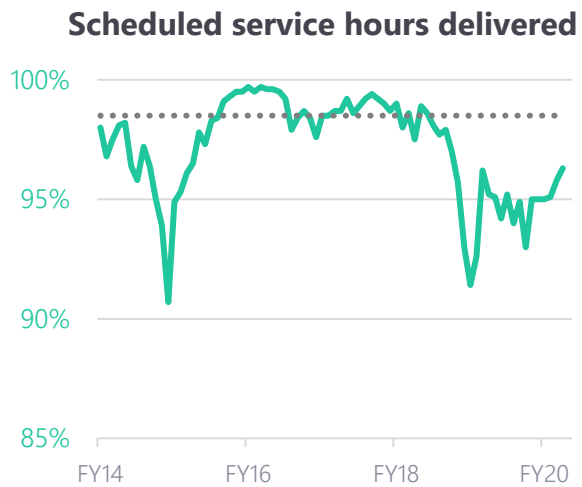
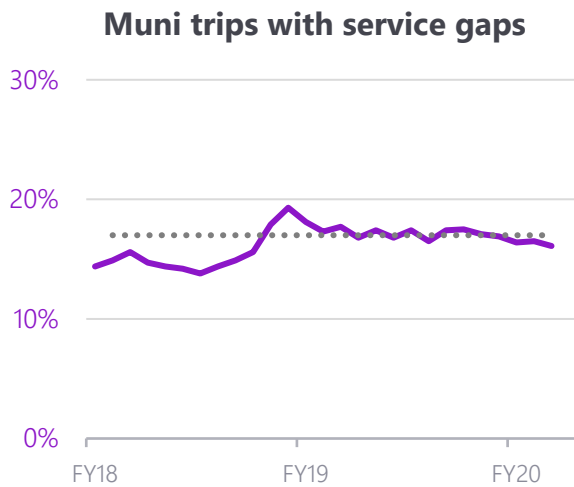
### Average Daily 9-1-1 & SFPD Call Volume





# Transportation

FY 2018-19 Measure	Target	Result
Transit Trips with Gaps Between Vehicles	17%	17.3%
Annual Ridership	230M	223M
Percentage of Scheduled Service Hours Delivered	98.5%	94.3%
Transit On-Time Performance	85%	55%
Traffic Fatalities (January – October 2019)	0	26
Percentage of Citations for Top Five Causes of Collisions	50%	42%
Crimes on Muni (per 100,000 miles)	4.3	4.01
Muni Collisions (per 100,000 miles)	6.3	5.9
Sustainable Transportation Mode Share (2017)	50%	57%
Congestion: Avg. Evening Rush-Hour Speed on Arterial Roadways (2017)	N/A	12.2 mph

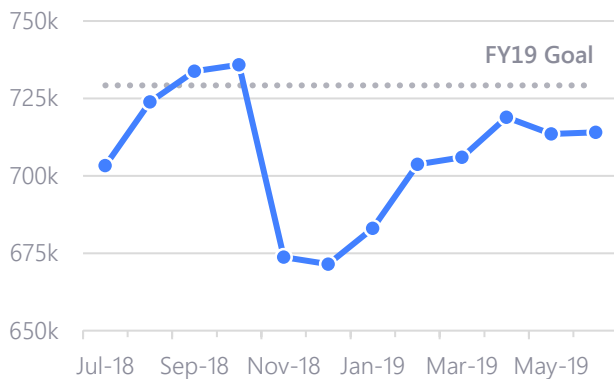


**Service gaps** occur when a vehicle arrives more than 5 minutes later than its scheduled headway after the previous vehicle. For example, a bus line is scheduled to arrive every 10 minutes, but there’s a 15 minute wait or gap between two buses. This metric reflects customer experience and reliability of service. SFMTA slightly underperformed against its target of 17% in fiscal year 2018-19 (FY19).

**Scheduled service hours delivered** measures the actual level of service provided compared to planned service. This number drops when operators or equipment are not available to meet needs, like when a bus is pulled out of service. FY19 results remain below the target of 98.5% service hours delivered.

## Ridership

[Average weekday boardings](#) in FY19



## Muni Reliability Working Group





Sponsored by Mayor London Breed, Supervisor Aaron Peskin, and Supervisor Rafael Mandelman, the Muni Reliability Working group is working to:

- Review Muni transit operations performance and improvement work
- Develop a shared understanding of where Muni needs support
- Recommend priority actions to improve Muni performance for the use of policymakers and the SFMTA

The MUNI Reliability Working Group will issue a final report in December 2019. More information can be found at [sfcontroller.org/muni-reliability-working-group](http://sfcontroller.org/muni-reliability-working-group).

## 2019 City Survey

The Controller’s Office surveys San Franciscans every two years to learn about their experiences and opinions of public services. About 40% of respondents gave Muni a grade of “A” or “B” in 2019, down from a high of 59% in 2017. MUNI received its highest grade (B) for “Courtesy of drivers”, and its lowest grade (C) for ability to manage crowding. See the full results by Supervisor District or demographics at [sfgov.org/citysurvey](http://sfgov.org/citysurvey).

 <p><b>Overall rating of transportation</b></p>	 <p>Frequency or reliability</p>	 <p>Managing crowding</p>	 <p>MUNI cleanliness</p>
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## Muni operator shortages

Muni continues to face challenges hiring and retaining bus and train operators at full capacity. A number of barriers contribute to staff shortages, including lengthy hiring times, limited training opportunities, and staff turnover.

Full staffing would mean that MUNI has enough operators to deliver all scheduled service hours without over-reliance on overtime, which costs more than regular salary and can cause more operators to leave.



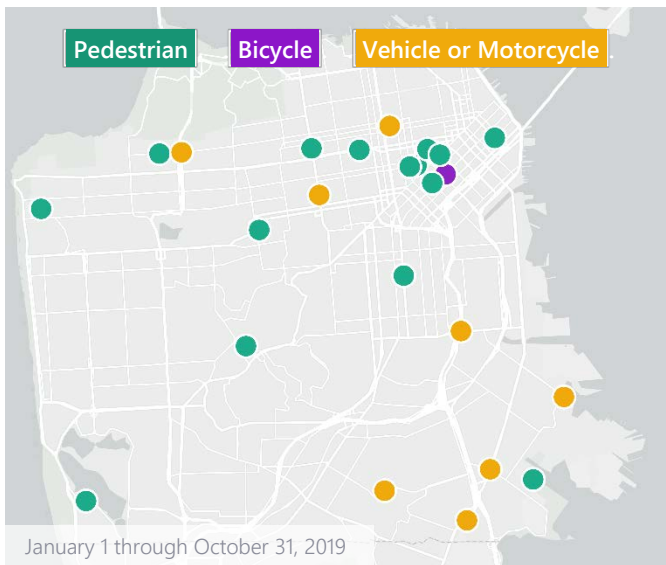
A continuous gap between **available operators** and **demand for operators** means there is not sufficient staff to backfill when someone is out sick or on leave, resulting in extensive overtime or missed service. Missed service can mean longer wait times for riders or increased crowding.

# Vision Zero

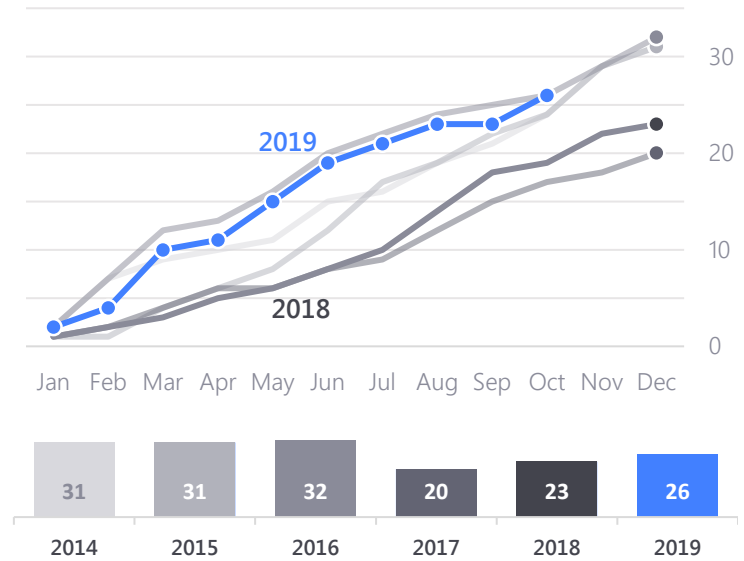
## What is Vision Zero?

Vision Zero is San Francisco’s commitment to creating safer, more livable streets with the goal of eliminating traffic fatalities and reducing severe injuries. Adopted in 2014, Vision Zero is a collaboration of 15 City agencies including the Department of Public Health (SFDPH), Police Department (SFPD), and San Francisco Municipal Transportation Agency (SFMTA). City Agencies work with community stakeholders to implement the [Vision Zero Action Strategy](#), which focuses on advancing equity, strategic local actions, transformative state policies, and complementary city goals.

2019 Traffic Fatalities Map



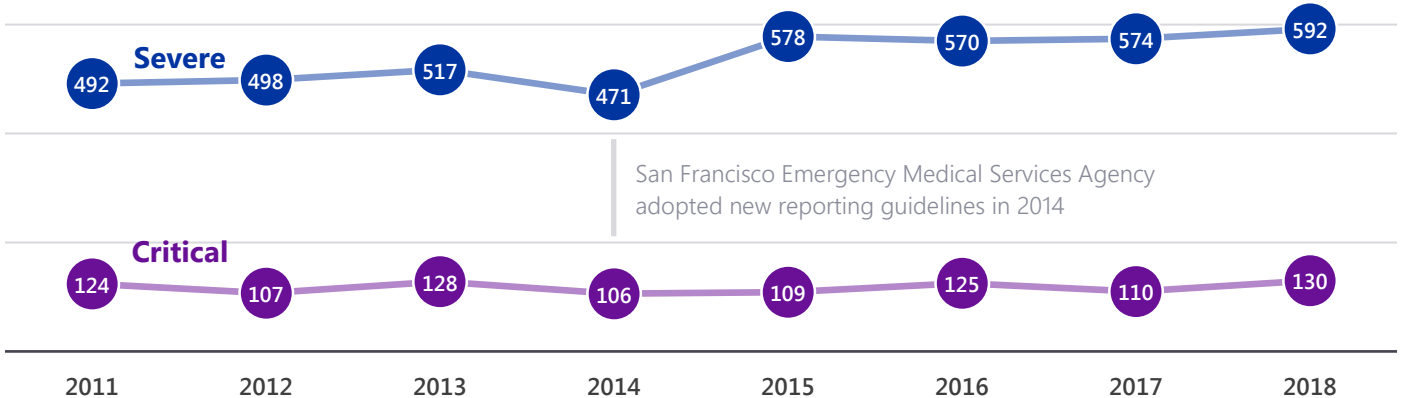
Total traffic fatalities by month & year



Transportation fatality data comes from two sources—the Office of Chief Medical Examiner and the SFPD. SFDPH, SFMTA, and SFPD meet each month to review records of transportation-related fatalities. The [Vision Zero Traffic Fatality Protocol](#) offers a complete description of how the City tracks and reports this information across agencies.

## Severe Injuries

Most traffic collisions do not result in fatalities, but the people involved may still suffer serious injuries. SFDPH works with staff from Zuckerberg San Francisco General Hospital and Trauma Center to monitor **severe** and **critical** injuries. SFDPH also links hospital data with traffic collision reports from the SFPD for comprehensive injury analysis. The City uses this data to analyze [trends](#), identify the [streets with the most severe and fatal traffic injuries](#), and prioritize [new projects](#) to improve safety.



## New Traffic Safety Measures

In March 2019, Mayor London Breed directed the SFPD to increase “Focus on the Five” enforcement, the San Francisco Public Utilities Commission to dedicate staff resources as nighttime collisions have highlighted the need for street-lighting, and the SFMTA to expedite quick build projects.

## Collision Reporting Improvements

The Controller’s Office is working with SFPD, DPH, and the SFMTA to develop a new traffic collision reporting system to replace the SFPD’s retired reporting system. The implementation of a new system will remove the administrative burden of reporting and reduce barriers to access and analysis of collision data.

## Vision Zero Quick-Build Projects

On June 4, 2019, the SFMTA Board approved the quick-build framework. Vision Zero quick-build initiative is an SFMTA effort to quickly implement pedestrian and bicycle safety improvements on the Vision Zero High Injury Network. The Agency committed to delivering 15 quick-build projects through 2020.

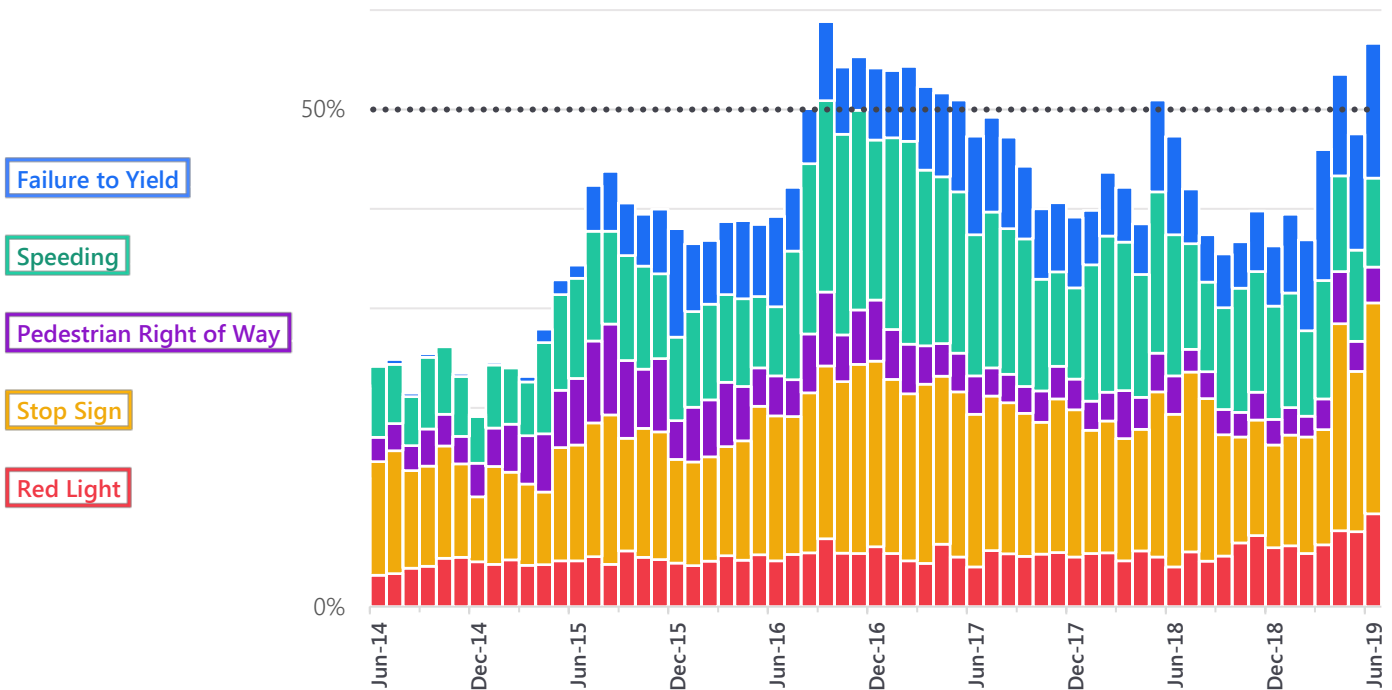
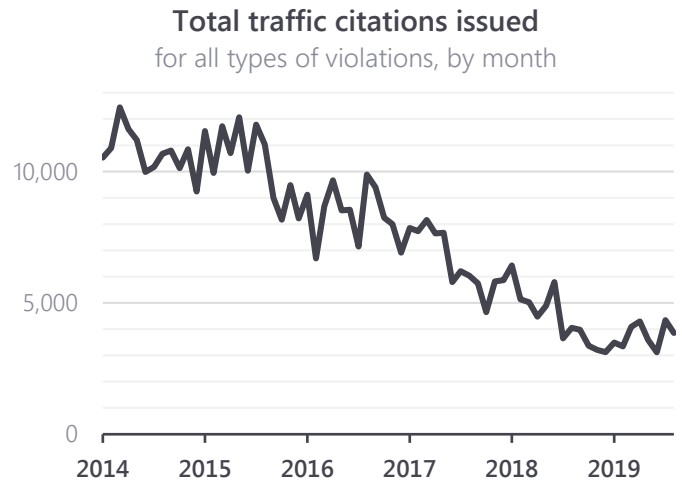
Quick-build safety projects will decrease the number of people fatally and severely injured on San Francisco streets, resulting in progress towards the SFMTA’s Vision Zero goal.

## Focus on the Five

The San Francisco Police Department committed to issuing at least 50% of traffic citations for the top 5 causes of injury collisions: speeding, violating pedestrian right-of-way in a crosswalk, running red lights, running stop signs, and failing to yield while turning.

This initiative – called “[Focus on the Five](#)” – represents a shift towards data-driven deployment of SFPD’s traffic enforcement across the city.

SFPD achieved its Focus on the Five goal in April and May of 2019. However, the **total number of traffic citations** issued has decreased significantly in recent years.

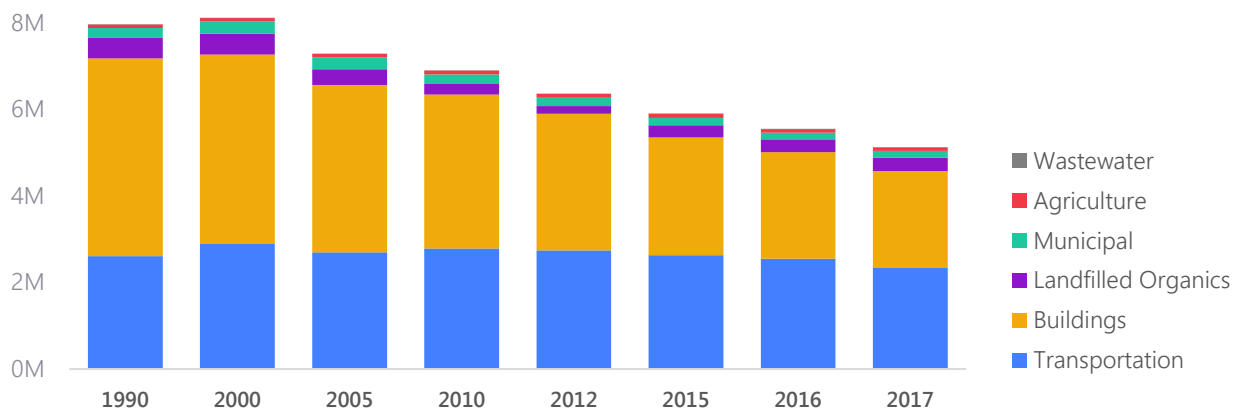




# Environment

FY 2018-19 Measure	Target	Result
CleanPowerSF Retention Rate	95%	96.6%
SFPUC Customer Service Rating	90%	88%
Water Sold to San Francisco Residential Customers (GPCD)	50	42.4
Avg SFPUC Water & Wastewater Bill as Percent of Median Income	1.44%	1.36%
Days with an EPA Air Quality Index Rating of "Good" (2018)	N/A	278
Greenhouse Gas Emissions Reduced (2017, Percent below 1990 levels)	27%	36%
Residential and Small Business Refuse Recovered	61%	56.9%
Refuse to Primary Landfill (Average Workday Tons)	1,600 (0 by 2030)	1,599

## CO2e emissions by sector (in millions of metric tons)



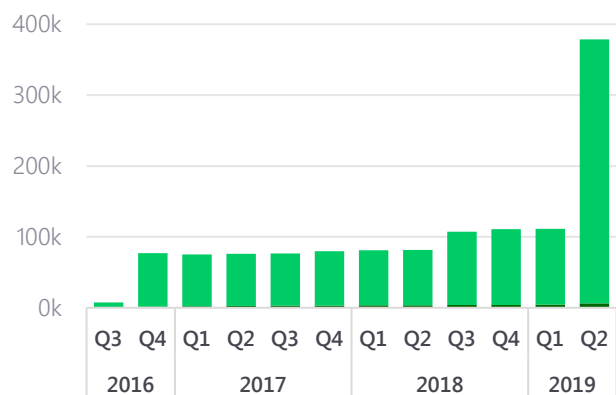
CO2e, or "carbon dioxide equivalent", is a standard unit for measuring different greenhouse gases in terms of the amount of CO2 that produces the same amount of warming. The City reduced its emissions by 36% since 1990.

## More renewable energy with CleanPowerSF

San Francisco launched its community choice aggregation program in 2016, which provides customers with electricity from more renewable sources like solar and wind. San Franciscans are automatically enrolled in CleanPowerSF, with the option to opt-out.

CleanPowerSF **Green** service provides 48% renewable energy, while **SuperGreen** provides 100% renewable energy. The SFPUC is exceeding its goal to retain 95% enrollment in CleanPowerSF. This program helps the City meet its commitment to switch all electricity to renewables by 2030.

### Customers Using CleanPowerSF Energy



## Mitigating Climate Change

San Francisco has committed to [net-zero greenhouse gas emissions by 2050](#), aligning with the Paris Climate Accord. In order to address the immediacy of climate change, the Department of the Environment developed [Focus 2030: A Pathway to Net Zero Emissions](#) for the Mayor's Office. The plan highlights key near-term goals San Francisco should meet, including **reducing CO2 emissions to 40% below 1990 levels by 2025**. The City reduced its emissions by **36%** as of 2017. Many departments have adopted their own ambitious environmental goals in accordance with the City's commitment to limiting climate change.

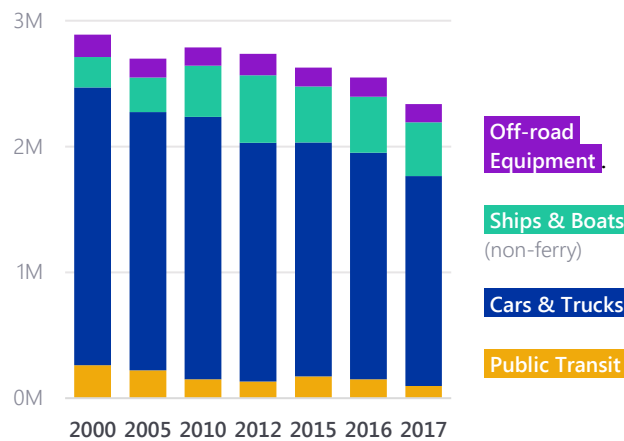
### SFMTA Green Fleet

Muni reduced its greenhouse gas emissions by **63%** over the last 5 years, and SFMTA has committed to having an all-electric bus fleet by 2035.

**Public transit** is a small portion of overall transportation emissions in San Francisco – private vehicles produce the majority of these emissions.

#### Transit emissions in San Francisco

CO2e emissions in millions of metric tons

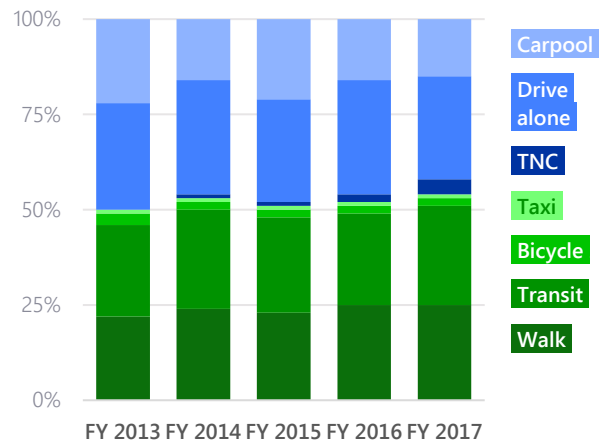


### Moving people sustainably

San Franciscans use sustainable transit much more than commuters in peer cities. About 54% of San Franciscans use a **sustainable transit mode** (bike, walk, public transit, low-emission taxis). These modes have become more popular over the last 5 years, but public transit use has been mostly stagnant.

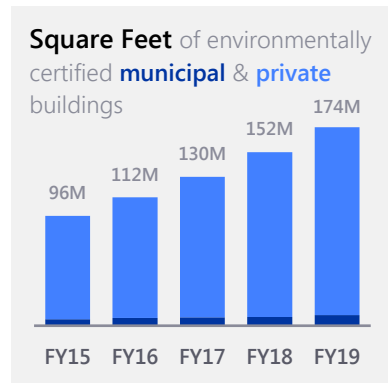
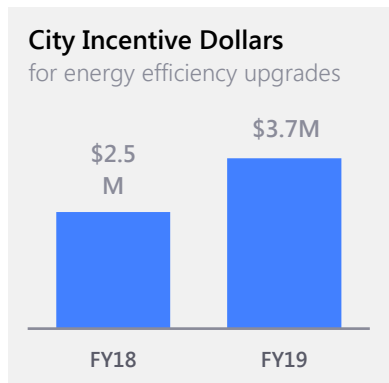
#### Mode share in San Francisco

Primary mode as a percent of all commuters



### Emissions from Buildings

Buildings are one of the largest sources of emissions in San Francisco, but emissions decreased **37%** between 2010 and 2017. This decrease is partly due to incentive programs provided by local, state and federal programs that help families and businesses reduce their environmental impact.



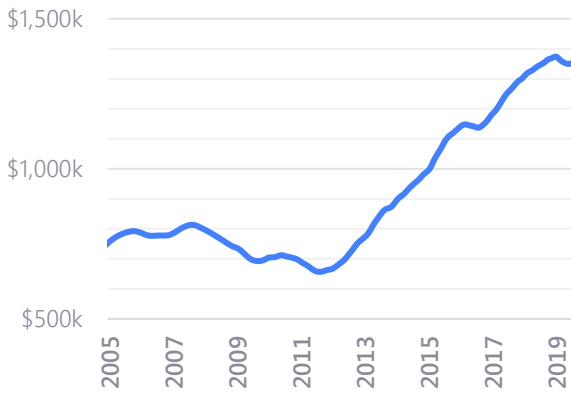
# Economy

FY 2018-19 Measure	Result	Change since Prior Year	As of
<b>Total Employment</b> (Metropolitan Division*)	<b>1,188,315</b>	+ 3.5 %	July 2019
<b>Temporary Employment</b> (Metropolitan Division*)	<b>21,175</b>	+ 4.5 %	July 2019
<b>Unemployment Rate</b>	<b>2.2 %</b>	(-) 0.3 %	June 2019
<b>Zillow Home Price Index **</b>	<b>\$1,352,400</b>	+ 0.5 %	July 2019
<b>Zillow Rental Price Index **</b>	<b>\$4,309</b>	+ 2.3 %	July 2019
<b>Office Vacancy Rate</b>	<b>4.7 %</b>	(-) 3.0 %	Q2 2019
<b>Commercial Direct Average Asking Rent</b> (sq. ft.)	<b>\$84.93</b>	+ 10.9 %	Q2 2019
<b>Sales Tax Collections</b>	<b>\$192,900,000</b>	+ 1.8 %	Fiscal Year 2018
<b>Average Daily Hotel Rate</b>	<b>\$219.14</b>	(-) 20.3 %	June 2019
<b>Hotel Occupancy Rate</b>	<b>78 %</b>	(-) 5.4 %	June 2019

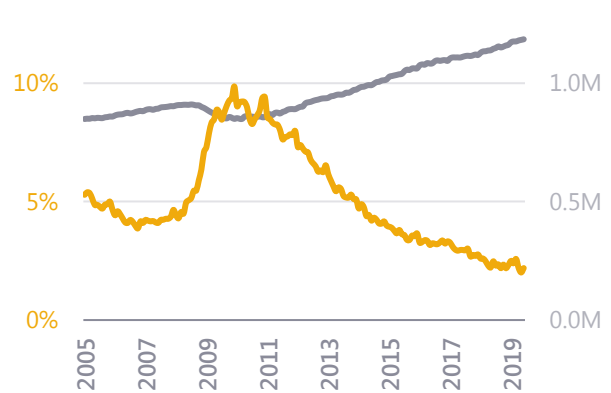
\* Metropolitan Division encompasses are large metropolitan area, including San Francisco and San Mateo.

\*\* Zillow indices may not include rent control/subsidized rates and should be viewed as a measure of change over time.

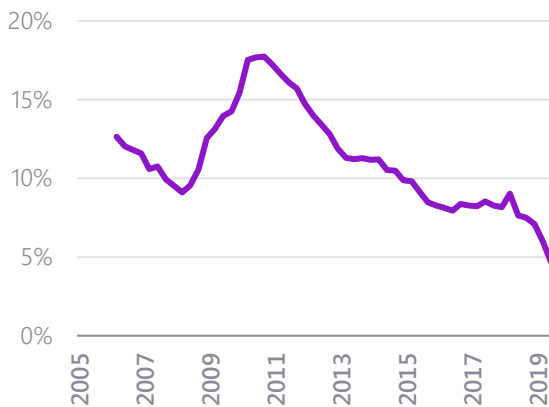
### Zillow Home Price Index



### Unemployment Rate & Employment



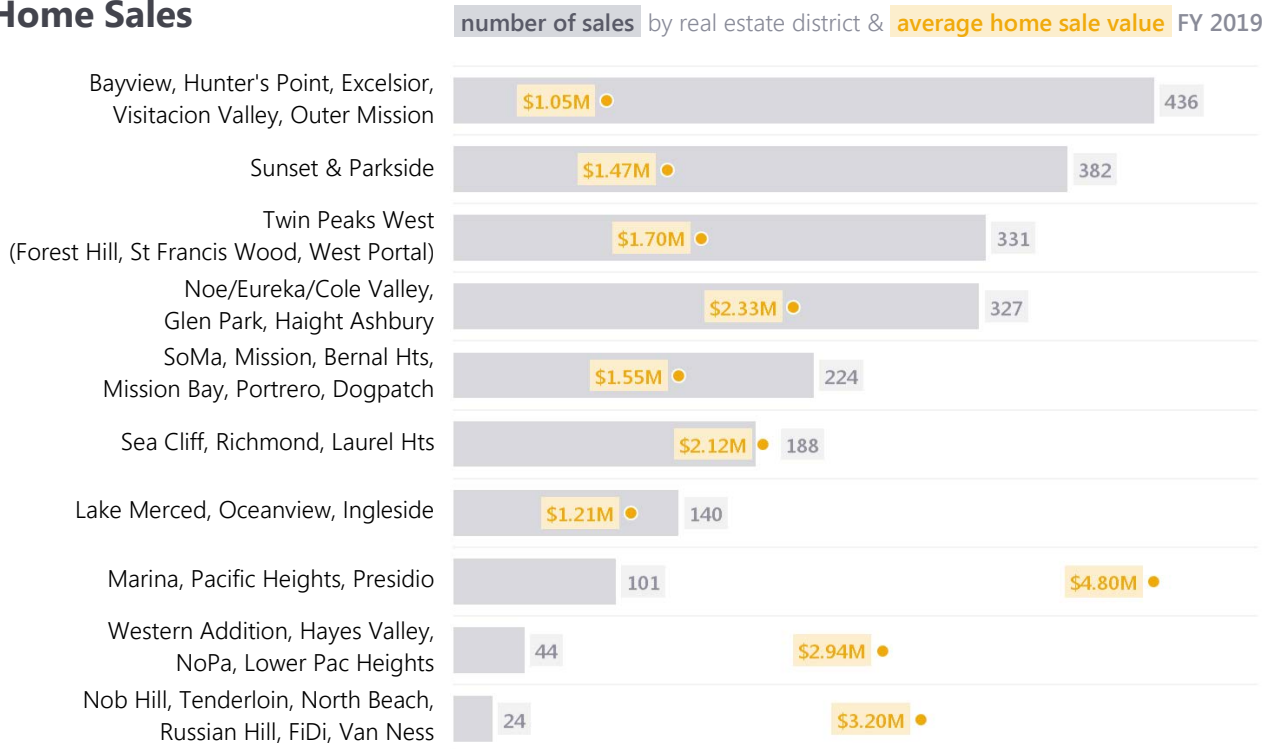
### Office Vacancy Rate



### Commercial Asking Rent per Square Foot



## Home Sales

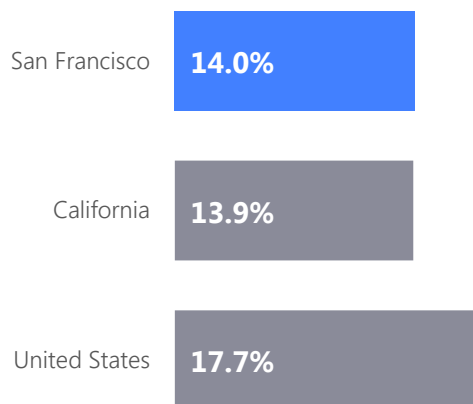


Source: Compass Real Estate Bay Area Reports

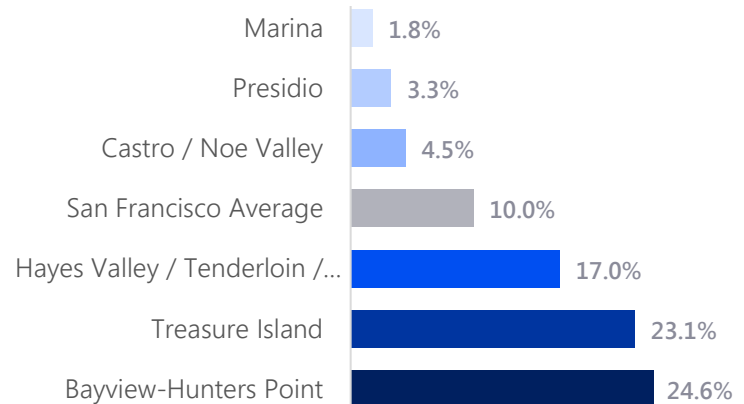
## Student Loan Debt

Student loan debt is the second-largest credit debt for Americans. Student loan debt has increased by 243 percent between 2003 and 2018 in the nine-county San Francisco Bay Area (adjusted for inflation). Approximately 104,180 San Francisco residents have student loan debt with a collective balance just over \$220 million (median individual balance of \$20,197).

### Percent of residents with student loan debt (2018)



### Percent of student loan borrowers at least 3 months behind on loan payments



In 2018 San Francisco had a lower student loan debt prevalence than the national rate, but low-income, Black, and Hispanic neighborhoods experienced higher rates of delinquency and default.

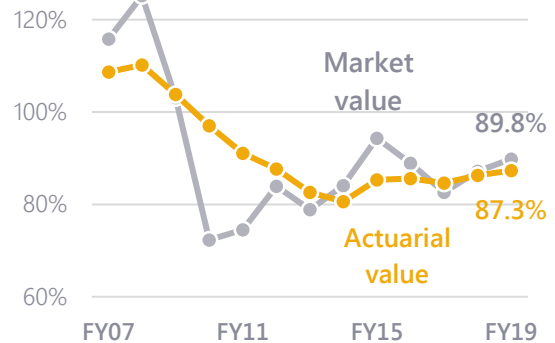
Learn more about student loan debt in the Bay Area, download the report, "[At What Cost? Student Loan Debt in the Bay Area](#)" from the San Francisco Office of Financial Empowerment and the Federal Reserve Bank of San Francisco.

FY 2019-20 Measure	Target	Result
General Obligation Bond Rating	Aaa	<b>Aaa</b>
Unrestricted Fund Balance (June 2018)	16.7%	<b>42%</b>
Stabilization Reserves (June 2018)	\$588M (10%)	<b>\$588M (10%)</b>
Actual vs. Budgeted Expenditures (March 2019)	0.0%	<b>- 0.9%</b>
Actual vs. Budgeted Revenues (March 2019)	+/- 2.0%	<b>+ 4.6%</b>
Pension Plan Funding Level (July 2018)	100%	<b>87.3%</b>
Other Post-Employment Benefits (OPEB) Funding Level	100% by 2043	<b>* 4.4%</b>

\* OPEB Funding Level: The most recent actuarial valuation of OPEB assets and liabilities was conducted in 2017. The funding result of 4.4% is based on an estimate by the Controller's Office as of March 2018.

## Percent of SFERS pension plan that is currently funded

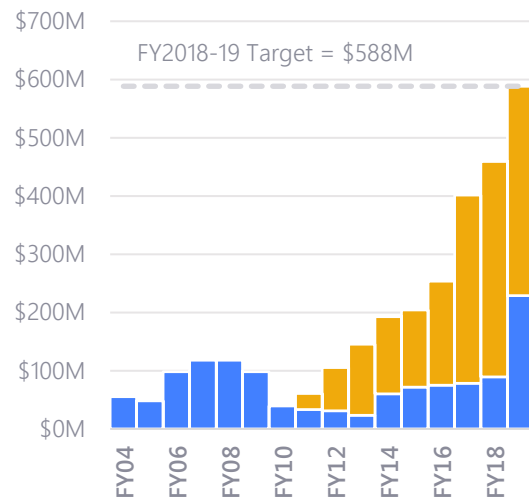
San Francisco Employee's Retirement System (SFERS) assesses the value of its assets and liabilities every year. This measure reflects the difference in those values and shows the share of pension fund liability that could be paid for by liquidating SFERS assets. This chart shows the results of using the **market value** or **actuarial value** of assets in that calculation.



## Stabilization Reserves

The City sets aside some of its revenue each year and saves it in reserve funds. These funds can be used during recessions, budget shortfalls, or other disruptions in revenue to help keep critical public services running.

The City utilized reserves in the wake of the economic recession beginning in fiscal year 2007-08 (FY08), but reserves recovered significantly since FY11. Strong revenue growth and the City's reserve policies increased **Rainy Day** and **Budget Stabilization** reserves to \$588 million by the end of FY19, achieving the City's goal of reserves equal to **10 percent of General Fund revenues**.



# ACADEMY OF SCIENCES

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Educate and inspire the world</b>						
Number of visitors	1,371,003	1,295,000	1,332,080	1,350,000	1,259,000	1,271,000
Number of volunteer hours	59,279	59,988	65,488	65,000	65,000	65,000
Percentage of staff who commute sustainably to the Academy	30%	33%	30%	30%	30%	30%
Recycling rate of Academy waste	81%	81%	80%	81%	81%	81%
<b>Ensure unencumbered access to science learning experiences</b>						
City cost per visitor (SCI)	\$4.45	\$4.09	\$4.26	\$4.04	\$4.92	\$4.92
Number of visitors attending on San Francisco Neighborhood Free Days and Quarterly Free Days	50,928	37,900	33,835	36,500	41,000	41,800
<b>Maintain the Steinhart aquarium as a world class leading aquarium</b>						
Number of public floor visitor engagements with education staff	N/A	2,966,453	3,153,650	2,900,000	3,000,000	3,000,000
Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	97%	94%	95.5%	90%	90%	90%
<b>Promote workforce inclusivity</b>						
# of employees for whom performance appraisals were scheduled (SCI)	12	12	12	12	12	12
# of employees for whom scheduled performance appraisals were completed (SCI)	12	12	12	12	12	12
Percent of management positions held by women	N/A	54%	54%	50%	50%	50%
<b>Provide STEM education opportunities to all members of the community</b>						
Number of Careers in Science Program interns	57	51	54	49	50	50
Number of hours worked by Careers in Science interns	12,210	19,424	7,180.5	12,000	10,000	12,000
Number of school-aged children participating in an Academy educational program	146,462	148,686	134,105	150,000	150,000	155,000

# ADMINISTRATIVE SERVICES

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Citywide Planning</b>						
Average occupancy rate in City-owned buildings managed by Real Estate	100%	100%	100%	100%	100%	100%
Average per sq ft cost of City-operated buildings compared to listing rates in Civic Center	44%	36%	39%	50%	50%	70%
Average per sq ft cost of office space lease portfolio compared to market rates	59%	46%	54%	85%	85%	85%
Percentage of non-patrol, light duty fleet that uses green technologies	57.0%	39.0%	37.5%	40%	40%	40%
<b>Economic and Community Development</b>						
Number of attendees at programs and events supported by Grants For The Arts funding	10,506,712	10,844,395	10,860,341	10,000,000	10,100,000	11,000,000
Percentage of client post-convention survey ratings in the above average or higher category	79%	84%	83%	70%	70%	80%
<b>Equity and Inclusion</b>						
Total Minimum Dollars Awarded to Local Business Enterprise and Non-Discrimination in Contracting Certified Firms (LBE, PUC-LBE, NPE, and SBA)	\$250,000,000	\$402,261,265	\$298,931,136	\$250,000,000	\$250,000,000	\$250,000,000
Total Number of Local Business Enterprise and Non-Discrimination in Contracting Certified Firms (LBE, PUC-LBE, NPE, and SBA)	1,327	1,354	1,367	1,400	1,400	1,400
Total number of awarded active CCSF contracts monitored by Contract Monitoring Division	1,404	1,102	1,400	1,452	1,452	1,200
Total Number of Equal Benefits Ordinance (12B) Compliant CCSF Vendors	20,197	21,000	22,000	21,084	21,084	23,000
<b>Excellent Services</b>						
Average annual maintenance cost per non-patrol, light duty vehicle	\$1,699	\$1,468	\$1,435	\$1,500	\$1,500	\$1,500
Percentage of 311 calls answered in 60 seconds	66.00%	67.00%	85.38%	60%	60%	70%
Percentage of 311 calls handled without a transfer	90.00%	91.00%	91.79%	90%	90%	90%
Percentage of all notifications of families completed by medical examiner within 24 hours	91.0%	89.0%	92.2%	90%	90%	90%
Percentage of all purchases made through term contracts (excluding professional services) by procurement services	53.1%	52.6%	60.0%	55%	60%	90%
Percentage of Automated 311 Service Requests	62.0%	66.0%	65.8%	60%	60%	60%
Percentage of County Clerk customers assisted within ten minutes from the time they are ready to be served	93.0%	94.0%	87.1%	90%	90%	90%
Percentage of live cat and dog releases	N/A	91%	92%	85%	85%	85%
Percentage of repairs of non-patrol, light duty passenger vehicles performed in less than 3 days	66%	70%	76%	67%	67%	70%
Percentage of requests for plan reviews fulfilled within twenty business days by disability access	81.8%	79.8%	80.2%	85%	85%	85%
Percentage of requests for site reviews fulfilled within seven business days by disability access	99.3%	99.1%	92.9%	95%	95%	95%
Quality assurance percentage score for 311 Customer Service Center	95.0%	94.0%	96.1%	92%	92%	92%
<b>Safety and Resilience</b>						
Animal Welfare field service emergency response time (in minutes)	20.78	20.55	20.41	23	23	23
Percent of toxicology exams completed by medical examiner within 90 calendar days of submission	75.5%	34.0%	85.6%	90%	90%	90%

# ADULT PROBATION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Provide services that break the cycle of crime</b>						
Number of COMPAS risk/needs assessments and reassessments conducted	1,134	1,051	1,385	1,200	1,200	1,200
Number of visits to the department by clients under community supervision	N/A	22,156	22,123	22,000	22,000	22,000
Number of visits to the department by non-clients, including victims, members of the public, and justice system partners	N/A	200	210	150	200	200
Percentage of individuals who successfully completed (terminated) probation	82%	72%	67%	80%	80%	80%
Percentage of individuals who successfully completed a term of Mandatory Supervision	100%	63%	78%	85%	80%	80%
Percentage of individuals who successfully completed Post Release Community Supervision after being on PRCS for at least 12 months	71%	62%	67%	75%	75%	80%
Percentage of reports submitted to the Court prior to sentencing	98%	93%	99%	100%	100%	100%
Total Active Probationers	3,163	3,035	2,954	N/A	N/A	N/A
Total Supervised Population	N/A	N/A	6,630	N/A	N/A	N/A
<b>Support victims of crimes</b>						
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	99%	99%	99%	100%	100%	100%



# AIRPORT COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Achieve net zero energy and zero waste by 2021</b>						
Campus wide water savings per passenger relative to 2013 baseline	1.84	2.13	2.05	2.50	2.50	3.00
Percent of campus wide electricity use generated from Airport-owned renewable energy sources per Fiscal Year	N/A	0.0%	0.2%	0.0%	1.0%	2.0%
Percent of campus wide waste, by mass, diverted from landfill (including ADC)	53.00%	48.00%	36.43%	80.00%	85.00%	90.00%
Reduction in terminal electricity usage per square foot as a percentage of 2013 baseline	N/A	-1.10%	0.56%	10.00%	3.00%	7.50%
Reduction in terminal natural gas usage per square foot as a percentage of 2013 baseline	N/A	-3.74%	-4.79%	10.00%	3.00%	7.50%
<b>Be the industry leader in safety and security</b>						
Annual percent of the Airport tenants' ground support equipment inventory that has had safety inspections conducted through its Ground Support Equipment Safety Inspection Program.	N/A	15%	16%	15%	15%	15%
Number of Airport-controlled runway incursions	N/A	4	0	0	0	0
Number of Annual Access Control Events (ACE) classified as "Security Breach"	N/A	0	1	0	0	0
<b>Care for and protect our airport communities</b>						
All Title 21 requirements met (1 equals yes) California Code of Regulations Title 21 Chapter 6 "Noise Standards"	1	1	1	1	1	1
Annual recordable injury rate per 100 employees	N/A	6.9	6.8	6.8	6.7	6.5
<b>Deliver exceptional business performance</b>						
Amount of annual service payment to the City's General Fund, in millions	45.04	46.55	49.11	46.60	51.76	54.70
Annual percent of Non-Airline Revenue (as % of Total Operating Revenue)	N/A	51.0%	50.9%	49%	49.22%	47.6%
Percent of small business participation in Concession Sector	N/A	43%	35%	30%	30%	30%
Percent of small business participation in Construction Sector	N/A	19%	20%	15%	15%	15%
Percent of tenant businesses with active Green Business certifications	8%	17%	24%	40%	50%	60%
Total Annual Non-Airline Revenue	N/A	\$506,846,996	\$531,569,228	\$505,110,000	\$546,761,000	\$567,352,224
Total concession revenue per enplaned passenger	\$10.94	\$10.53	\$11.18	\$10.38	\$11.33	\$11.69
<b>Nurture a competitive air service market</b>						
Airline cost per enplaned passenger in nominal dollars	N/A	\$16.89	\$17.90	\$17.91	\$19.10	\$20.72
Annual percent of total international passengers market share (as % of total SFO passenger traffic)	N/A	24.0%	25.6%	24.0%	25.6%	26.1%
Average passport processing times in SFO's customs area (in minutes) compared to other US airports of comparable passenger traffic.	N/A	N/A	7.8	7.0	7.0	8.0
Percent change in domestic air passenger volume	3.0%	7.0%	-3.0%	1.0%	1.0%	1.3%
<b>Revolutionize the passenger experience</b>						
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.15	4.11	4.06	4.09	4.11	4.13

# ARTS COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Build public awareness of the value and benefits of the arts</b>						
Number of arts and culture events funded by the Arts Commission in a year	N/A	680	752	700	720	730
<b>Enliven the urban environment</b>						
Number of permanently-sited artworks accessible to the public during the fiscal year	N/A	548	555	558	610	620
<b>Improve operations to better serve the San Francisco arts ecosystem</b>						
# of employees for whom performance appraisals were scheduled (ART)	40	40	40	40	40	40
# of employees for whom scheduled performance appraisals were completed (ART)	40	40	40	40	40	40
<b>Invest in a vibrant arts community</b>						
Number of artists and organizations attending technical assistance and capacity building workshops/year	N/A	302	504	320	350	350
Number of payments to individual artists by the Arts Commission	N/A	318	333	325	335	345
Total amount of direct investment in artists and arts organizations in San Francisco in a year	N/A	\$14,850,799	\$16,586,761	\$15,000,000	\$15,500,000	\$16,000,000

# ASIAN ART MUSEUM

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Achieve financial sustainability by 2021</b>						
City cost per visitor (AAM)	N/A	N/A	\$49.54	\$45	\$42	\$35
<b>Foster and maintain a museum culture that promotes creativity and collaboration</b>						
# of employees for whom performance appraisals were scheduled (AAM)	52	52	52	52	53	53
# of employees for whom scheduled performance appraisals were completed (AAM)	53	51	52	52	53	53
Number of museum members	15,499	12,409	12,733	13,500	17,000	17,500
<b>Illuminate Asian art and culture for a global audience</b>						
Number of museum visitors	295,003	210,010	192,063	210,000	307,000	310,000
<b>Reach and engage expanded audiences</b>						
Number of digital visits and social media followers	3,070,000	5,302,231	4,552,681	3,500,000	5,000,000	5,000,500
Number of education program participants	40,299	33,198	27,244	20,000	37,000	40,000
Number of public program participants	42,767	30,638	23,000	25,000	25,000	30,000

# ASSESSOR / RECORDER

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Assess all taxable property within the City and County of San Francisco</b>						
Board of Equalization (BOE)-required business property audits completed in the fiscal year for businesses within the City and County of San Francisco	N/A	318	334	303	303	303
In-progress new construction value added to secured working assessment roll in the fiscal year	N/A	\$7,070,000,000	\$7,220,000,000	\$3,500,000,000	\$3,500,000,000	\$3,500,000,000
Number of Real Property Supplemental and Escape Assessments	25,424	35,414	27,455	29,000	8,600	8,600
Value (in billions) of secured working assessment roll (excluding State Board of Equalization (SBE) roll)	\$223.60	\$252.00	\$260.40	\$255.00	\$274.90	\$287.80
Value of Real Property Supplemental and Escape Assessments	\$334,366,168	\$405,904,593	\$221,684,386	\$273,000,000	\$69,300,000	\$69,300,000
<b>Collect documentary transfer tax due</b>						
Value of transfer tax from non-recorded documents and under-reported transactions	\$51,353,674	\$24,959,882	\$3,287,357	\$2,500,000	\$1,500,000	\$1,500,000
Value of transfer tax from recorded documents	\$410,560,548	\$302,233,678	\$368,145,659	\$228,000,000	\$296,053,000	\$253,420,000
<b>Effectively defend and resolve assessment appeals</b>						
Number of appeals resolved in the fiscal year	1,909	1,598	1,612	2,500	2,000	2,500
Percentage of appeals resolved in the fiscal year where ASR's value determination was upheld	N/A	94%	81%	90%	85%	85%
<b>Provide outstanding customer service</b>						
Percentage of customers with a good or excellent experience when visiting ASR in the fiscal year	99%	97%	97%	99%	99%	99%

# BOARD OF APPEALS

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Measure the quality of our services and timeliness of decisions by tracking appeals</b>						
Percentage of cases decided within 75 days of filing	38%	54%	69.23%	60%	60%	60%
Percentage of written decisions released within 15 days of final action	100%	100%	94%	97%	97%	97%
<b>Support our staff to ensure we are equipped to deliver consistent, convenient, and high-quality handling of appeals</b>						
# of employees for whom performance appraisals were scheduled (PAB)	5	5	5	5	5	5
# of employees for whom scheduled performance appraisals were completed (PAB)	5	5	4	5	5	5

# BOARD OF SUPERVISORS

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Align resources to allow the Board to achieve its mission and duties to support open and participatory government</b>						
Number of hits on BOS website	907,298	1,114,908	1,431,769	1,000,000	1,000,000	1,000,000
Percentage of vacancy notices posted within 30 days of expiration	100%	100%	100%	100%	100%	100%
<b>Ensure accurate and comprehensive public access to information</b>						
Average response time (in days) to Assessment Appeals Board public information requests	1.08	1.29	1.25	2.5	2.5	2.5
Percentage of Assessment Appeals Board meeting agendas continued due to improper notice and/or missed publication within required timeframes	0%	0%	0%	0%	0%	0%
Percentage of assessment appeals heard and decided pursuant to legal requirements	100%	100%	100%	100%	100%	100%
Percentage of hearing notifications issued to parties within the required timeframe	100%	100%	100%	100%	100%	100%
Percentage of Sunshine Ordinance Task Force complaints processed and scheduled in accordance with established timeframes	48.214%	92%	87.7%	90%	100%	100%
Percentage of Sunshine Ordinance Task Force meeting agendas continued due to improper notice and/or missed publication within required timeframes	0%	0%	0%	0%	0%	0%
Percentage of Sunshine Ordinance Task Force meeting minutes posted within 10 business days of meeting adjournment	100%	100%	100%	100%	100%	100%
Percentage of Youth Commission adopted resolutions and motions posted on the website within 48 hours after a meeting	100%	100%	100%	100%	100%	100%
Percentage of Youth Commission referral responses posted on the website within 72 hours of action taken at a meeting	100%	100%	100%	100%	100%	100%
<b>Ensure equal opportunity to engage with the Board</b>						
Percentage of Board meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%	100%	100%
Percentage of Youth Commission or Committee meeting notices, agendas and packets posted on the website at least 72 hours prior to the meeting.	100%	99%	99.5%	100%	100%	100%
<b>Manage the Board effectively</b>						
Percentage of appeals processed and scheduled in accordance with established timeframes.	100%	100%	100%	100%	100%	100%
Percentage of Board or Committee legislative items continued due to improper notice and/or missed publication within required timeframes	0%	0%	3.9%	0%	0%	0%
Percentage of Board or Committee meeting agendas continued due to improper notice and/or missed publication within required timeframes	0%	0%	0%	0%	0%	0%
Percentage of Board or Committee meeting minutes posted within 2 business days of meeting adjournment.	100%	100%	100%	100%	100%	100%
<b>Strengthen the Board's accountability to City residents</b>						
Percentage of Board, Committee, Commission and Task Force legislative or policy related documents posted on the web site within the mandated timeframes for public access	100%	100%	100%	100%	100%	100%
Percentage of identified Assessment Appeals Board filers notified of filing obligations for the Statement of Economic Interests (SEI) Form 700 and related forms within established time frames	100%	100%	100%	100%	100%	100%
Percentage of identified COB filers (except AAB) notified of filing obligations for the Statement of Economic Interests (SEI) Form 700 and related forms within established time frame	100%	100%	100%	100%	100%	100%

# BUILDING INSPECTION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Deliver the highest level of customer service</b>						
Percentage of Records Requests Processed Over-The-Counter	N/A	92%	92.6%	80%	85%	85%
<b>Perform inspections to enforce codes and standards to ensure safety and quality of life</b>						
Inspections per inspector/day (building)	12	11.6	11.8	11	11	11
Inspections per inspector/day (electrical)	12	12	12.1	11	11	11
Inspections per inspector/day (plumbing)	11	10	11.1	11	11	11
Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	98%	97%	89.6%	100%	100%	100%
Percentage of Non-Hazard Complaints Responded to Within Three Business Days	85%	90%	96.8%	80%	85%	85%
Percentage of Non-Hazard Housing Inspection Complaints Responded to Within Three Business Days.	95%	95%	94.1%	80%	85%	85%
<b>Proactively engage and educate customers, contractors, and stakeholders on DBI's services, functions, and legislated programs</b>						
Number of Seismic Safety Outreach Program (SSOP) ambassadors graduated from training	1500	3,475	3,250	3,025	3,025	3,025
Percent of property owners under the Mandatory Soft Story Seismic Retrofit Program that have complied with requirements	98%	90%	93.3%	100%	100%	100%
<b>Review plans and issue permits safeguarding life and property in compliance with city and state regulations</b>						
Percentage of Permit Applications for Multi-Family Residential and/or Mixed-Use Buildings Reviewed Within 42 Calendar Days	97.8%	96%	98%	90%	92%	92%
Percentage of Permit Applications for Office and/or Commercial Buildings Reviewed Within 42 Calendar Days	98.3%	98%	99%	90%	92%	92%
Percentage of Permit Applications for One and Two Family Dwellings Reviewed Within 28 Calendar Days	96.4%	95%	96%	90%	92%	92%
Percentage of Permit Applications for Other Buildings Reviewed Within 42 Calendar Days	97%	96%	98%	90%	92%	92%
Percentage of Pre-Application Meetings Conducted by DBI Within 14 Calendar Days	N/A	N/A	100%	90%		92%
Percentage of Site Permit Applications reviewed with construction valuation greater than \$4,000,000 reviewed within 42 calendar days.	89.2%	85%	92%	85%	85%	85%
Percentage of Site Permit Applications reviewed with construction valuation less than \$3,999,999 reviewed within 30 calendar days.	84.9%	74%	95%	85%	85%	85%
Percentage of Submitted Projects Audited for Quality Assurance by Supervisors	100%	90%	95%	90%	92%	92%
Timeliness of Distributing Submitted Drawings	100%	100%	96%	90%	92%	92%
<b>Utilize efficient and effective administrative practices</b>						
Percentage of Records Requests Processed Within 20 Business Days	98%	99%	97.9%	90%	90%	90%
Percentage of Reports of Residential Building Records (3R reports) Produced Within Seven Business Days	98%	99%	97.7%	90%	93%	93%

# CHILD SUPPORT SERVICES

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Be innovative in meeting the needs of families</b>						
Number of unemancipated children in CSE counties caseloads	1,221,258	1,187,334	1,144,140	1,187,664	1,187,334	1,200,000
Number of unemancipated children in San Francisco caseload	9,932	9,172	8,565	9,172	9,172	9,172
<b>Deliver excellent and consistent customer services statewide</b>						
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	99.91%	102.13%	103.92%	99%	99%	99%
San Francisco orders established as a percentage of cases needing an order	89.29%	90.72%	93.07%	90%	90%	90%
<b>Develop and strengthen collaborative partnerships</b>						
Amount of child support collected by SF DCSS annually, in millions	\$26	\$25.6	\$26.1	\$26	\$26	\$26
<b>Enhance program performance and sustainability</b>						
Statewide cases with collections on arrears during fiscal year as a percentage of cases with arrears owed	63.7%	63.8%	63.9%	58%	58%	58%
Statewide current collections as a percentage of current support owed	66.5%	66.5%	66.5%	58%	58%	58%
<b>Increase support for California children</b>						
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	70.57%	71.36%	72.57%	70%	70%	70%
San Francisco current collections as a percentage of current support owed	84.52%	88.63%	87.7%	84%	84%	84%



# CHILDREN AND FAMILIES COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Early Care and Education (ECE) programs in San Francisco meet the highest standards of quality to ensure optimal child development and improved outcomes for all children.</b>						
Number of children 0-5 in Quality Connections Classrooms	N/A	9,440	7,725	8,000	8,000	8,000
Number of early care and education staff participating in Preschool For All (PFA) professional development activities	2,675	1,976	2,610	2,000	1,800	1,800
Number of early education provider trainings	N/A	235	191	200	200	200
Number of hours of high-level coaching instruction	N/A	10,216	14,004	10,000	10,000	10,000
Number of programs participating in Quality Connections	N/A	411	403	350	400	400
Percent of funded classrooms achieving cut-off score on adult/child interactions	90%	98%	93%	90%	90%	90%
Percent of funded classrooms achieving cut-off score on instruction	62%	62%	63%	62%	65%	67%
Percent of funded classrooms with an environment rating of 5 or above	88%	91%	94%	90%	90%	90%
<b>Family support programs and systems improve families' ability to support children's life-long success.</b>						
Number of children 0-5 served in Family Resource Centers	N/A	3,087	3,478	2,000	2,500	2,500
Number of Family Resource Center providers receiving professional development	N/A	422	722	400	400	400
Number of family resource centers receiving joint funding from HSA, DCYF, and First 5 San Francisco	25	26	26	26	26	26
Number of parents participating in Family Resource Center case management	N/A	1,824	1,649	1,600	1,600	1,600
Number of parents participating in Family Resource Center Parent Education	941	865	831	900	900	900
Number of parents served in Family Resource Centers (FRC)	N/A	9,551	8,441	9,000	9,000	9,000
Percent of parents demonstrating improvements in Family Well-being following case management	N/A	N/A	88%	65%	67%	70%
Percent of parents demonstrating skill improvement following Family Resource Center parent education class	75%	77%	78%	70%	70%	70%
<b>Organizations, communities, individuals and public agencies work together in new ways to advance the well-being of all children birth to eight and their families.</b>						
# of employees for whom performance appraisals were scheduled (CFC)	12	11	12	12	12	12
# of employees for whom scheduled performance appraisals were completed (CFC)	12	11	12	12	12	12
Number of community grants and programs funded annually	N/A	50	53	50	50	50
<b>San Francisco establishes a system of universal early identification and intervention for children birth to five.</b>						
Number of children screened for special needs	3,833	5,967	5,990	5,000	5,500	5,800

# CHILDREN YOUTH & THEIR FAMILIES

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Prioritize children, youth, transitional age youth, and families' voices in setting funding priorities</b>						
Number of community events at which DCYF provides outreach	N/A	N/A	64	60	80	60
Number of student participants at Youth Advocacy Day	N/A	N/A	159	150	150	150
<b>Promote practice- and research-informed programs, seed innovation, and seek to address inequities in access and opportunity</b>						
Average daily attendance of DCYF-funded comprehensive afterschool programs for youth in grades K-8	N/A	N/A	11,098	10,800	10,800	11,000
Average daily attendance of DCYF-funded summer programs for youth in grades K-8	N/A	N/A	5,512	5,300	9,000	9,000
Number of children and youth who participate in programs and services funded by DCYF grants	N/A	N/A	41,622	45,000	45,000	45,000
Number of disconnected transitional age youth who participate in programs and services funded by DCYF grants	N/A	N/A	1,904	1,900	1,900	1,900
Number of meals served by DCYF to children and youth in afterschool and summer programs	N/A	N/A	256,179	252,000	252,000	252,000
Number of participants in DCYF-funded Arts & Creative Expression and Science, Technology, Engineering and Math (STEM) programs	N/A	N/A	6,263	6,000	6,000	6,000
Number of participants in DCYF-funded Educational Supports programs	N/A	N/A	4,450	4,500	4,500	4,500
Number of participants in DCYF-funded Identity Formation programs	N/A	N/A	1,083	1,000	1,000	1,000
Number of participants in DCYF-funded Mentorship programs	N/A	N/A	233	135	450	450
Number of participants in DCYF-funded Service Learning; Youth Leadership, Engagement and Organizing; and Youth-Led Philanthropy programs	N/A	N/A	1,673	1,170	1,170	1,170
Number of participants in DCYF-funded Sports and Physical Activity programs	N/A	N/A	3,352	2,700	3,000	3,000
Number of snacks served by DCYF to children and youth in afterschool and summer programs	N/A	N/A	178,831	175,000	175,000	175,000
Number of youth who participate in job training, job shadows, internships, and paid or subsidized employment opportunities offered by DCYF-funded programs (all ages)	N/A	N/A	4,894	3,900	4,200	4,200
Percent of DCYF-funded programs that meet or exceed annual targets for number of youth served	N/A	N/A	70.6%	70%	75%	75%
Percent of participants in DCYF-funded programs from populations that demonstrate increased levels of need	N/A	N/A	76.1%	75%	70%	75%
Percent of surveyed participants in DCYF-funded programs who report that there is an adult at the program who really cares about them	N/A	N/A	65.8%	70%	70%	70%
<b>Provide leadership in developing high quality programs and strong community-based organizations in the interest of promoting positive outcomes</b>						
Number of DCYF-funded agencies that participate in DCYF technical assistance and capacity building offerings	N/A	N/A	132	110	125	125
Number of technical assistance and capacity building workshops offered by DCYF-funded providers	N/A	N/A	105	75	140	140
Percent of DCYF University participants who attain a Certificate of Achievement for their Specialization	N/A	N/A	54.5%	50%	65%	65%
Percent of DCYF-funded organizations that report satisfaction with the services and support they receive from DCYF	N/A	N/A	85%	90%	90%	90%
<b>Work collaboratively with other city stakeholders to ensure efficient use of resources</b>						
Number of participants in the DCYF-funded Young Adult Court Case Management program who successfully complete the requirements of the program	N/A	N/A	34	30	30	30
Percent of SFUSD high school students who receive services at High School Wellness Centers	N/A	N/A	51.9%	50%	50%	50%

# CITY ATTORNEY

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Advise Board of Supervisors and/or research or draft legislation which expresses the desired policies of the City and County of San Francisco</b>						
Number of Board-generated work assignments	307	326	293	300	300	300
<b>Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims</b>						
Average number of days from claim filing to final disposition	62	62	58	64	64	60
Number of claims closed	3,275	2,892	3,002	3,100	2,800	2,300
Number of claims opened	3,082	3,041	2,990	2,850	3,000	2,500
Percent of claims denied	64%	62%	66%	60%	60%	60%
Percent of claims settled	37%	38%	34%	38%	38%	38%
<b>Maintain and increase specialized skills of staff</b>						
Number of staff members participating in training programs produced for staff	812	740	283	200	200	200
<b>Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government</b>						
Number of hours required to respond to requests for advice and counsel.	159,631	176,289	179,000	160,000	160,000	160,000
Total cost of responses to requests for advice and counsel, in millions.	\$44,062,956	\$52,394,397	\$56,667,039	\$50,000,000	\$50,000,000	\$50,000,000
<b>Provide legal services to client departments which meet client expectations for quality</b>						
Percent of client departments who believe that communications with the Office are open and beneficial (biennial client surveys)	88%	N/A	85%	88%	N/A	88%
Percent of client departments who believe that the fees charged by the Office reflect the value of the work performed (biennial client survey)	87%	N/A	80%	88%	N/A	88%
Percent of client departments who believe the department is responsive to their needs, and timely in addressing their legal issues (biennial client survey)	81%	N/A	85%	88%	N/A	88%
Percent of client departments who consider the overall service of the Office to be of high quality (biennial client survey)	89%	N/A	89%	88%	N/A	88%
<b>Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government</b>						
Number of tort litigation cases opened	379	451	482	450	440	400
<b>Research and/or draft legislation, for all departments including Board of Supervisors, which expresses the desired policies of the City and County of San Francisco.</b>						
Number of pieces of legislation researched and/or drafted for all departments, including the Board of Supervisors	481	544	480	480	480	480

# CITY PLANNING

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Build Neighborhoods &amp; Public Spaces that Welcome All</b>						
Enforcement: Average number of days to escalate a valid complaint	N/A	90	64	90	90	90
Historical Resource Evaluation Responses: Average number of days to complete Part I HRERs	199	140	74	90	90	90
Legislation: Percentage of ordinances initiated by an elected official that are reviewed by the Commission within 90 days or continued at the request of the elected official	92%	100%	100%	80%	80%	80%
<b>Streamline Project Approval Processes</b>						
Affordable Housing Projects: The average number of days from the application being accepted by the Department to first Commission Hearing	297	122	186	270	270	270
Caseload per Planner: Average active caseload per planner of planning cases & building permits	144	68	21	106	50	50
Change of Use with No Additional Construction Not Requiring a Hearing: The average number of days from application being accepted by the Department to Action Date	174	151	76	90	90	90
Change of Use with No Additional Construction Requiring a Hearing: The average number of days from application being accepted by the Department to first Commission Hearing	213	226	177	180	180	180
Immediate Disclosure Requests: Percentage of immediate disclosure requests responded to within 11 days	71%	74%	83%	75%	75%	75%
Large, New Residential Construction Projects Requiring a Hearing: The average number of days from application being accepted by the Department to first Commission Hearing	449	447	586	540	540	540
Monitoring Reports: Percent completion of all required planning, housing, and monitoring reports according to mandated or established publication schedules	80%	95%	90%	100%	100%	100%
Over-the-Counter Building Permits	5,330	5,710	5,671	5,364	5,364	5,364
Pending Volume: Total planning cases & building permits awaiting initial departmental review	1,130	2,171	1,937	1,749	1,749	1,749
Property Information Map : Average unique visitors per month	88,535	92,271	93,525	85,000	85,000	85,000
Public Projects: The average number of days from the application being accepted by the Department to final CEQA determination	26	44	29	30	30	30
Records Requests: Percentage of records requests responded to within 20 days	97%	99%	93%	90%	90%	90%
Small Residential Addition Projects Not Requiring a Hearing: The average number of days from application being accepted by the Department to Action Date	277	168	180	180	180	180
Total Caseload: Total active caseload of planning cases and building permits	17,362	12,318	10,431	12,605	12,605	12,605
Total Volume: Total volume of new planning cases & building permits requiring departmental review	11,816	12,082	11,665	11,844	11,844	11,844

# CIVIL SERVICE COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Create greater transparency and efficiencies in the Commission's procedures and communications</b>						
# of employees for whom performance appraisals were scheduled (CSC)	6	6	6	6	6	6
# of employees for whom scheduled performance appraisals were completed (CSC)	0	4	0	6	6	6
The percentage of completed Inspection Service Requests	N/A	99%	80%	100%	100%	100%
<b>Ensure the timely resolution of appeals</b>						
Percentage of appeals and requests for hearings processed within seven days	100%	100%	100%	100%	100%	100%
Percentage of appeals forwarded and resolved by the Commission in the fiscal year	66%	68%	70%	70%	70%	70%
<b>Strengthen the Commission's ability to meet its Charter mandates and oversee the operation of the merit system</b>						
The number of merit system audits conducted and completed in the fiscal year	9	9	9	9	9	9
The percentage of completed responses to Inspection Service requests within 60 days	64%	81%	73%	80%	80%	80%

# COMMUNITY INVESTMENT AND INFRASTRUCTURE

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Create New Public Infrastructure &amp; Open Spaces</b>						
Number of new parks open to the public by OCII Project Area--Hunters Pt Shipyard Ph. 1			1	N/A	6	0
Number of new parks open to the public by OCII Project Area--Candlestick Pt/Hunters Pt Shipyard Ph. 2			0	N/A	0	0
Number of new parks open to the public by OCII Project Area--Mission Bay	N/A	N/A	1	N/A	5	3
Number of new parks open to the public by OCII Project Area--Transbay	N/A	N/A	0	N/A	0	0
Total number of new parks open to the public by OCII	N/A	N/A	2	N/A	11	3
<b>Invest in Disadvantaged Communities by Accelerating Delivery of New Housing</b>						
Number of new housing units completed by OCII Project Area--Hunters Pt Shipyard Ph. 1			0	N/A	66	0
Number of new housing units completed by OCII Project Area--Candlestick Pt/Hunters Pt Shipyard Ph. 2			31	N/A	0	0
Number of new housing units completed by OCII Project Area--Mission Bay	N/A	N/A	493	N/A	119	152
Number of new housing units completed by OCII Project Area--Transbay	N/A	N/A	548	N/A	929	0
Total number of new housing units completed by OCII	N/A	N/A	1072	N/A	1,114	152
<b>Maximize Opportunities for Local Businesses &amp; Workers</b>						
Percent of Contract Dollars Awarded to Small Business Enterprises for OCII Sponsored Projects	N/A	N/A	30.6%	N/A	30%	21%

# CONTROLLER

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Ensure Government is Accountable to City Residents</b>						
Count of code required audits completed	25	20	20	25	25	25
Percent of audit recommendations implemented within 2 years after report issuance.	89%	98%	90%	85%	85%	85%
Percent of auditee ratings that are good or excellent	86%	89%	83%	85%	85%	85%
Percent of audits completed within hours budgeted	83.1%	55%	51%	80%	80%	80%
Percent of client ratings for technical assistance projects that are good or excellent	100%	100%	100%	95%	95%	95%
Percent of planned audits completed within scheduled deadline	63%	58%	67%	75%	75%	75%
Percent of planned projects completed within scheduled deadline	86%	100%	72%	80%	80%	80%
Percent of projects completed within hours budgeted	43%	80%	52%	80%	80%	80%
<b>Increase Access to Useful &amp; Timely Information</b>						
Number of days to complete the City's comprehensive financial report (CAFR) for the previous fiscal year	141	214	267	300	150	150
<b>Invest In &amp; Value our Employees</b>						
Percent of employees who agree with the statement: Overall, I'm satisfied with the Controller's Office as a place to work and grow	N/A	N/A	87%	90%	90%	90%
Percent of employees who complete 24 hours of professional development in a performance year	N/A	65%	97%	90%	90%	90%
<b>Provide High-Quality Financial Services &amp; Systems</b>						
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	0	1	1	1
Number of audit findings with questioned costs in annual Single Audit of federal grants	2	0	0	0	0	0
Number of findings of material weakness in annual City audit	0	0	0	0	0	0
Percent of payroll transactions not requiring correction	98.47%	98.66%	98.8%	98.75%	99%	99%
Percent of Problem Description Forms (PDF) processed within 2 pay periods of receipt	83.37%	85%	82.74%	88%	90%	90%
Percent of scheduled time that financial systems are available for departmental use	99.9%	99.8%	100%	99.9%	99.9%	99.9%
Percent of scheduled time that human capital systems are available for departmental use	99.9%	99.9%	100%	99.9%	99.9%	99.9%
<b>Safeguard the City's Long-Term Financial Health</b>						
Percent of 16 major departments that have been trained this year on cost recovery policies and procedures and related topics	100%	87.5%	81.25%	100%	100%	100%
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	3.12%	2.67%	5%	2%	2%	2%
Percentage by which actual revenues vary from mid-year estimates	2.39%	2.87%	4.18%	1.5%	1.5%	1.5%
Ratings of the City's General Obligation Bonds from Moody's	1	1	1	1	1	1
Stabilization reserve balance as a percentage of General Fund revenues	9.6%	8.8%	8.8%	10%	10%	10%
<b>Support Informed Policy Decisions</b>						
Completion rate of ballot analysis by hearing date	100%	100%	100%	100%	100%	100%
Number of Data Academy Training Participants	831	1096	1436	1,100	1,100	1,100
Percentage of OEA economic impact reports completed by the hearing date	100%	83%	100%	100%	100%	100%

# DISTRICT ATTORNEY

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Administer Justice in a Timely &amp; Efficient Manner</b>						
Average Pending Caseload by ADA, General Felonies Units (Cases)	102	123	116	85	85	85
Average Pending Caseload by ADA, Misdemeanor Unit (Cases)	N/A	117	128	115	115	115
<b>Assist Victims to Recover in the Aftermath of Crime</b>						
Number of victims provided with crisis intervention services (Services)	6,178	5,618	5,630	5,000	5,000	5,000
Number of victims receiving an orientation to the criminal justice system (Services)	9,659	8,194	8,037	8,000	8,000	8,000
<b>Effectively Prosecute Child Abuse &amp; Sexual Assault Cases</b>						
Average Pending Caseload by ADA, Child Abuse & Sexual Assault Unit (Cases)	N/A	30	29	20	20	20
Child Abuse & Sexual Assault Trial Conviction Rate	N/A	91%	86%	100%	100%	100%
Median number of days (age) of Pending Child Abuse & Sexual Assault Unit Cases	N/A	472	513	400	400	400
<b>Effectively Prosecute Homicide Cases</b>						
Average Pending Caseload by ADA, Homicide Unit (Cases)	14	14	17	7	7	7
Homicide Unit Trial Conviction Rate	N/A	100%	86%	100%	100%	100%
Median number of days (age) of Pending Homicide Cases	N/A	866	1043	700	700	700
<b>Hold Offenders Accountable</b>						
Charging Rate for Felony Incidents	N/A	57%	60%	55%	55%	55%
Felony Trial Conviction Rate	N/A	84%	87%	100%	100%	100%
Misdemeanor Trial Conviction Rate	N/A	86%	78%	100%	100%	100%
Total Rate of Action Taken for Felony Incidents	N/A	68%	68%	65%	65%	65%
<b>Maintain and Increase Specialized Skills of Investigators and Prosecutors through Training Programs</b>						
Number of enhanced trainings provided to attorneys, victim advocates, and investigators	N/A	963	803	700	700	700
<b>Promote the Fair Administration of Justice</b>						
Median number of days (age) of Pending Officer Involved Shooting & In Custody Incidents	N/A	119	484	180	180	180



# ECONOMIC AND WORKFORCE DEVELOPMENT

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Create economic prosperity for all residents, including the unemployed, underemployed and hard to employ, by preparing, training, and connecting San Franciscans to sustainable jobs with strong career pathways</b>						
Placement rate of individuals 18 and older who complete a program in jobs that are either full-time or part-time	78%	103.8%	75.5%	65%	65%	65%
<b>Facilitate a resilient and robust economy that helps businesses start, stay and grow - creating shared prosperity and a diverse and vibrant city</b>						
Dollar amount of rebates given to film productions	\$800,000	\$222,876	\$553,435.25	\$1,000,000	\$1,000,000	\$1,000,000
Number of commercial shoot days	119	99	112	137	140	140
Number of film and tv shoot days	315	266	270	292	271	271
Number of film productions taking advantage of film incentive rebate program	1	2	4	4	4	4
Number of international trade delegations hosted or co-hosted	110	54	128	150	125	125
Number of other shoot days	595	622	682	612	624	624
Number of permits issued	696	669	604	663	676	676
Number of still photo shoot days	426	361	271	341	348	348
Revenues collected from film permits	\$242,200	\$242,200	\$205,980	\$247,044	\$251,985	\$251,985
<b>Support diverse and vibrant neighborhoods by strengthening and investing in small businesses, non-profits, community organizations, commercial corridors and public spaces</b>						
Annual Community Benefit District (CBD) revenue	\$58,621,062	\$70,798,988	\$76,188,286	\$73,609,850	\$96,271,311	\$96,271,311
Number of businesses receiving one-on-one technical assistance	2,572	2165	2,093	2,500	2,100	2,100
Number of ordinances, resolutions, motions and policies initiated by or reviewed by the Small Business Commission	157	94	104	58	60	60
Number of outreach events (ECN)	26	42	31	18	18	18
Number of small businesses assisted	3,489	3,608	3,887	3,500	3,500	3,500
Retail vacancy rate in targeted commercial corridors	10.06%	11.8%	12.927818%	10%	10%	10%

# ELECTIONS

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Administer conditional voter registration</b>						
Number of voters who voted conditionally	N/A	1,098	4,466	1,000	2,000	3,000
<b>Ensure access for all residents and raise awareness through community partners</b>						
# of employees for whom performance appraisals were scheduled (REG)	30	34	34	34	34	34
# of employees for whom scheduled performance appraisals were completed (REG)	30	34	34	34	34	34
Average rating for the level of customer service provided (scale of 1-5)	4.43	4.2	4.3	5	5	5
Number of bilingual poll workers recruited	1,213	863	901	792	1,584	792
Number of educational presentation program attendees	2,201	48,431	73,238	1,144	1,144	1,144
Number of educational presentations	73	169	80	100	100	100
Number of organizations contacted	855	820	830	840	840	840
Number of outreach events (REG)	235	233	237	300	300	300
Number of polling places that accommodate additional HAVA equipment	576	583	583	583	965	583
Number of polling places with physically accessible entryways and voting areas	576	583	583	583	965	583
Number of returned undeliverable permanent vote-by-mail ballots	6,197	11,008	3,779	7,875	7,850	7,875
Number of second ballot requests from permanent vote-by-mail voters	2,404	7,818	2,178	4,725	4,710	4,725
Percentage of polling place sidewalks surveyed for accessibility	100%	100%	100%	100%	100%	100%
Percentage of polling places staffed with bilingual Chinese-speaking pollworkers	72%	51.63%	62%	67%	67%	67%
Percentage of polling places staffed with bilingual Filipino-speaking pollworkers	17%	12.01%	16%	10%	10%	10%
Percentage of polling places staffed with bilingual Spanish-speaking pollworkers	62%	41.85%	65%	30%	55%	55%
Percentage of returned undeliverable permanent vote-by-mail ballots	1.2%	3.5%	1%	2.5%	1.5%	2.5%
Turnout as a percentage of registration	81%	53%	74%	55%	55%	55%
Voter turnout	414,528	253,583	372,848	275,000	500,000	300,000
<b>Expand programs serving new registrants</b>						
Number of educational materials distributed	32,095	38,076	32,535	21,200	21,200	21,200
Number of registered voters	513,573	481,991	500,516	500,000	520,000	500,000
<b>Implement an accessible vote-by-mail system</b>						
Vote-by-mail turnout	263,091	163,827	244,962	148,500	300,000	148,500
Vote-by-mail turnout as a percentage of total turnout	63%	65%	65%	61%	60%	61%

# EMERGENCY MANAGEMENT

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Create a Thriving Workforce</b>						
Number of new dispatchers successfully completing the training program	6	28	24	30	30	30
Percentage of fully qualified staff maintaining continuing education requirements.	60%	18%	50%	50%	50%	50%
Percentage of staff that have at least one professional certification	N/A	50%	90%	40%	90%	90%
<b>Educate &amp; Engage Communities</b>						
Number of preparedness presentations made	12	40	52	30	40	40
Percent of increase in number of AlertSF registrants	N/A	146%	23%	20%	20%	20%
Social Media Engagement, Hits, and Impressions as provided through various social media platforms and analytics	134,827	35,753,100	11,309,140	200,000	200,000	200,000
<b>Ensure a Prepared &amp; Resilient City</b>						
Number of exercises led by DES staff	3	10	23	23	23	23
Number of new emergency plans developed or existing emergency plans revised in the last 3 years	4	4	3	6	6	6
Number of training courses led by DES staff	N/A	20	8	N/A	20	10
Percent of staff that are certified in at least one IMT position	0%	0%	0%	5%	5%	5%
<b>Invest in the 911 Center</b>						
Average daily emergency call volume	1,807	1,970	1,928	N/A	N/A	N/A
Average time (in minutes) from received to dispatch of Code 3 medical calls	1.82	1.98	0.08125	2	2	2
Percentage of emergency calls answered within 10 seconds ("Ring Time")	74%	84%	90.2%	90%	90%	90%
Percentage of emergency calls answered within 15 seconds ("Answer Time")	N/A	N/A	91.4%	95%	95%	95%
Percentage of non-emergency calls answered within 1 minute	69%	72%	77.2%	80%	80%	80%
Response to code 3 medical calls (in minutes) in 90th percentile	3.29	3.6	14.097222	2	2	2
<b>Promote Strategic City initiatives</b>						
Number of outstanding DEM tasks in the master improvement plan completed.	17	25	N/A	30	32	30
<b>Strengthen Regional Relationships</b>						
Percent of DEM awarded grant funds that are encumbered or have been spent.	60%	38%	60%	60%	60%	60%

# ENVIRONMENT

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Amplifying community action</b>						
Number of interns and public service trainees recruited annually	70	70	70	70	70	70
Number of K-12 students reached annually through the school education environmental sustainability program	N/A	58,778	26,241	20,000	20,000	20,000
<b>Eliminating waste</b>						
Average workday tons of refuse to primary landfill	1,559.4	1,563	1,599	1,600	1,650	1,600
Number of San Francisco homes serviced for household hazardous waste pickup (equivalent loads)	3,925	4,128	4,209	3,911	3,970	4,029
Percentage of residential and small business refuse recovered through recycling and composting	59.6%	59.6%	57.0%	62%	59%	60%
Pounds of non-electronic household hazardous waste properly managed and recycled or disposed of through Recology SF	1,207,227	1,230,497	1,182,573	1,248,954	1,267,689	1,286,704
<b>Leading on climate action</b>						
Greenhouse gas emissions percentage below 1990 levels	N/A	36%	36%	29%	31%	33%
Percent of vehicles registered in San Francisco that are zero emission vehicles	N/A	1.7%	4.2%	1.5%	4.0%	5.0%
Percentage of City employees driving to work alone	N/A	26%	26%	26%	25%	25%
Total publicly accessible zero emission vehicle charging and fueling stations	N/A	620	1400	686	1,000	1,200
<b>Promoting healthy communities &amp; ecosystems</b>						
Floor area (in square feet) of municipal building stock certified through an environmental rating system, such as LEED to lead and leverage interagency efforts to green San Francisco's built environment	7,308,126	7,670,326	9,374,768	9,000,000	100,000,000	11,000,000
Floor area (in square feet) of private building stock certified through an environmental rating system, such as LEED or Green Point Rated to ensure environmental-friendly designed buildings	122,900,000	144,215,200	164,156,000	144,200,000	170,000,000	185,000,000
Percentage of SFE employees that have received racial equity and implicit bias training to ensure sustainability initiatives are equitable and accessible	N/A	80%	100%	100%	100%	100%
<b>Strengthening community resilience</b>						
Incentive dollars provided to multi-family housing and commercial sector customers for energy efficiency upgrades	N/A	\$2,500,190	\$3,653,007	\$2,312,000	\$1,000,000	\$1,275,000
Number of certified Green Businesses (certified through the Green Business program) to improve environmental quality and affordability	266	264	314	310	400	440
Percentage of all Department of the Environment grant funds allocated to low-income communities or public housing	N/A	55%	55%	50%	50%	50%

# ETHICS COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Enhance Transparency Through Public Disclosure</b>						
Percentage of annual Statements of Economic Interests e-filed with the Ethics Commission on time	99%	91%	97.3%	90%	92%	92%
Percentage of expected campaign finance statements (Form 460) filed on time	89%	76%	84.6%	70%	80%	85%
Percentage of identified lobbyists filing reports on a timely basis	93.71%	88.6%	93.1%	90%	92%	92%
<b>Increase Accountability in Government</b>						
Average age (in months) of open matters in preliminary review at end of the fiscal year	N/A	2.2	8.9	5	3	3
Number of campaign committees and publicly financed candidate committees audited	19	18	10	16	17	8
Number of investigations opened during the fiscal year	N/A	62	34	60	60	60

# FINE ARTS MUSEUM

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Create a dynamic, efficient, and financially secure organization</b>						
# of employees for whom performance appraisals were scheduled (FAM)	4	117	117	117	117	117
# of employees for whom scheduled performance appraisals were completed (FAM)	1	114	75	117	117	117
City cost per visitor (All museums)	\$9.75	\$10.71	\$11.25	\$10.44	\$12.80	\$12.05
<b>Create a welcoming and stimulating environment for all audiences</b>						
Number of participants in public programs	119,258	195,000	194,352	225,000	250,000	300,000
<b>Lead as two of the major museums on the West Coast</b>						
Number of de Young visitors	983,983	993,815	1,120,025	1,100,000	1,000,000	1,100,000
Number of Legion of Honor visitors	451,392	474,857	289,135	400,000	325,000	350,000
Number of paid memberships	101,738	95,685	107,900	100,000	100,000	100,000
<b>Present extraordinary exhibitions and build on Collection's strengths</b>						
Number of acquisitions through gifts, bequests and purchases	728	1,797	624	470	500	500
Number of exhibitions	20	14	16	15	20	16
<b>Support education and engagement programs</b>						
Number of all school children and youth participating in education programs	50,425	38,000	77,806	40,000	45,000	55,000
Number of San Francisco school children and youth participating in education programs	20,170	28,000	46,690	35,000	40,000	45,000

# FIRE DEPARTMENT

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Emphasize the Physical and Mental Health and Wellness of Department employees</b>						
Number of Battalion Based/In-Service training hours	68,810	80,296	57,995	70,000	70,000	70,000
Number of new recruits trained	132	139	115	150	150	150
Number of probationary firefighter training hours	108,504	85,064	55,150	100,000	100,000	100,000
<b>Prioritize Employee &amp; Community Engagement</b>						
Number of citizens trained in emergency techniques and procedures	982	1,456	1,118	1,600	1,600	1,600
Number of public education presentations	42	43	37	80	80	80
<b>Provide the Highest Level of Service</b>						
Number of Code 2 (Non Emergency) Incidents	60,848	63,163	63,318	55,000	55,000	55,000
Number of Code 3 (Emergency) Incidents	85,743	85,697	86,603	85,000	85,000	85,000
Number of fires extinguished	3,476	3,597	3,305	3,400	3,400	3,400
Number of fires investigated	289	263	207	300	300	300
Number of inspections made	21,634	22,736	22,752	22,000	22,000	22,000
Number of inspections resulting in violation	401	1,362	1,507	2,000	2,000	2,000
Number of new fire permits issued	4,306	4,210	4,231	4,500	4,500	4,500
Number of plans reviewed and approved	12,600	12,874	14,127	13,000	13,000	13,000
Number of violation re-inspections made	977	1,218	1,253	1,000	1,000	1,000
Percentage of ambulances that arrive on-scene within 10 minutes to life-threatening medical emergencies	91.6%	93%	91.4%	90%	90%	90%
Percentage of ambulances that arrive on-scene within 20 minutes to non-life-threatening medical emergencies	94.5%	94%	93.48%	90%	90%	90%
Percentage of First Responders (Advanced Life Support) that arrive on-scene within 7 minutes to life-threatening medical emergencies	94.4%	94%	93.35%	90%	90%	90%
Percentage of First Responders (Basic Life Support) that arrive on-scene within 4 minutes 30 seconds to life-threatening medical emergencies	82.9%	82%	80.6%	90%	90%	90%
Roll time of first ALS-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	355	365	370	420	420	420
Roll time of first defibrillation-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th percentile	310	309	317	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	570	540	554	600	600	600
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	312	307	315	300	300	300
Roll-time of first unit to respond to possible non-medical Code 3 incidents, in seconds - 90th percentile	316	302	482	300	300	300
Total arson arrests	29	36	21	60	60	60
Total number of arson incidents	190	167	130	220	220	220
Total number of responses to emergency incidents	312,471	311,290	310,649	320,000	320,000	320,000
Total response time (CRI) of first unit to Code 2 incidents, in seconds - 90th percentile	1,244	1,205	1,219	1,200	1,200	1,200
Total response time (CRI) of first unit to Code 3 incidents requiring possible medical care, in seconds - 90th percentile	460	474	475	480	480	480
Total response time (CRI) of first unit to Code 3 incidents, in seconds - 90th percentile	466	475	477	480	480	480
Total response time (CRI) of first unit to possible non-medical Code 3 incidents, in seconds - 90th percentile	478	477	482	500	500	500

# HEALTH SERVICE SYSTEM

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Educate and empower HSS members</b>						
Number of Unique Visitors to <a href="http://sfhss.org/">http://sfhss.org/</a>	139,789	214,277	125,681	240,000	240,000	240,000
Number of vaccinations at worksite/health fair-based flu clinics	4,170	4,131	4,349	3,600	4,450	4,450
<b>Ensure operational excellence</b>						
Average lobby wait time (in minutes)	16.89	24.50	21.65	10	10	10
Average time to answer telephone calls (in seconds)	26.0	21.5	18.0	30	30	30
Call abandonment rate	2.00%	1.80%	1.09%	5%	5%	5%
Percentage of appeals responded to within 60 days and appeals not reaching the Health Service Board	100%	95%	95%	100%	100%	100%
Percentage HSS Participation at SFERS Retirement Seminars	100%	100%	100%	100%	100%	100%
Percentage of vendor contracts that are current and final for the executed plan year	94%	75%	100%	100%	100%	100%
Percentage of vendor contracts that include HSS specific performance guarantees	100%	100%	45%	100%	100%	100%
<b>Promote an informed, transparent, effective governance</b>						
Number of findings of audit reports with reportable material weakness in annual external and internal audit	0	0	0	0	0	0
Percent of purchase orders created after invoice received	N/A	1.00%	0.33%	0%	0%	100%
Percentage of accounts current in premium payments (delinquent less than 60 days)	100.0%	99.7%	99.0%	100%	100%	100%
Percentage of invoices aged greater than 30 days	1.00%	9.00%	0.83%	0%	0%	0%
<b>Provide affordable, quality healthcare to City workers</b>						
Percentage of departments with Wellness Champions	82.6%	73.0%	79.0%	70%	82%	82%



# HOMELESSNESS AND SUPPORTIVE HOUSING

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Temporary Shelter</b>						
Percent of case managed families in individual room shelters that are placed in permanent or transitional housing, enter a treatment program, or reunite with family	47%	60%	68%	65%	65%	65%
Percentage of all available year-round adult homeless shelter beds used	95%	94%	93.4%	95%	95%	95%
<b>Problem Solving</b>						
Number of adults reunited with family or friends through the Homeward Bound program	825	838	511	700	700	700
Number of adults that secured and/or maintained housing due to a one-time grant	700	759	800	700	700	700
Number of families reunited with family or friends through the Homeward Bound program	N/A	N/A	51	75	75	75
Number of families that secured and/or maintained housing due to a one-time grant	956	989	1,038	800	800	800
<b>Rapid Rehousing</b>						
Number of adults leaving homelessness due to rapid rehousing rental subsidy	N/A	40	35	150	150	100
Number of families leaving homelessness due to a rapid rehousing rental subsidy	N/A	133	168	150	150	150
<b>Permanent Supportive Housing</b>						
Number of adults leaving homelessness due to placement in permanent supportive housing	N/A	1,183	893	800	950	1,000
Number of families leaving homelessness due to placement in permanent supportive housing	N/A	15	99	75	75	75
Percent of formerly homeless households (includes adults and families) still in supportive housing or other appropriate placements after one year	97%	93%	94.8%	95%	95%	95%

# HUMAN RESOURCES

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Champion diversity, fairness and equity</b>						
Average rating increase before/after workshop on familiarity of Diversity, Inclusion and Equity concepts	N/A	N/A	64%	N/A	40%	40%
Percentage of discrimination complaints investigated/closed within 6 months of receipt	30%	80%	80%	70%	80%	80%
<b>Design and implement user-friendly practices</b>						
Average rating by departments of their claims administration services (1-5 scale)	4.72	4.75	4.67	4.8	4.8	4.8
Average time between department submission and SHR's initial response, in days	N/A	0.00	0.18	0.0	0.5	0.5
<b>Improve employee well-being, satisfaction and engagement</b>						
Average rating increase before/after workshop on knowledge/understanding of how to effectively coach employees	N/A	N/A	42%	N/A	40%	40%
Average rating of DHR workshops by participants (1-5 scale)	4.6	4.6	4.6	4.4	4.4	4.4
Claims per 100 FTEs (full time equivalents)	12.74	12.00	10.80	11	11	11
Workers' Compensation claims closing ratio	101.1%	103.4%	99.8%	100%	100%	101%
<b>Partner with others to solve problems</b>						
Percent of grievances proceeding to arbitration in which the City prevails	59%	44%	80%	70%	80%	85%
Percent of identified policy initiatives implemented through MOUs and other mechanisms	100%	100%	100%	100%	100%	100%
<b>Retain top talent while shaping the future workforce</b>						
Average time between examination announcement closing and list adoption, in months	2	2	2	2	2	2
Number of position classifications in the Civil Service Plan	1,129	1,222	1,125	1,222	1,125	1,125
Percent of wage rate calculations not requiring pay corrections	100.0%	100.0%	99.8%	100%	100%	100%
Percentage of employees that are provisional	0.16%	0.17%	0.24%	0.15%	0.15%	0.15%

# HUMAN RIGHTS COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Address Discrimination Concerns of Public</b>						
Total Inquiries & Intakes	964	1,244	942	1,000	1,000	1,000
Total Number of Complaints Filed	47	47	237	50	50	50
Total Number of Complaints Filed and Settled	4	7	27	10	10	10
<b>Help Against Hate &amp; Violence Prevention in LGBTQIA Communities</b>						
Number of Public Meetings and Forums lead by HRC in the Community	5	28	59	20	20	20
<b>Staff Engagement</b>						
# of employees for whom performance appraisals were scheduled	11	14	20	10	21	21
<b>Workforce Alignment</b>						
Number of events through Opportunities For All program	N/A	N/A	20	3	10	10
Number of job placement through the Opportunities For All program	N/A	N/A	1,600	1,000	1,000	1,000
<b>Youth Empowerment Programs</b>						
Number of Education, Training & Awareness Events lead by HRC	41	31	79	30	30	30
Number of Reoccurring Committee and Collaborative Meetings staffed by HRC	50	42	98	50	50	50

# HUMAN SERVICES

FY	FY17	FY18	FY19		FY20	FY21
Division	Actual	Actual	Actual	Target	Target	Target
<b>DHS</b>						
<b>Help residents access employment (DHS)</b>						
CalWorks: Current active CalWORKs caseload	3,381	3,061	2,895	3,000	2,988	2,930
WDD: Job placement rate for aided individuals receiving Workforce Development Division Services	N/A	70%	62%	75%	65%	65%
<b>Help residents reach economic stability (DHS)</b>						
12-month job retention rate for subsidized employment clients	N/A	60%	57%	60%	55%	55%
Average increase in earnings for graduates of subsidized employment program after 1 year	N/A	147%	92%	125%	80%	80%
CAAP: CAAP SSI award rate (excluding pending cases)	N/A	83.6%	0.851%	80%	80%	80%
CAAP: Current active CAAP caseload	4,929	4,948	4,754	4,770	4,719	4,721
CAAP: Number of CAAP SSI Case Mgmt clients exiting county cash aid due to receipt of federal SSI benefits	562	448	388	473	473	473
CAAP: Percent of CAAP participants who left aid due to earned income from employment	N/A	16%	N/A	15%	15%	15%
CalFresh: Current active CalFresh caseload	30,412	30,623	35,975	29,450	42,800	44,996
CalFresh: Percent of eligible clients that are enrolled in CalFresh	65.6%	62.8%	N/A	65%	65%	65%
CalWorks: Percent of CalWORKs families who left aid due to earned income from employment	N/A	22%	N/A	20%	20%	20%
Medi-Cal: Current active Medi-Cal caseload	121,480	114,746	111,486	117,280	113,780	113,388
Number of public benefit applications approved during the reporting period (CAAP, CW, MC, CF and IHSS)	N/A	59,815	69,357	60,000	60,000	60,000
<b>Improve outcomes for children in the child welfare system (DHS)</b>						
FCS: Percent of children discharged from foster care to permanency within 12 months (out of all children who entered care during a 12-month period)	35.3%	N/A	N/A	38%	39%	41%
FCS: Percent of long-term foster care children discharged to permanency (out of all children who had been in care for at least 24 months)	25%	30.6%	24.5%	27%	28%	29%
<b>Improve service delivery, operations, and client experience (DHS)</b>						
Personnel: Number of employees for whom performance appraisals were scheduled	1,640	1,381	N/A	2,000	1,500	1,500
Personnel: Number of employees for whom scheduled performance appraisals were completed	1,483	1,119	N/A	2,000	1,500	1,500
Personnel: Percent of required bilingual positions filled	92%	93%	91.5%	90%	90%	90%
<b>Protect children from abuse and neglect (DHS)</b>						
FCS: Entry rate: Number of first-time entries to foster care per thousand children in the population	2	1.8	1.6	1.7	1.6	1.5
FCS: In-care rate: Number of children in foster care on a given day per thousand children in the population	6	4.9	4.4	4.7	4.5	4.3
FCS: Recurrence of maltreatment: Of all children with a substantiated allegation during the 12-month period, the percent that had another substantiated allegation within 12 months	8.9%	0%	N/A	10%	10%	9.5%
FCS: Total number of children in foster care	838	748	733	730	737	726
<b>OECE</b>						
<b>Enable all families with children 0-5 years old to access Affordable high quality early care and education (OECE)</b>						
Percent of children ages 0 to 5 enrolled in City-funded high quality ECE programs	N/A	27.3%	32.6%	30%	30%	30%
Percent of subsidy-eligible children ages 0 to 5 receiving subsidies	N/A	65.5%	77.5%	65%	70%	70%

# HUMAN SERVICES

FY	FY17	FY18	FY19		FY20	FY21
Division	Actual	Actual	Actual	Target	Target	Target
<b>DAAS</b>						
<b>Maintain strong network of community-based services (DAAS)</b>						
CLF: Number of unduplicated clients served by the Community Living Fund program in the past six months	400	416	358	425	425	425
CLF: Percent of care plan problems resolved/addressed on average, after one year of enrollment in Community Living Fund	N/A	64%	N/A	80%	80%	80%
CLF: Percent of clients with one or fewer admissions to an acute care hospital within a six month period	N/A	94%	92%	80%	80%	80%
IHSS: Current active In Home Support Services caseload	22,414	22,489	22,487	22,500	22,500	22,500
IHSS: Percentage of IHSS applications processed within the mandated timeframe	83%	76%	80%	100%	100%	100%
IHSS: Percentage of IHSS case reassessments completed within the mandated timeframe	91%	90%	91%	100%	100%	100%
IR: Number of information and referral contacts regarding services for older adults and adults with disabilities (including follow-ups)	3,578	4,157	4,247	5,000	4,500	5,000
IR: Number of program intakes completed for services for older adults and adults with disabilities	14,674	15,352	14,457	18,000	16,000	17,000
IR: Percentage of calls to the DAAS Information and Referral Line abandoned	7%	9%	9%	10%	10%	10%
OOA: Number of home-delivered meals provided to older people	1,740,597	1,929,183	1,919,444	1,989,183	2,071,197	2,071,197
OOA: Number of meals served at centers for older people	912,808	920,031	954,026	932,531	950,342	950,342
OOA: Number of unduplicated clients enrolled in OOA programs	N/A	37,268	38,692	39,000	40,000	40,000
OOA: Total number of enrollments in OOA services	N/A	73,390	81,655	76,000	78,000	78,000
<b>Protect populations from abuse, neglect, and financial exploitation (DAAS)</b>						
APS: Percentage of initial face to face visits that were completed or attempted within the mandated timeframe	87%	94%	97%	100%	100%	100%
APS: Reports of abuse of seniors and adults with disabilities	7,427	6,815	6,968	7,000	7,000	7,000
PA: Number of new referrals to the Public Administrator	462	463	464	450	475	475
PA: Number of unique investigations active with the Public Administrator	752	795	701	800	800	800
PC: Number of new referrals to the Office of the Public Conservator	128	158	162	150	200	150
PC: Number of unique individuals with an active case with the Public Conservator (including referrals)	651	655	701	650	700	700
PC: Percent of referrals that had a previous conservatorship within the prior year	26%	20%	11%	25%	20%	20%
PG: Number of new referrals to the Public Guardian	N/A	78	111	105	115	125
PG: Number of unique individuals with an active case with the Public Guardian (including all accepted referrals)	357	375	337	350	375	375
PG: Percent of guardianship petitions filed within 30 days of receipt of completed referral	N/A	95%	60%	80%	80%	80%
RP: Number of unique cases active with the Representative Payee	1,349	1,345	1,377	1,300	1,300	1,350
<b>Provide consumer-centered programming to best address needs (DAAS)</b>						
CVSO: Number of unduplicated veterans that received assistance	2,769	3,060	3,396	3,000	3,200	80%
CVSO: Total ongoing monthly benefits awarded to veterans supported by CVSO	N/A	\$188,032	\$359,153	\$200,000	\$200,000	\$200,000
PC: Percent of Public Conservator cases closed due to client stabilization (no longer gravely disabled)	N/A	68%	72%	60%	60%	60%

# JUVENILE PROBATION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Provide a safe and secure environment for staff and detainees</b>						
Juvenile hall population	45	45	45	55	50	50
Percent of Juvenile Justice Center youth grievances processed within two business days after filing	100%	100%	99.9%	100%	100%	100%
Percent of permanent staff out on workers compensation	4%	4%	18.4%	2%	2%	2%
Percentage of all assaults involving injury to staff	N/A	0%	0%	0%	0%	0%
Percentage of all assaults involving serious injury to youth	N/A	0%	N/A	0%	0%	0%
<b>Provide needed staffing for JPD's two residential services</b>						
Number of hours worked by on call staff in Juvenile Hall & Log Cabin Ranch	N/A	15,738	7,294	11,000	11,000	11,000
<b>Reduce overtime expenditures in the entire department</b>						
Annual overtime expenditures	N/A	\$1,751,375	\$1,357,641	\$1,400,000	\$1,400,000	\$1,400,000
Number of overtime hours incurred across the department	33,403	30,112	20,402	41,552	40,929	40,929
<b>Reduce repeat offenders</b>						
Percent of youth on wardship probation who incur a sustained finding for a new law violation	23%	26%	17%	10%	N/A	N/A
<b>Successful Completion of Probation</b>						
Average length of stay (in days) from disposition to placement of youth in juvenile hall awaiting out of home placement	24	28.5	24	45	45	45
Percent of youth on informal probation (WIC 654.2) who incur a sustained finding for a new law violation within 6 months of starting informal probation	N/A	N/A	1%	30%	N/A	N/A
<b>Utilize probation services and community resources to assist youth in successfully navigating probation.</b>						
Percentage of youth who successfully complete the Evening Report Center Programs	63%	56%	63%	79%	79%	75%

# LAW LIBRARY

<b>FY</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>		<b>FY20</b>	<b>FY21</b>
<b>Goal</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b>Promote access to justice for all San Franciscans</b>						
Weekly hours of operation staffed by legal professionals to meet user needs	N/A	52	52	52	52	52
<b>Promote community legal education</b>						
Number of legal education program attendees	N/A	297	395	210	210	220
Patrons rating of legal seminars & educational programs	N/A	99%	97%	75%	85%	85%
<b>Provide free access to extensive legal databases</b>						
Electronic, print & multimedia collection costs.	\$450,461	\$407,980	\$430,562	N/A	\$425,000	\$425,000

# MAYOR

FY	FY17	FY18	FY19		FY20	FY21
Division	Actual	Actual	Actual	Target	Target	Target
<b>FIX-IT</b>						
<b>Create a Fix-It model centered on resident satisfaction and empowerment</b>						
Number of projects initiated in partnership with CBOs to accomplish Action Plans	5	26	26	20	5	5
<b>Develop an equitable and transparent framework to prioritize Fix-It zones</b>						
Number of priority Fix-It zones identified to address neighborhood quality of life concerns	N/A	20	20	10	3	3
<b>Improve the City's response to safety and cleanliness service requests</b>						
Number of Action Plans completed	5	25	25	10	13	13
Number of Public Works Corridor Ambassadors (street cleaners) trained to improve the effectiveness of their services	10	27	27	30	50	50
<b>MOHCD</b>						
<b>Create permanently affordable housing</b>						
Number of loans or other types of assistance to first time homebuyers	N/A	96	80	125	125	125
Number of new BMR ownership units created by private developers	N/A	68	11	46	34	34
Number of new BMR rental units created by private developers	N/A	254	196	210	480	123
Number of newly constructed low and moderate-income rental units completed with public financial assistance	656	447	246	546	1,050	813
<b>Foster healthy communities and neighborhoods</b>						
Number of community facilities and public space improvement projects assisted with capital funding	N/A	15	10	20	10	10
Number of individuals that received services related to fostering healthy communities and neighborhoods	N/A	8,095	7,820	8,100	7,100	7,100
<b>Improve access to affordable housing</b>						
Number of individuals that received services related to accessing affordable housing	N/A	11,315	11,178	8,600	10,000	10,000
<b>Preserve affordable housing</b>						
Number of low-and-moderate income rental units rehabilitated or preserved with public financial assistance	638	1,576	2,259	2,045	548	82
<b>Promote self-sufficiency for all and protect rights</b>						
Number of individuals that received services related to self sufficiency and protection of rights	N/A	15,549	11,611	13,800	13,100	13,100



# MUNICIPAL TRANSPORTATION AGENCY

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>1. Create a safer transportation experience for everyone</b>						
Muni collisions per 100,000 vehicle miles	6.8	6.0	5.9	6.4	6.1	5.8
SFPD-reported Muni-related crimes per 100,000 miles	4.56	4.23	4.01	4.3	4.1	3.9
<b>2. Make transit and other sustainable modes of transportation the most attractive and preferred means of travel</b>						
Customer rating: Overall satisfaction with Muni	70%	70%	63%	72%	74%	76%
Muni average weekday boardings	714910	713,240	708,352	729,208	764,954	772,103
Muni on-time performance	57.3%	56.5%	55.0%	85%	85%	85%
Muni total annual ridership	255,786,000	224,610,591	222,953,880	230,301,897	241,591,206	253,670,766
Non-private auto mode share	57%	N/A	N/A	58%	N/A	N/A
Percentage of Muni trips with service gaps	N/A	15.0%	17.3%	17%	15%	13%
Percentage of scheduled service hours delivered	98.9%	97.5%	94.3%	98.5%	98.5%	98.5%
<b>3. Improve the quality of life and environment in San Francisco and the region</b>						
Muni cost per revenue hour	\$220.39	\$237.83	N/A	\$229.21	\$238.02	\$246.84
Muni cost per unlinked trip	\$3.54	\$3.73	N/A	\$3.68	\$3.82	\$3.96
Muni farebox recovery ratio	24.5%	24.1%	N/A	26.7%	26.7%	26.7%
Paratransit on-time performance	N/A	85%	79%	86%	87%	88%
Percentage of eligible population utilizing free or discounted Muni fare programs (Free Muni for Youth)	N/A	74.6%	29.4%	66%	70%	74%
Percentage of eligible population utilizing free or discounted Muni fare programs (Lifeline)	N/A	29.4%	31.8%	28%	30%	32%
<b>4. Create a workplace that delivers outstanding service</b>						
Employee Rating: Overall employee satisfaction (%)	53%	N/A	N/A	55%	57%	59%
Employee wellness program utilization rate	N/A	N/A	17.4%	N/A	N/A	27%
Hazardous traffic signal reports: % responded to and repaired within two hours	97.9%	99.0%	99.0%	92%	92%	92%
Muni customer complaints per 100,000 miles	N/A	67.90	75.27	68.5	66.4	64.4
Parking meter malfunction reports: % responded to and repaired within 48 hours	91.2%	87.8%	94.0%	90%	90%	90%
Traffic and parking control requests: % investigated and responded to within 90 days	82.1%	85.5%	79.6%	80%	80%	90%
Workplace injuries per 200,000 hours	12.4	12.9	13.24	12.2	12.0	11.8

# POLICE

<b>FY</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>		<b>FY20</b>	<b>FY21</b>
<b>Goal</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b>Improve Responsiveness</b>						
Ensure the safety of persons riding public transportation (MUNI) in the City; offenses reported as per 1,000 riders	0.919	1.7	1.64	0	0	0
Median Response Time to Priority A Calls (Minutes)	6.9	7.2	7.3	8	8	8
Median Response Time to Priority B Calls (Minutes)	20.2	20	20.9	20	20	20
Median Response Time to Priority C Calls (Minutes)	96.6	86.7	78.5	60	60	60
Number of collisions where the officer is at fault	66	14	1	0	0	0
Number of moving citations issued	94,430	63,849	43,286	N/A	N/A	N/A
Number of traffic collisions that result in fatalities	19	20	34	0	0	0
Number of traffic collisions that result in injuries	3,350	N/A	3,287	2,220	1,998	1,799
<b>Measure and Communicate</b>						
Firearm seizures	1267	1266	901	1,030	1,050	1,070
Number of 'driving under the influence' arrests	456	381	332	550	550	550
Percentage of citations for top five causes of collisions	52%	43%	42%	50%	50%	50%
UCR: Number of UCR homicides per 100,000 population	7.9	4.9	5.1	N/A	N/A	N/A
UCR: Number of UCR Part I property offenses reported	52,499	50,540	47,990	50,617	49,352	48,118
UCR: Number of UCR Part I property offenses reported per 100,000 population	5,980	5,715	5,427	5,851	5,705	5,563
UCR: Number of UCR Part I violent offenses reported per 100,000 population	716	714	662	749	731	712.725
UCR: Number UCR Part I violent offenses reported	6,272	6,298	5,854	6,493	6,331	6,173

# POLICE ACCOUNTABILITY

<b>FY</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>		<b>FY20</b>	<b>FY21</b>
<b>Goal</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b>Address civilian complaints of police misconduct professionally and efficiently</b>						
Number of Cases Closed During the Reporting Period	612	600	679	432	612	612
Number of Cases Closed During the Reporting Period per FTE Investigator	36	39	37	36	36	36
Number of Cases Mediated During the Reporting Period	32	17	35	60	36	36
Number of Cases Sustained During the Reporting Period	71	38	70	N/A	N/A	N/A
Percentage of Sustained Cases Completed within the One-Year Statute of Limitations Under Government Code 3304	99%	100%	100%	100%	100%	100%
Percentage of Sustained Cases that Resulted in Corrective or Disciplinary Action by the Chief or Police Commission	97%	73%	90%	90%	90%	90%
<b>Facilitate corrective action in response to complaints</b>						
Number of Findings of Policy, Procedure, or Practice Failure Identified in the DPA Caseload During the Reporting Period	6	6	27	N/A	N/A	N/A
Number of Policy, Procedure, and Practice Recommendations Presented to SFPD or Police Commission During the Reporting Period	13	29	2	N/A	N/A	N/A

# PORT

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Economic Vitality: Attract and retain maritime and non-maritime commerce to contribute to the long term viability of the Port and the City</b>						
Overall Port Vacancy Rate	9.00%	14.83%	5.80%	12.63%	9.00%	9.00%
Total automobiles imports and exports	N/A	34,039	77,052	50,000	60,000	85,000
Total cargo tonnage - Bulk	1,336,307	1,539,106	1,508,065	1,550,000	1,596,500	1,510,000
Total number of cruise ship calls	77	78	83	86	110	90
Total number of cruise ship passengers	271,756	275,408	280,124	290,000	370,000	315,000
<b>Engagement: Promote the richness the Port has to offer through education, marketing, and maintaining strong relationships with Port users and stakeholders</b>						
Number of presentations to community groups	N/A	50	6	50	50	36
Number of social media impressions	N/A	268,580	7,500,000	300,000	1,500,000	1,500,000
Total number of community meetings held to discuss ongoing Port projects and programs	43	43	31	32	32	32
<b>Livability: Ensure Port improvements result in advances in the environment, social equity and quality of life for San Francisco residents and visitors</b>						
Local Business Enterprise (LBE) participation --% of contracts awarded to LBEs	N/A	N/A	62%	50%	50%	50%
Total number of ferry passengers transiting through Port managed facilities	2,830,839	5,397,267	5,481,968	5,389,269	5,550,947	5,661,966
<b>Renewal: Enhance and balance the Port's maritime and economic purpose, rich history, and its changing relationship with the City, so the waterfront continues to be a treasured destination</b>						
Annual Capital Budget, in millions	\$38.76	\$28.13	\$28.13	\$49.14	\$18.00	\$16.93
Cost per square foot of apron replacement (in dollars)	N/A	N/A	\$123.40	\$190	\$190	\$190
Cubic feet of pile and deck removed per fiscal year	N/A	98,690	12,000	100,000	25,000	100,000
Maintenance cost per square foot of Port facilities (in dollars)	\$0.88	\$0.93	\$0.94	\$0.96	\$1.02	\$1.05
Number of unscheduled repairs of sewer pumps	17	14	20	12	11	11
Percentage of preventative maintenance of sewer pumps performed on schedule	80%	57%	69%	95%	87%	87%
Total number of projects in defined development process	13	13	13	13	13	13
<b>Stability: Maintain the Port's financial strength for future generations by addressing the growing backlog of deferred Port maintenance and managing waterfront assets to meet the City's and the Port's long-term goals</b>						
Net Portwide Revenue/Designation to Capital (Gross Revenues minus Gross Expenditures, in millions)	N/A	\$25.98	\$20.97	\$20.97	\$23.58	\$28.60
Net Revenue, Real Estate (Gross Revenues minus Gross Expenditures in millions)	\$60.11	\$60.11	\$81.12	\$68.36	\$70.75	\$70.75
Outstanding receivables as a percent of annual billed revenue	4.58%	0.78%	1.90%	3.0%	2.5%	2.5%
The Port's debt service coverage ratio	7.80	7.00	7.57	8.03	8.41	6.36

# PUBLIC DEFENDER

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Advocate for Clients' Release</b>						
Clients provided pre-arraignment legal consultation	N/A	1,816	3,360	1,800	2,000	2,000
Number of bail motions filed by the Bail Unit	N/A	905	593	750	800	800
<b>Provide alternatives to incarceration</b>						
Number of carryover participants in Drug Court	91	98	78	80	80	80
Number of dismissals of Drug Court client cases	50	57	31	30	30	30
Number of Drug Court cases in bench warrant status	107	79	72	70	60	50
Number of new participants in Drug Court	106	116	98	120	120	120
<b>Provide expungement services</b>						
Number of applicants/individuals receiving legal consultation and referrals via drop in services and telephone conferences	6,804	6,185	6,756	6,300	6,300	6,400
Number of motions filed on behalf of the clients under Clean Slate	1,548	1,511	1,581	1,200	1,400	1,400
<b>Provide immigration representation</b>						
Total applications for immigration relief filed	N/A	92	224	135	200	220
Total immigration bond hearings held	N/A	105	56	180	40	50
<b>Provide Re-entry Services to Clients</b>						
Number of clients evaluated for referral to services including shelter, housing, drug treatment, mental health treatment, educational and vocational services	312	303	311	300	300	300
Number of clients referred to services including shelter, housing, drug treatment, mental health treatment, educational and vocational services	243	227	244	200	200	200
<b>Provide Services for Children of Incarcerated Parents</b>						
Number of clients evaluated for referral and referred to services including shelter, housing, drug treatment, mental health treatment, educational and vocational services	71	78	75	80	80	80
<b>Provide training to staff</b>						
Number of training programs offered to staff	166	171	155	158	166	171
<b>Represent defendants effectively</b>						
Number of felony matters handled	9,159	9,697	10,098	9,944	8,633	11,237
Number of juvenile matters handled	3,146	3,480	2,978	3,801	3,838	3,900
Number of mental health clients represented	3,017	3,664	3,945	3,000	3,800	3,900
Number of misdemeanor matters handled	5,062	4,482	4,486	5,050	4,598	4,700

# PUBLIC HEALTH

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Ensure Equitable Access to All</b>						
Percentage of Black/African-American patients with hypertension who have Blood Pressure control	N/A	63.0%	N/A	65.3%	65%	65%
Percentage of San Francisco Residents with Health Coverage	97.4%	96.4%	96.5%	96.7%	96.7%	96.7%
<b>Protect &amp; Promote the Health of all San Franciscans</b>						
Total managed care program enrollees in the San Francisco Health Network, the City's health system	94,138	94,383	88,425	93,000	90,000	93,000
Number of participants in the Healthy San Francisco program for uninsured residents	13,571	13,757	13,697	13,100	13,600	13,600
Number of children who receive dental screening, fluoride varnish, education or sealant	9,297	9,286	8,666	9,000	8,500	9,000
Number of new HIV diagnoses <sup>1</sup>	N/A	221	197	200	162	146
Percent of HIV infected patients who are virally suppressed within one year of diagnosis <sup>2</sup>	77%	85%	78%	85%	85%	85%
Number of complaint investigations performed by the Healthy Housing and Vector Control Program	3,449	3,515	2,999	3,346	3,300	3,300
Percentage of Healthy Housing and Vector Control Program complaints abated within 30 days	66%	67%	65%	70%	70%	70%
<b>Provide San Franciscans with World-Class Care</b>						
Average Daily Population at Laguna Honda Hospital	759	759	746	755	755	755
Short Stay residents discharged from Laguna Honda Hospital to the community with lengths of stay of 100 days or less	75.4%	69.3%	65.3%	90%	90%	90%
Average Daily Population at Zuckerberg San Francisco General Hospital	291.5	303.3	316.2	286	295	295
Zuckerberg San Francisco General Hospital's Occupancy Rate	102.3%	106.6%	110.6%	95%	95%	95%
Percentage of time that Zuckerberg San Francisco General Hospital's Emergency Department is unable to accept lower-priority emergency cases	58.7%	50.8%	46.9%	30%	30%	30%
Percentage of patients connected to Urgent Care within same or next day	95%	96%	95%	95%	95%	95%
Percentage of primary care patients rating their provider as 9 or 10 overall on the San Francisco Health Network patient satisfaction survey	74.9%	74.9%	77.3%	81.5%	81.5%	81.5%
Number of intake assessments completed by Jail Health Services	13,633	13,605	14,194	13,000	12,800	12,000
Number of unique mental health clients in treatment	22,340	21,368	20,382	22,000	20,500	20,500
Number of unique mental health clients under 19 years of age	4,558	4,076	3,962	4,400	4,400	4,300
Percentage of new mental health clients who are homeless	21.0%	24.0%	34.7%	28.4%	40%	43%
Percentage of mental health clients who are satisfied with quality of services	N/A	91.0%	91.3%	92%	92%	92%
Number of unique substance use disorder clients in treatment	7,056	6,515	5,975	7,000	6,236	6,236
Percentage of homeless clients among substance use disorder treatment admissions	23.0%	50.0%	52.0%	35.2%	58%	58%
Percentage of substance use disorder clients who are satisfied with quality of services	N/A	92.0%	91.5%	92%	92%	92%
Percentage of readmissions to Psychiatric Emergency Services (PES) within 30 days of PES discharge	N/A	35.0%	36.4%	37.3%	34.6%	31.1%

<sup>1</sup> Data is collected annually based on calendar year (CY). The data shown is for CY 2018. Target values are for CY 2019 and CY 2020.

<sup>2</sup> Data is collected annually based on calendar year (CY) diagnoses. The data shown is for diagnoses made in CY 2017. Target values are for those newly diagnosed in CY 2018 and CY 2019.

# PUBLIC LIBRARY

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Be the Premier Public Library in the Nation</b>						
How patrons rate the quality of library staff assistance at the Main Library on a scale of 1-10	7.3	8.3	8.7	8.5	8.5	8.5
How patrons rate the quality of library staff assistance in the branch libraries and Bookmobiles on a scale of 1-10	9.4	9.4	9	9	9	9
Number of library cardholders	N/A	N/A	454,689	455,000	458,000	462,000
Number of persons entering branch libraries including Bookmobiles, Jail and Re-Entry Services and Juvenile Justice Center	4,636,978	4,613,020	4,462,420	4,500,000	4,404,721	4,314,075
Number of persons entering the Main Library	1,573,547	1,510,224	1,454,259	1,500,000	1,550,000	1,500,000
Number of reference and technology questions answered annually at the Main Library and branch libraries including Bookmobiles, Jail and Re-Entry Services and Juvenile Justice Center	N/A	N/A	973123	932,000	N/A	868,554
Percentage of San Franciscans who rate the quality of the library's collections as good or very good (biennial City Survey)	84%	N/A	92%	N/A	N/A	85%
Percentage of San Franciscans who rate the quality of the library's digital collections as good or very good (biennial City Survey)	85%	N/A	92%	N/A	N/A	85%
Value of services and items offered freely through the library	N/A	N/A	\$212,073,024	\$198,000,000	\$203,000,000	\$276,280,247
<b>Develop Strong Community Partnerships</b>						
Number of community group uses of library meeting rooms	N/A	N/A	2083	2,000	1,968	1,920
Number of patron contacts made by the SFPL Social Service team	N/A	N/A	4,227	4,000	4,200	4,200
<b>Engage Youth in Learning, Workforce &amp; Personal Growth</b>						
Number of children and teens receiving instruction via school visits or library visits	90,576	81,363	82,295	83,000	80,000	85,000
Number of children and teens registered for Summer Stride	N/A	N/A	21,905	18,000	21,015	24,335
Number of programs provided (youth)	12,729	13,444	13,024	13,200	13,500	13,500
Number of youth attending programs	443,304	430,882	412,258	432,000	434,000	435,000
<b>Excel in Management and Professional Development</b>						
Expenditures per Number of Visits	\$20.29	\$20.66	\$23.09	\$26.56	\$25	\$29.05
<b>Support &amp; Celebrate Reading and Learning</b>						
Circulation of eBooks and eMedia	2,318,749	29,085,43	3,820,903	3,400,000	3,900,000	4,500,000
Circulation of physical books and materials	8,495,266	8,183,863	7,909,721	7,600,000	7,334,000	7,077,310
Collection expenditures as a percentage of total operating expenditures	N/A	N/A	11.3%	N/A	N/A	12.1%
Number of people attending adult programs	79,871	83,778	91,395	80,000	81,000	82,000
Number of physical items in languages other than English added to the library's collection	63,154	63,817	67,093	60,000	60,000	60,000
Number of physical materials added to the collection	N/A	N/A	396,380	388,000	384,120	380,278
Number of programs provided (adult)	5,087	5,647	5,526	5,500	5,500	5,500
Number of uses of the Library's subscription databases by staff and public	4,140,393	4,834,180	5,341,065	4,800,000	5,100,000	5,200,000
Percentage of adult participants in digital learning classes who applied their skills	N/A	N/A	87%	N/A	N/A	90%

# PUBLIC LIBRARY

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Provide Access to Innovative Information Services</b>						
Average number of wi-fi users per day at the Main and Branch Libraries	6,601	13,309	12,783	13,000	13,500	14,000
Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	552,013	552,378	513,815	550,000	510,000	500,000
Number of online engagements via social networking applications	N/A	N/A	499,708	550,000	605,000	665,500
<b>Provide Facilities to Meet 21st Century Needs</b>						
How patrons rate the cleanliness and maintenance of library facilities on a scale of 1 to 10	8.4	8.7	8.2	8.4	8.4	8.4
Number of high and moderate security incidents reported in Library facilities	N/A	N/A	1,014	1,000	900	955



# PUBLIC UTILITIES COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>1. Provide Reliable Services and Assets</b>						
Percent of dry weather main sewer overflows per 100 miles of main sewer	N/A	N/A	2.5%	N/A	4%	4%
Percent of in-city service connections without water for more than four hours due to unplanned outage	N/A	N/A	0.85%	N/A	0.1%	0.1%
Percent of street light outages complying with 48-hour SFPUC response goal; simple street light repaired	N/A	N/A	71%	N/A	100%	100%
System renewal and replacement rates for In-City Water distribution mains (percent)	0.87%	8.80%	0.93%	0.91%	1.25%	1.25%
System renewal and replacement rates for Wastewater pipelines (percent)	1.7%	1.6%	1.1%	1.5%	1.5%	1.5%
<b>2. Achieve Organizational Excellence</b>						
Number of employees over the maximum permissible overtime threshold	N/A	N/A	27	N/A	0	0
<b>3. Build an Effective Workforce</b>						
Number of promotions	N/A	N/A	299	N/A	248	248
Time to hire	N/A	N/A	226	N/A	206	206
<b>4. Maintain Financial Sustainability</b>						
Average Residential Power bill as percent of median income in San Francisco	0.77%	0.76%	0.56%	N/A	0.53%	0.53%
Average Residential Wastewater bill as percent of median income in San Francisco	0.72%	0.79%	0.74%	N/A	1.4%	1.4%
Average Residential Water bill as percent of median income in San Francisco	0.63%	0.64%	0.62%	N/A	1.1%	1.1%
Debt Service Coverage for Power--Indentured Coverage	N/A	N/A	N/A	N/A	1.35	1.35
Debt Service Coverage for Wastewater--Indentured Coverage	N/A	N/A	N/A	N/A	1.35	1.35
Debt Service Coverage for Water--Indentured Coverage	N/A	N/A	N/A	N/A	1.35	1.35
Operating cost coverage for Power	N/A	N/A	1.14	N/A	1.12	1.12
Operating cost coverage for Wastewater	N/A	N/A	1.96	N/A	1.92	1.92
Operating cost coverage for Water	N/A	N/A	2.07	N/A	2.04	2.04
<b>5. Foster Trust and Engagement with Stakeholders</b>						
Eligible customers enrolled in California Alternate Rates for Energy (CARE) for CleanPowerSF Customers	N/A	N/A	61%	N/A	90%	90%
Eligible households enrolled in Community Assistance Program (CAP)	N/A	N/A	4.56%	N/A	4.62%	4.60%
Number of adults and children who have participated in SFPUC sponsored education programs	N/A	N/A	3,272	N/A	4,000	4,000
Percent of eligible electric customers receiving low-income discount rate	N/A	N/A	23%	N/A	37.5%	37.5%
Percentage of customer inquiry calls responded to within 20 seconds by the CleanPowerSF Call Center	N/A	N/A	80.6%	80%	80%	80%
Percentage of customer inquiry calls responded to within 20 seconds by the Customer Service Bureau	N/A	N/A	64%	80%	80%	80%
Percentage of retail customers rating the SFPUC as "good" or better on a customer survey	86%	85%	88%	90%	90%	90%

# PUBLIC UTILITIES COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>6. Act as Environmental Stewards</b>						
Average water used by San Francisco residential customers (gpcd)	40.8	41.5	42.4	N/A	50	50
Average water used by San Francisco residential customers (gpcd)--rolling average	40.8	41.5	42.4	50	50	50
CleanPowerSF customer account retention rate	N/A	N/A	97%	N/A	90%	90%
Gallons of stormwater removed annually from the combined sewer system by green infrastructure	N/A	N/A	65,000,000	N/A	73,000,000	84,000,000
Percent biosolids going to beneficial uses	100.0%	100.0%	99.7%	100%	100%	100%
Percent of biogas going to beneficial uses - Oceanside Plant	N/A	N/A	0.3%	N/A	75%	75%
Percent of biogas going to beneficial uses - Southeast Plant	N/A	N/A	46%	N/A	75%	75%
Percent of water supplied by alternative sources to the system as a whole	2.6%	2.6%	2.8%	3.6%	3.4%	3.2%

# PUBLIC WORKS

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Be the Best Place to Work</b>						
Lost Workday Rate (due to injury or illness)	1	2	2.3	1.9	2.1	2.1
Preventable motor vehicle accident rate per 100 vehicles in Public Works fleet	10.5	10.3	8.9	9.8	10.1	10.1
<b>Drive Innovation &amp; Exceptional Service</b>						
Cost per block paved by BSSR	\$23,550	N/A	\$30,889	\$27,000	N/A	N/A
Map backlog as a percentage of all active maps	11%	13%	25%	10%	10%	10%
Percent of all approvals for property subdivisions and condominium conversions issued within 50 days	86%	78%	76%	90%	90%	90%
Percentage change order cost to original contracts, due to errors and omissions in design, for projects exceeding \$2 million	1.1%	N/A	1.05%	0.57%	N/A	N/A
Percentage change order cost to original contracts, due to errors and omissions in design, for projects not exceeding \$2 million	1.2%	N/A	1%	1.2%	N/A	N/A
Percentage change order cost to original contracts, for projects exceeding \$2 million	12.3%	N/A	7.7%	10.7%	N/A	N/A
Percentage change order cost to original contracts, for projects not exceeding \$2 million	9.3%	N/A	9.5%	51%	N/A	N/A
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the Architect-Engineer cost estimate	N/A	55%	57.6%	80%	80%	80%
Percentage of decisions rendered on street use permit requests within established time frames	96%	98%	92%	95%	95%	95%
Percentage of graffiti requests abated within 48 hours (public property)	86%	92%	94.833%	95%	95%	95%
Percentage of graffiti requests on private property inspected within three days	93%	98%	99.5%	95%	95%	95%
Percentage of pothole service requests responded to within 72 hours	93%	95%	94.667%	90%	90%	90%
Percentage of projects for which contracts are awarded on first bid solicitation	80%	75%	80.4%	85%	85%	85%
Percentage of street cleaning requests abated within 48 hours	83.8%	73%	80.333%	95%	95%	95%
Percentage of street use complaints responded to within service level agreement time frames	97.5%	94%	97%	95%	95%	95%
<b>Improve &amp; Inspire Stewardship of Public Spaces</b>						
Number of blocks of City streets paved or preserved	704	608	664	500	500	500
Number of curb miles mechanically swept	158,974	158,454	163,790	159,260	159,260	159,260
Number of pothole service orders received	2,737	2111	2504	2,325	2,560	2,560
Number of street trees planted by Public Works	375	1,650	1327	762	762	762
Pavement Condition Index (PCI)	69	74	74	74	74	75
Percent of San Franciscans who rate the cleanliness of their neighborhood streets and sidewalks as good or very good (Biennial City Survey)	51%	N/A	43.8%	51%	51%	51%
Percent of San Franciscans who rate the condition of their neighborhood sidewalk pavement and curb ramps as good or very good (Biennial City Survey)	56%	N/A	57.8%	56%	56%	56%
Percentage of buildable locations with curb ramps in good condition	N/A	N/A	N/A	N/A	N/A	N/A
Volume of graffiti service orders received (private)	18,852	17,800	14,443	2,5916	15,000	15,000
Volume of graffiti service orders received (public)	16,381	19,487	17,129	18,689	18,000	18,000
Volume of street cleaning requests	98,713	145,678	136,392	160,000	146,000	146,000

# RECREATION AND PARK COMMISSION

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Inspire Investment</b>						
Number of recreation and park volunteer hours	203,247	252,225	194,930	190,000	195,000	195,000
Rate of Engagement: number of digital media recipients	155,117	153,788	95,532	170,200	186,000	200,000
Rate of Engagement: number of public meetings for in-person engagement	959	667	204	450	450	450
Rate of Engagement: number of social media followers	24,091	31,843	41,103	29,150	32,000	35,000
<b>Inspire Place</b>						
Annual work order completion rate	N/A	79%	91.3%	75%	90%	90%
Citywide Average Park Score	N/A	89%	91.55%	85%	90%	90%
Operating Investment Per Acre of San Francisco Parks Maintained (Excluding Golf and Natural Areas)	\$15,699	\$16,087	\$17,482	\$16,000	\$18,000	\$18,000
Park acres per 1,000 residents	4	4.73	4.7	4.7	4.7	4.1
Percentage of graffiti work orders completed within 48 hours	78%	76%	84%	75%	78%	78%
Percentage of San Franciscans who rate the condition of recreation center and clubhouse buildings as good or excellent (biennial City Survey)	74%	74%	78%	80%	N/A	78%
Percentage of San Franciscans who rate the quality of the City's park landscaping and plantings as good or excellent (biennial City Survey)	80%	80%	84%	70%	N/A	84%
Percentage of seismically updated recreation facilities	65%	65%	74%	74%	80%	80%
<b>Inspire Play</b>						
Number of recreation course registrations	53,074	63,775	74,425	60,000	60,000	60,000
Percentage of program registrants receiving scholarships	N/A	10%	12.1%	10%	10%	10%
Percentage of recreation courses with 70% capacity of class size	71%	79%	84.4%	70%	70%	70%
Satisfaction rate among recreation program participants	92%	92%	94%	92%	92%	94%
Total number of park facility permits issued (picnic tables, playfields, special events)	91,741	92,514	105,489	92,000	92,000	92,000
<b>Inspire Stewardship</b>						
Percentage of diverted waste material	54%	37%	41%	40%	41%	45%
Percentage reduction in potable water use compared to SFPUC baseline	-35%	-21%	-31.5%	-20%	-20%	-25%
Tree replacement ratio	1.73	2.3	1.6	2	2	2
<b>Inspire Team</b>						
Percentage of facilities with high-speed internet connections	34%	45%	62%	52%	58%	70%

# RENT ARBITRATION BOARD

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Increase collaboration with other City agencies</b>						
Number of Days to respond to no-fault eviction reports provided to the Planning Department	N/A	2.16	1.68	21	14	14
<b>Population Measure</b>						
Number of rent-controlled housing units	172,394	172,400	171,859	N/A	N/A	N/A
<b>Process tenant and landlord petitions efficiently</b>						
Average number of days for Administrative Law Judges to submit decisions for review	21.62	24.00	20.56	25	25	25
Average number of days needed to process allegations of wrongful evictions	2.21	2.11	2.02	2	2	2
<b>Provide effective information to tenants and landlords</b>						
Average number of days to post a summary of amendments to the Rent Ordinance and Rules and Regulations on the website	N/A	N/A	0	7	7	7
<b>Support limited English proficient communities</b>						
Number of discrete documents in languages other than English	445	532	607	581	638	643
Number of locations where translated documents are available	865	787	825	898	898	913

# RETIREMENT SYSTEM

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Educate Employees About Retirement Readiness</b>						
Percentage of eligible City employees who participate in the Deferred Compensation Plan	50.3%	56%	54.4%	50%	50%	50%
Total number of visitors to main website (mysfers.org)	N/A	211,277	185,317	205,000	210,000	215,000
<b>Enhance Member Experience Through Self-Service Website</b>						
Average number of SFERS members logging into the SFERS secure member portal per month	N/A	12,302	12,766	12,083	12,500	12,750
<b>Prudently Invest the Trust Assets</b>						
Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	1	1	1	1	1	1

# SHERIFF

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>1. Maintain a culturally-diverse force of well-trained, professional Deputy Sheriffs who are dedicated to public service, the enforcement of law, and the protection of the lives and property of all people in San Francisco.</b>						
Percent of sworn staff who completed 24-hour Crisis Intervention Training	N/A	N/A	8.16%	15%	25%	50%
Percent of sworn staff who completed mandated POST and State and Board of Community Corrections Advanced Officer Training	N/A	N/A	85%	90%	92%	95%
Percentage-point difference between the percent of non-male SFSD deputized staff and of the non-male population of City and County of San Francisco (2010 Census)	N/A	N/A	34	34	32	30
Percentage-point difference between the percent of non-white SFSD deputized staff and of the non-white population of City and County of San Francisco (2010 Census)	N/A	N/A	13	20	17	15
<b>2. Maintain and operate a safe and secure jail system while providing effective programs, education, and treatment.</b>						
Average daily population (ADP) in custody in SF County Jail #4 as a percentage of rated capacity of CJ#4	N/A	N/A	87%	80%	N/A	N/A
Average daily population (ADP) in custody in SF County jails	1,314	1,271	1,322	1,285	1,289	1,150
Average daily population (ADP) in custody in SF County jails as a percentage of rated capacity of SF County jails	84%	81%	87%	83%	86%	93%
Average length of stay in jail (days)	N/A	N/A	32	75	70	65
Number of unique individuals booked into the county jail	N/A	N/A	12,108	17,000	17,000	17,000
Percent of inmate suicide attempts successfully prevented by deputized staff	N/A	N/A	100%	100%	100%	100%
Percent of persons in the Cover Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	N/A	35%	30%	27%	25%
Percent of persons in the Resolve to Stop the Violence Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	N/A	42%	33%	30%	25%
Percent of persons in the Roads to Recovery Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	N/A	55%	45%	40%	35%
Percent of persons in the Sisters Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	N/A	42%	45%	40%	35%
Percent of unique individuals booked for the first time in San Francisco of total unique individuals booked	N/A	N/A	33%	25%	25%	25%
<b>3. Maintain effective alternatives to incarceration for individuals who are eligible through sentencing and pretrial assignment by the courts to remain out of custody.</b>						
Number of people released by the Courts to the Pre-Trial Diversion Program pre-arraignment	N/A	N/A	579	160	170	180
Number of people sentenced to county jail who served their sentence out of custody (in an alternative to incarceration)	N/A	N/A	299	850	1,000	1,100
Percent of individuals re-arrested for non-compliance with program requirements or on new charges within one-year-post release after successfully participating in the sentenced Electronic Monitoring Program	N/A	N/A	10%	10%	7%	5%
Percent of individuals re-arrested for non-compliance with program requirements or on new charges within one-year-post release after successfully participating in the sentenced Residential Treatment Program	N/A	N/A	2%	25%	20%	20%
Percent of individuals re-arrested for non-compliance with program requirements or on new charges within one-year-post release after successfully participating in the sentenced Work Alternative Program	N/A	N/A	0%	10%	7%	5%

# SHERIFF

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>4. Execute and enforce criminal and civil warrants, civil process, orders issued by the Courts, Board of Supervisors, or orders issued by any legally authorized department or commission.</b>						
Number of civil emergency protective/restraining orders served	N/A	N/A	1,021	1,200	1,250	1,250
Number of firearms seized pursuant to civil protective orders	N/A	N/A	5	7	10	15
Percent of evictions cancelled due to SFSD pre-eviction home visit assistance	N/A	N/A	88%	60%	70%	75%
Percent of evictions executed out of total requested (non-cancelled)	N/A	N/A	74%	80%	85%	90%
Percent of persons arrested pursuant to criminal warrants by the SFSD within SF	N/A	N/A	98%	100%	100%	100%
Percent of post-eviction assistance referrals successfully completed	N/A	N/A	47%	40%	50%	55%
<b>5. Provide effective and efficient support services for the Criminal and Civil Courts of San Francisco, including building security, prisoner transport and courtroom oversight.</b>						
Number of disturbances, security breaches, or attempted escapes at the Hall of Justice Courthouse	N/A	N/A	76	35	35	30
Number of in-custody criminal court appearances at the Hall of Justice Courthouse	N/A	N/A	46,968	26,500	27,000	27,000
<b>6. Provide Peace Officer Patrol Services to enhance public safety and crime prevention with responsive public service, community engagement, accountability, transparency and organizational excellence.</b>						
Number of deputy hours spent guarding an individual at DPH hospitals (civil)	N/A	N/A	10,811	10,000	13,000	13,000
Number of deputy hours spent guarding an individual at DPH hospitals (criminal)	N/A	N/A	377	300	400	400
Number of intervention for apparent overdoses (Narcan administration) administered by sworn officers of the Sheriff's Department	N/A	N/A	8	10	10	10
Number of missing person reports taken from DPH	N/A	N/A	95	100	90	80
Number of public safety standby requests by staff at ZSFG	N/A	N/A	2,521	2,500	2,700	2,800



# STATUS OF WOMEN

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Advance the human rights of women and girls in the workforce, services, and budget of city government</b>						
Number of City programs and agencies reviewed under the Women's Human Rights Ordinance (CEDAW).	3	4	2	4	4	4
Number of educational forums conducted on gender equality in the workplace.	6	11	5	3	3	3
Number of resolutions passed by the Commission on the Status of Women recognizing important women and girls' achievements and promoting gender equality and human rights	50	54	41	24	24	24
Number of sexual harassment complaints against the City and County of San Francisco.	41	66	87	30	30	60
<b>End Violence Against Women</b>						
Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	30,416	39,825	33,685	32,000	32,000	32,000
Number of calls to crisis lines annually	15,257	11,097	8,647	12,000	12,000	12,000
Number of individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	23,489	20,698	18,481	22,000	22,000	22,000
Number of individuals turned away from shelters annually	403	274	705	1,000	1,000	1,000
Number of shelter bed-nights annually	4,057	7,022	7,068	4,000	4,000	4,000
Number of transitional housing bed nights annually	15,612	18,029	20,017	12,000	12,000	12,000
Percent of people accessing services for which English is not a primary language.	18%	19%	15%	40%	40%	40%
<b>Maintain a positive, healthy, joyful workplace</b>						
Percent of staff completing "Preventing Workplace Harassment Training"	N/A	100%	100%	100%	100%	100%

# TECHNOLOGY

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Increase organizational performance</b>						
Percent of projects completed on time, on budget and to specification within Fiscal Year	90%	95%	N/A	95%	95%	95%
<b>Invest in IT infrastructure and communications</b>						
Percent of Data Center Uptime	100%	100%	N/A	99.99%	99.99%	
Percent of E-mail System Uptime	99.99%	99.98%	N/A	99.98%	99.99%	99.99%
Percent of Fiber Infrastructure Uptime	99.99%	100%	N/A	99.5%	99.5%	99.5%
Percent of Network Services Uptime	99.99%	99.98%	N/A	99.98%	99.99%	99.99%
<b>Strengthen shared services delivery</b>						
Percent of SFGOVTU Uptime	99.6%	100%	N/A	99.9%	99%	99%

# TREASURER/TAX COLLECTOR

FY	FY17	FY18	FY19		FY20	FY21
Goal	Actual	Actual	Actual	Target	Target	Target
<b>Expand access to City government by placing information and transactions online</b>						
Number of web-enabled transactions completed online using the City's SFGOV Online Services portal	228,014	231,480	292,809	200,000	200,000	200,000
<b>Maintain and increase the Legal Section's annual collection levels</b>						
Legal Matters Opened	125	349	43	300	300	125
Public Records Act Requests	170	227	159	150	175	175
<b>Maintain low property tax delinquency rates</b>						
Percentage of delinquency rate of secured property taxes	1%	1%	1%	1%	1%	1%
<b>Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield</b>						
Percent of portfolio in the top credit rating by market value	75.00%	97.6%	99.1%	80%	90%	90%
<b>Maximize interest earnings for San Francisco by processing payments efficiently</b>						
Total Number of Bank Accounts Managed	334	315	266	324	260	260
Total Number of Outgoing Wires Processed	541	541	575	384	575	575
Total Number of Returned Items Processed	2,392	3,477	4,234	2,400	3,800	3,800
<b>Maximize revenue through intensive collection activity</b>						
Amount of the total for business taxes	\$78,312,364	\$95,132,396	\$85,000,000	\$60,000,000	\$60,000,000	\$60,000,000
Amount of revenue through summary judgments	\$2,075,979.4	\$1,741,410	\$2,503,272	\$1,800,000	\$1,200,000	\$1,500,000
Amount of the total for non-business taxes	\$35,443,563	\$40,907,415	\$26,000,000	\$50,000,000	\$48,500,000	\$48,500,000
Amount of total revenue collected on all delinquent debts	\$113,755,928	\$136,039,811	\$111,000,000	\$110,000,000	\$110,000,000	\$110,000,000
<b>Promote compliance with the Business Tax Ordinance</b>						
Amount collected through 3rd party taxes	\$667,955,792	\$606,082,102	\$616,908,661	\$608,000,000	\$610,000,000	\$630,000,000
Amount collected through business registration	\$47,342,416	\$44,259,192	\$47,480,851	\$45,000,000	\$45,000,000	\$45,000,000
Number of businesses registered	132,432	131,605	121,729	120,000	120,000	120,000
Number of regulatory department licenses issued	16,723	16,438	21,539	18,000	19,000	20,000
Number of taxpayer audits completed	586	512	893	625	625	625
<b>Provide quality customer service</b>						
Number of property tax refunds processed	6,734	9,707	11,247	9,500	8,000	5,000
<b>Provide superior customer service to all customers through the City Payment Center in City Hall</b>						
Average number of days to close 311 service tickets	2.45	2.23	2.66	3.75	3.25	3.25
Number of 311 service tickets received	24,516	21,579	22,959	23,000	23,000	23,000

# WAR MEMORIAL

<b>FY</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>		<b>FY20</b>	<b>FY21</b>
<b>Goal</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b>Increase partnerships and collaborations</b>						
Veterans' use of meeting rooms	N/A	856	861	800	800	800
<b>Maximize utilization of the Performing Arts Center</b>						
Atrium Theater percentage of days rented	64%	64%	73%	60%	60%	60%
Atrium Theater performances/events	49	73	67	77	65	65
Davies Symphony Hall percentage of days rented	89%	88%	89%	85%	85%	85%
Davies Symphony Hall performances/events	262	247	241	244	223	223
Green Room percentage of days rented	48%	58%	55%	55%	55%	55%
Green Room performances/events	168	201	191	181	187	187
Herbst Theatre percentage of days rented	64%	68%	69%	80%	80%	80%
Herbst Theatre performances/events	217	217	216	209	219	219
Opera House percentage of days rented	96%	96%	96%	95%	95%	95%
Opera House performances/events	186	172	173	176	173	141
Zellerbach Rehearsal Hall performances/events	12	12	8	8	6	6




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

Ben Rosenfield  
Controller  
Todd Rydstrom  
Deputy Controller

### FIELD FOLLOW-UP MEMORANDUM

**TO:** Ivar C. Satero, Airport Director  
Airport Commission

**FROM:** Mark de la Rosa, Acting Chief Audit Executive   
Audits Division, City Services Auditor

**DATE:** December 19, 2019

**SUBJECT:** Field Follow-up of the 2016 Audit of the Airport Commission's Employee Separation Process

## SUMMARY

The Office of the Controller's City Services Auditor (CSA) issued a report in April 2016, *The Airport's Employee Separation Process Needs Improvement to Minimize the Risk of Unauthorized Access to Premises or Data and to Ensure That Airport Property Is Collected*. CSA has completed a field follow-up to determine the corrective actions that the Airport Commission (Airport) has taken in response to the report. The report contains four recommendations, all of which have been implemented and closed.

## BACKGROUND, OBJECTIVE & METHODOLOGY

### Background

The Department and Its Employees. The Airport Commission (Airport) operates San Francisco International Airport (SFO), serving more than 58 million domestic and international passengers annually. In fiscal year 2018-19 the Airport had 1,593 full-time equivalent approved budgeted positions. Including the employees of Airport tenants, airlines, vendors, and contractors, approximately 46,000 people work at SFO. During the same period, 305 Airport employees separated from city employment or transferred from the Airport to another city department.

Employee access to Airport premises, network systems, and property. The Airport issues badges to its employees to grant them physical access to Airport premises and system access to the Airport's active directory, Virtual Private Network, and other internal networks. In addition to physical and network access, the Airport issues a variety of items—including cell phones, laptop computers, tablets, uniforms, parking permits, and CarShare cards<sup>1</sup>—to employees, depending on their job function, roles, and responsibilities.

<sup>1</sup> CarShare cards allow employees to reserve shared vehicles available for conducting Airport business.

Employee Separations. When an employee separates from the Airport, the department's Human Resources unit (Human Resources) is to notify the Security Access Office (SAO) and Information Technology and Telecommunications (ITT) unit by sending them a daily separation report through ServiceNow, a software program, which includes an asset management module. The SAO and ITT are responsible for terminating the separating employee's badge and network accesses, respectively. The separating employee's supervisor is responsible for verifying and collecting the city property issued to the employee. The property retrieval process is documented in the Airport Property Exit Form, which the supervisor is to submit to Human Resources.

The 2016 Audit's Findings. CSA's 2016 audit of the Airport's employee separations processes found that the Airport does not terminate separating employees' physical and network access in a timely manner, increasing the risk that its premises or data will be accessed by unauthorized individuals. The audit also found that the Airport's process for collecting city property from separating employees does not provide reasonable assurance that all items that were issued are collected.

## Objective

The objective of this field follow-up was to determine whether the Airport has taken the corrective actions recommended in CSA's April 26, 2016, audit report. Consistent with Government Auditing Standards, Section 9.08, promulgated by the U.S. Government Accountability Office, the purposes of audit reports include facilitating follow-up to determine whether appropriate corrective actions have been taken.

This field follow-up is a nonaudit service. Government Auditing Standards do not cover nonaudit services, which are defined as professional services other than audits or attestation engagements. Therefore, the Airport is responsible for the substantive outcomes of the work performed during this field follow-up and is responsible to be in a position, in fact and appearance, to make an informed judgment on the results of the nonaudit service.

## Methodology

To conduct the field follow-up, CSA:

- Obtained and reviewed documentary evidence from the Airport.
- Verified the status of the recommendations that Airport had reported as implemented.

## RESULTS

The Airport has fulfilled the intent of all four recommendations made in CSA's 2016 audit report, which are now closed.

### Closed and Implemented Recommendations

Recommendation	Conclusion
The Airport should:	
<p>1. Ensure that badge access for separated employees is terminated within three days of the employee's separation and update the Standard Operating Procedures to reflect this requirement.</p>	<p>The Airport updated its standard operating procedures in April 2016 to require that the SAO terminate an employee's badge access within three days of receiving the Daily Separation Employee Report from Human Resources.</p> <p>CSA verified the implementation status of this recommendation by testing a sample of 24 employee separations in fiscal year 2018-19. The test found that there was an average of 3 business days between employee separation and badge access termination. This indicates a significant improvement since the 2016 audit, which found an average of 43 business days for this duration. Of the 24 employee separations tested, 16 (67 percent) showed that badge access was terminated within the required 3 days. For the remaining 8 (33 percent) employees, the duration between separation and badge access termination exceeded the required 3 business days. However, despite these exceptions to the requirement, CSA concludes that the Airport fulfilled this recommendation's intent because its updated procedures and practices appear to have caused badge access to be terminated much sooner and in compliance with its policy in the majority of cases.</p> <p>CSA suggests that, to identify potential process improvements, the Airport periodically review employee separations for instances in which badge access termination takes longer than 3 business days.</p>
<p>2. Ensure that Human Resources notifies ITT of impending resignations immediately upon learning of the separation via the ServiceNow system and that ITT disconnects separating employees' access within 24 hours.</p>	<p>The Airport created a set of standard operating procedures to require that ITT disconnects a separating employee's network access within 24 hours upon receiving the Daily Separation Employee Report from Human Resources.</p> <p>CSA verified the implementation status of this recommendation by testing a sample of 24 employee separations in fiscal year 2018-19. The test found that there was an average of 6 business days between employee separation and network access disconnection. This indicates a significant improvement since the 2016 audit, which found an average of 79 business days for this duration. CSA found that 14 (74 percent) of 19<sup>2</sup> employees had their network access disconnected within the required 24 hours. For the remaining 5 (26 percent), the duration between separation and network access disconnection exceeded the required 24 hours. However, CSA concludes that the Airport fulfilled this recommendation's intent</p>

<sup>2</sup> Five of 24 employees were not given network access.

Recommendation	Conclusion
The Airport should:	
	<p>because the Airport’s updated procedures and practices appear to have caused network access to be disconnected much sooner and in compliance with its policy in the majority of cases.</p> <p>CSA suggests that, to identify potential process improvements, the Airport periodically review employee separations for instances in which it takes more than 24 hours to disconnect network access.</p>
<p>3. Create and enforce a policy instructing managers on the tasks they must perform in the separation process, including obtaining from ITT an inventory of items that had been issued to the separating employee before the employee’s departure and using this inventory to ensure the items have been collected.</p>	<p>The Airport’s Executive Directive 03-13 states that it is the responsibility of an employee’s immediate supervisor to retrieve all Airport equipment from a separating employee. In September 2019 the Airport updated its Airport Property Exit Form to instruct supervisors to contact the appropriate Airport division to obtain a list of property that was assigned to the employee so that supervisors know what to collect. For ITT assets, the form instructs supervisors to submit an online helpdesk ticket to ITT to retrieve a list of ITT assets issued to the separating employee. CSA concludes that the Airport has fulfilled this recommendation’s intent because supervisors are now required to compare what they collect against a list of items that were issued to the employee.</p>
<p>4. Ensure that managers complete an Airport Property Exit Form for each separating employee and retain the forms.</p>	<p>CSA verified the implementation status of this recommendation by reviewing Airport Property Exit Forms for a sample of 24 employee separations in fiscal year 2018-19. Although the Airport provided an Airport Property Exit Form for each of the selected separations, CSA found that some forms were missing information, such as the date the property was collected or the date Human Resources received the form. Further, CSA found that outdated versions of the form were sometimes used. For example, a form that was last revised in December 2013 was used for a separation that occurred in September 2018 although an August 2017 version was then available.</p> <p>CSA suggests that the Airport remind supervisors to use the current version of the Airport Property Exit Form and that Human Resources staff review the forms to ensure they are appropriately completed.</p>

CSA extends its appreciation to you and your staff who assisted with this project. If you have any questions or concerns, please contact me at (415) 554-7574 or [mark.p.delarosa@sfgov.org](mailto:mark.p.delarosa@sfgov.org).



cc: Airport  
Wallace Tang  
Linda Yeung  
Jeff Littlefield  
Leo Fermin  
Ian Law  
Sophia Hom  
Abe Jamal

Controller  
Ben Rosenfield  
Todd Rydstrom  
Nicole Kelley  
Kate Chalk  
Amanda Sobrepeña  
William Zhou  
Emily Lao

# Attachment: Department Response



San Francisco International Airport

December 13, 2019

Mr. Mark de la Rosa  
Acting Chief Audit Executive  
City Services Auditor Division  
Office of the Controller  
City Hall, Room 476  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Subject: Field Follow-Up of the 2016 Audit of the Airport Commission's Employee Separation Process

Dear Mr. de la Rosa:

The Airport received and reviewed the draft December 2019 Memorandum from the City Services Auditor (CSA) team regarding the Field Follow-up of the April 2016 Audit Report entitled *The Airport's Employee Separation Process Needs Improvement to Minimize the Risk of Unauthorized Access to Premises or Data and to Ensure That Airport Property is Collected*. We have no changes to the draft. This letter is to confirm that, based on the details provided, we agree with the Field Follow-up results. Please note we have implemented all corrective actions as recommended in CSA's 2016 audit report.

Thanks to your team on this audit. They have demonstrated the utmost professionalism in performing their work.

If you have any questions, please contact me at (650) 821-2850.

Very truly yours,

A handwritten signature in blue ink, appearing to read "W. Tang".

Wallace Tang, IAP, CPA, CGMA  
Airport Controller

cc: Ivar C. Satero  
Jeff Littlefield  
Leo Fermin  
Ian Law  
Linda Yeung  
Sophia Hom  
Abe Jamal  
Amanda Sobrepeña, CSA  
William Zhou, CSA

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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IVAR C. SATERO  
AIRPORT DIRECTOR

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: CPUC - City of San Francisco  
**Date:** Wednesday, December 18, 2019 6:12:00 PM  
**Attachments:** [CPUC\\_115.pdf](#)

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**From:** CPUC Team <westareapuc@verizonwireless.com>  
**Sent:** Wednesday, December 18, 2019 6:20 AM  
**To:** GO159Areports@cpuc.ca.gov  
**Cc:** westareapuc@verizonwireless.com; CPC.Wireless <CPC.Wireless@sfgov.org>; Administrator, City (ADM) <city.administrator@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** CPUC - City of San Francisco

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CPUC - City of San Francisco

Dec 18, 2019

Consumer Protection and Enforcement Division  
California Public Utilities Commission  
505 Van Ness Avenue  
San Francisco, CA 94102  
GO159Areports@cpuc.ca.gov

RE: Notification Letter for      SF LM PH1 SC 8 - A  
   SF LM PH2 SC 83 - A

San Francisco, CA /GTE Mobilnet California LP

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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.

Verizon Wireless

Ann Goldstein  
Coordinator RE & Compliance - West Territory  
1515 Woodfield Road, #1400  
Schaumburg, IL 60173  
WestAreaCPUC@VerizonWireless.com

JURISDICTION	PLANNING MANAGER	CITY MANAGER	CITY CLERK	DIRECTOR OF SCHOOL BOARD	COUNTY
City of San Francisco	CPC.Wireless@sfgov.org	city.administrator@sfgov.org	Board.of.Supervisors@sfgov.org		San Francisco

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		SF LM PH1 SC 8 - A		289 main St., San Francisco , CA94105		Utility pole/tower	N/A
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°47'22.51"N	122°23'31.082"W	297842	Antenna Rad 31	32'-4	Permitting	12/11/2019	

Project Description: 5G NR Carrier Add

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		SF LM PH2 SC 83 - A		1080 Folsom Street, San Francisco , CA94103		Utility pole/tower	N/A
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°46'37.841"N	122°24'26.921"W	301998	Antenna Rad 32-3	36'-11	Permitting	12/16/2019	

Project Description: 5G Configuration



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: CPUC - City and County of San Francisco  
**Date:** Thursday, January 2, 2020 11:26:00 AM  
**Attachments:** [CPUC\\_59.pdf](#)

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**From:** CPUC Team <westareapuc@verizonwireless.com>  
**Sent:** Monday, December 30, 2019 6:44 AM  
**To:** GO159Areports@cpuc.ca.gov  
**Cc:** westareapuc@verizonwireless.com; CPC.Wireless <CPC.Wireless@sfgov.org>; Administrator, City (ADM) <city.administrator@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** CPUC - City and County of San Francisco

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CPUC - City and County of San Francisco

Dec 30, 2019

Consumer Protection and Enforcement Division  
California Public Utilities Commission  
505 Van Ness Avenue  
San Francisco, CA 94102  
GO159Areports@cpuc.ca.gov

RE: Notification Letter for    SF LM PH3 SC 135 - A  
   SF LM PH3 SC 156 - A  
   SF LM PH3 SC 140 - A  
   SF LM PH3 SC 153 - A

San Francisco, CA /GTE Mobilnet California LP

---

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.

Verizon Wireless

Ann Goldstein  
Coordinator RE & Compliance - West Territory  
1515 Woodfield Road, #1400  
Schaumburg, IL 60173  
WestAreaCPUC@VerizonWireless.com



JURISDICTION	PLANNING MANAGER	CITY MANAGER	CITY CLERK	DIRECTOR OF SCHOOL BOARD	COUNTY
City and County of San Francisco	CPC.Wireless@sfgov.org	city.administrator@sfgov.org	Board.of.Supervisors@sfgov.org	N/A	San Francisco

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		SF LM PH3 SC 135 - A		1505 4th Street, San Francisco , CA94158		Utility pole/tower	N/A
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°46'9.7"N	122°23'28.191"W	302046	Antenna Rad 22.2	23.6	Permitting	10/18/2019	

Project Description: Modification to small cell installation on a utility pole

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		SF LM PH3 SC 156 - A		718 Long Bridge Street, San Francisco , CA94158		Utility pole/tower	N/A
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°46'19.431"N	122°23'36.441"W	302059	Antenna Rad 22	24	Permitting	10/18/2019	

Project Description: 4G to 5G modifications

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		SF LM PH3 SC 140 - A		409 Illinois Street , San Francisco , CA94158		Utility pole/tower	N/A
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°46'0.531"N	122°23'16.97"ENAD(83)	302051	Antenna Rad 22'-1	23'-6	Permitting	10/04/2019	
Project Description: 4G to 5G modifications							

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		SF LM PH3 SC 153 - A		499 Illinois Street , San Francisco , CA94158		Utility pole/tower	N/A
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°45'57.92"N	122°23'16.721"WNAD(83)	302056	Antenna Rad 23'-6	24'-11	Permitting	10/04/2019	
Project Description: 4G to 5G modifications							



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: All-electric Buildings Essential for Climate Emergency Goals  
**Date:** Monday, December 16, 2019 6:09:00 PM  
**Attachments:** [All-electric Buildings Essential for Climate Emergency Goals.pdf](#)  
[2019 ModelOrd-NC-Appx 2.pdf](#)  
[City of San Jose Electrical pre-wiring vs. retrofit 8-7-19 Rev2.pdf](#)

---

**From:** SF Climate Emergency <info@sclimateemergency.com>

**Sent:** Monday, December 16, 2019 3:11 PM

**To:** Brown, Vallie (BOS) <vallie.brown@sfgov.org>; Dean.Preston@sfgov.org; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; MandelmanStaff, [BOS] <mandelmanstaff@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Major, Erica (BOS) <erica.major@sfgov.org>

**Cc:** Cancino, Juan Carlos (ECN) <juancarlos.cancino@sfgov.org>; Remski, Derek (BOS) <derek.remski@sfgov.org>; Shakirah.Simley@sfgov.org; Yu, Angelina (BOS) <angelina.yu@sfgov.org>; Fregosi, Ian (BOS) <ian.fregosi@sfgov.org>; Boilard, Chelsea (BOS) <chelsea.boilard@sfgov.org>; RivamonteMesa, Abigail (BOS) <abigail.rivamontemesa@sfgov.org>; Mcdonald, Courtney (BOS) <courtney.mcdonald@sfgov.org>; Mahogany, Honey (BOS) <honey.mahogany@sfgov.org>; Smeallie, Kyle (BOS) <kyle.smeallie@sfgov.org>; Temprano, Tom (BOS) <tom.temprano@sfgov.org>; Mundy, Erin (BOS) <erin.mundy@sfgov.org>; Quan, Daisy (BOS) <daisy.quan@sfgov.org>; Wong, Alan (BOS) <alan.wong1@sfgov.org>; Wright, Edward (BOS) <edward.w.wright@sfgov.org>; Angulo, Sunny (BOS) <sunny.angulo@sfgov.org>; Hepner, Lee (BOS) <lee.hepner@sfgov.org>; Yan, Calvin (BOS) <calvin.yan@sfgov.org>; Goossen, Carolyn (BOS) <carolyn.goossen@sfgov.org>; Morales, Carolina (BOS) <carolina.morales@sfgov.org>; Beinart, Amy (BOS) <amy.beinart@sfgov.org>; Sandoval, Suhagey (BOS) <suhagey.sandoval@sfgov.org>; Ho, Tim (BOS) <tim.h.ho@sfgov.org>; Chinchilla, Monica (BOS) <monica.chinchilla@sfgov.org>; Herzstein, Daniel (BOS) <daniel.herzstein@sfgov.org>; Bennett, Samuel (BOS) <samuel.bennett@sfgov.org>; Mullan, Andrew (BOS) <andrew.mullan@sfgov.org>; Burch, Percy (BOS) <percy.burch@sfgov.org>; Gallardo, Tracy (BOS) <tracy.gallardo@sfgov.org>; Gee, Natalie (BOS) <natalie.gee@sfgov.org>; Raphael, Deborah (ENV) <deborah.rafael@sfgov.org>; Comerford, Cyndy (ENV) <cyndy.comerford@sfgov.org>; Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Jue, Tyrone (MYR) <tyrone.jue@sfgov.org>

**Subject:** All-electric Buildings Essential for Climate Emergency Goals

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

Please find attached a letter from the San Francisco Climate Emergency Coalition

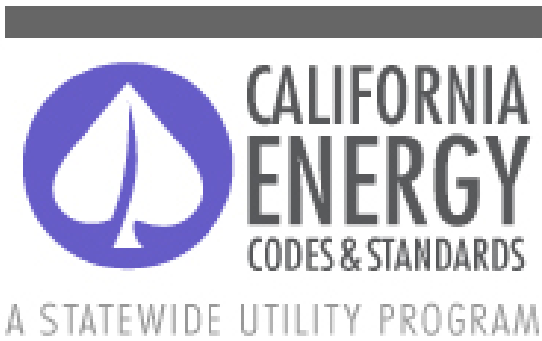
and a group of San Francisco and Bay Area-based environmental and civic organizations asking for your vote on tomorrow's Green Building Code amendments, as well as asking for essential next steps: requiring electric-readiness through a subsequent amendment to the code, and setting a clear, strategic policy message that building decarbonization is a key part of our climate goals.

We look forward to your leadership and continued partnership as we work towards the electrification of our building stock and the fulfillment of the broader Climate Emergency goals.

Sincerely,

Daniel Tahara  
San Francisco Climate Emergency Coalition, together with:

350 Bay Area  
350 San Francisco  
California Climate Health Now  
Citizens' Climate Lobby, San Francisco Chapter  
Climate Reality Project Bay Area Chapter - San Francisco Policy Action Team  
Earthjustice - Sasan Saadat, Research and Policy Analyst  
Natural Resources Defense Council - Pierre Delforge, Senior Scientist  
San Francisco Democratic Socialists of America - Ecosocialist Committee  
San Francisco Tomorrow  
Sierra Club, SF Bay Chapter  
Sunrise Bay Area  
Mothers Out Front San Francisco  
Wildfires to Wildflowers



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Please contact the Codes and Standards Reach Codes Team at [info@LocalEnergyCodes.com](mailto:info@LocalEnergyCodes.com) for additional information.

*This document is the product of a collaborative effort by Building Decarbonization Coalition, BayREN, PCE/SVCE, and the IOU Statewide Codes and Standards, Reach Codes Program.*

This program is funded by California utility customers and administered by Pacific Gas and Electric Company, San Diego Gas & Electric Company (SDG&E®), Southern California Edison Company and Southern California Gas Company (SoCalGas®) under the auspices of the California Public Utilities Commission and in support of the California Energy Commission.

## Model Electric Readiness Code

### Version 2.8

## Scope and Considerations

Local agencies may consider adopting the following requirements for new construction of or additions to mixed-fuel buildings to be all-electric ready. The requirements are structured amendments to the California Green Building Standards Code (CALGreen) -- Section 4.508 for low-rise residential and Section 5.508 for nonresidential.

These provisions do not require the design of electric replacement systems and as such do not necessarily assure that the conversion to all-electric will be feasible in all cases. Instead, the requirements specify power equivalencies (see [companion document](#) for details) and offer some flexibility regarding locations for replacement equipment. Application of these requirements for engineered systems (e.g., space or water heat systems serving multiple dwelling units or large spaces) does not include space and ventilation requirements, and as such, conversion to all-electric will be dependent upon the ability to locate these components at the existing building. The pool heating requirements are designed around shoulder seasons and are not sufficient for winter seasons and rapid ramp ups. Future upgrades of the utility-side electric power service may require additional space for equipment. For the reasons stated above, permit applicants should be encouraged to conduct some level of initial design to address future locations for heat absorption, transfer and distribution equipment and electric power systems; or, cities may wish to limit the application of the electric-ready requirements to small buildings or equipment which only serves individual dwelling units.

The requirements specify that the service panel must have a bus bar rating and space for circuit breakers sufficient to meet the future load. This may result in panel sizing that exceeds existing utility service capacity. Staff should review this requirement with the local building official.

It is also important to note that local authorities for the proposed amendments are untested.

Finally, it is important to consider potential negative unintended consequences when an ordinance is structured to allow natural gas use in limited circumstances only, such as for cooking and outdoor entertaining. Under the existing regulatory structure, assets like distribution pipes are expected to have a useful life of over 50 years, with a depreciation schedule that reflects that timeframe. This means that the costs of that new asset are collected slowly, over many decades. If the system is installed but underutilized or not used at all, the remaining uncollected costs associated with the system could be disproportionately high.

## Instructions

- The most current version of this document and related documents are available at the [Local Energy Codes](#) website.
- Include appropriate findings (see Model Reach Codes for samples).
- Jurisdictions may wish to add or exclude certain requirements. Care should be taken to ensure references are maintained.

**MODEL  
ELECTRI**

- The headings and instructions (in blue) are for staff reference and should be removed in the final ordinance.
- The text of the ordinance, sample findings and CEQA determination should be reviewed and verified by staff and the city/county attorney.



ORDINANCE AMENDING THE *[CITY/COUNTY OF JURISDICTION]* BUILDING CODE TO  
REQUIRE ELECTRIC-READINESS FOR NEW CONSTRUCTION

*Add appropriate findings (see Model Reach Codes)*

## Sample Amendments

### Section 1: Amendments

The California Building Code, Title 24, Article 11, adopted by the *[City/County of jurisdiction]* codified under Chapter *[municipal/county code reference (if not adopted in entirety, include local code references for each section)]*, is amended as specified below.

**California Green Building Standards Code, Title 24, Part 11, is modified as follows:**

**Section 202, Definitions, is amended by adding the definition below:**

**MIXED-FUEL BUILDING** is a building, other than a hospital, that is plumbed for the use of natural gas or propane as fuel for space heating, water heating, cooking or clothes drying appliances *[Option “,other than cooking appliances in commercial kitchens”]*.

**Section 4.508, Residential Mandatory Measures, Environmental Quality – Outdoor Air Quality, is modified to add new Sections 4.508.1 through 4.508.10 as follows:**

**4.508.1** Electric Ready. General. New low-rise residential Mixed-Fuel Buildings and additions shall have electrical systems and designs that provide capacity for a future retrofit to facilitate the installation of all-electric equipment for all gas equipment plumbing connections. This includes space, drainage, electrical conductors or raceways, bus bar capacity, and space for overcurrent protective devices, and for equipment serving individual units only, service panel capacity and pre-wired and installed overcurrent protective devices.

**4.508.2** Space Heat. Systems using natural gas or propane space heating equipment shall include the following components for each gas terminal or stub out:

**4.508.2.1** Equipment serving individual dwelling units:

1. A dedicated 240 volt, 30 amp or greater electrical circuit for a future electric replacement heater;
  2. The circuit shall terminate within 3 feet from the designated future location of an electric replacement heater with no obstructions into a listed cabinet, box or enclosure labelled “For Future Electric Space Heater”;
  3. The circuit shall be served by a dedicated double pole circuit breaker in the electrical panel labeled with the words “For Future Electric Space Heater”;
- and

**EXCEPTION to Sections 4.508.2.1.** If a 240 volt 30 amp or greater electrical circuit exists for space cooling equipment.

**4.508.2.2** Equipment serving multiple dwelling units or common areas shall have conductors or raceway installed with termination points at the main electrical panel (via subpanels panels, if applicable) and at a location no more than 3 feet from each gas outlet or a designated location of future electric replacement equipment. The conductors or raceway and any intervening subpanels shall be sized to meet the future electric power requirements as specified below and in Section 4.508.9.

1. 24 amps at 240 volts per dwelling unit, or
2. The electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.

**EXCEPTION to Section 4.508.2.2.** If permanent space cooling equipment is installed for all of the affected dwelling units, the raceway and/or conductors serving the cooling equipment may be increased in size to accommodate the future electric space heating equipment.

**4.508.3** Water Heat. Systems using natural gas or propane water heating equipment shall include the following components for each gas terminal or stub out:

**4.508.3.1** Equipment serving individual dwelling units shall be located in an area that is at least 3 feet by 3 feet by 7 feet high.

**EXCEPTION to Section 4.508.3.1.** Free Standing Accessory Dwelling Units. *[Option: Omit this exception for ADU based on local preference]*

**4.508.3.2** Equipment serving multiple dwelling units or common areas. Conductors or raceway installed with termination points at the main electrical panel (via subpanels panels, if applicable) and into a listed cabinet, box or enclosure at a location no more than 3 feet from each gas outlet or a designated location of a future electric replacement water heater labelled "For future water heater". The conductors or raceway and any intervening subpanels shall be sized to meet the future electric power requirements as specified below and in Section 4.508.9.

1. 24 amps at 240 volts per dwelling unit, or
2. 1.2 kVA for each 10,000 Btus per hour of rated gas input or gas pipe capacity, or
3. The electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.

**4.508.4** Clothes Drying. Buildings plumbed for natural gas or propane equipment shall include the following components for each gas terminal or stub out:

**4.508.4.1** Equipment serving individual dwelling units:

1. A dedicated 240 volt, 30 amp or greater electrical receptacle within 3 feet of the equipment and accessible with no obstructions;
2. The receptacle shall be labeled with the words “For Future Electric Clothes Dryer”; and
3. A double pole circuit breaker in the electrical panel labeled with the words “For Future Electric Clothes Dryer”.

**4.508.4.2** Equipment serving multiple dwelling units or common areas shall include conductors or raceway installed with termination points at the main electrical panel (via subpanels panels, if applicable) and at a location no more than 3 feet from each gas outlet or a designated location of future electric replacement equipment. The conductors or raceway and any intervening subpanels shall be sized to meet the future electric power requirements as specified below and in Section 4.508.9.

1. 24 amps at 240 volts per dwelling unit, or
2. 0.85 kVA for each 10,000 Btus per hour of rated gas input or gas pipe capacity, or
3. The electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.

**4.508.5** Combined Cooktop and Oven or Stand Alone Cooktop. Buildings plumbed for natural gas or propane equipment shall include the following components for each gas terminal or stub out:

1. A dedicated 240 volt, 40 amp or greater circuit and 50 amp or greater electrical receptacle located within 3 feet of the equipment and accessible with no obstructions;
2. The electrical receptacle shall be labeled with the words “For Future Electric Range” and be electrically isolated; and
3. A double pole circuit breaker in the electrical panel labeled with the words “For Future Electric Range”.

**4.508.6** Stand Alone Cooking Oven. Buildings plumbed for natural gas or propane equipment shall include the following components for each gas terminal or stub out:

1. A dedicated 240 volt, 20 amp or greater receptacle within 3 feet of the appliance and accessible with no obstructions;

2. The electrical receptacle shall be labeled with the words “For Future Electric Oven” and be electrically isolated; and
3. A double pole circuit breaker in the electrical panel labeled with the words “For Future Electric Oven”.

**4.508.7** Pools and Spas. Natural gas or propane equipment pools or spas shall have conductors or raceway installed with termination points at the main electrical panel (via subpanels panels, if applicable) and at a location no more than 3 feet from each gas outlet or a designated location of future electric replacement equipment. The conductors or raceway and any intervening subpanels shall be sized to meet the future electric power requirements as specified below and in the Section 4.508.9.

1. 0.75 kVA per 10,000 Btus per hour of rated gas input or gas pipe capacity, or
2. The electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.

**4.508.8** Service Capacity

1. All newly installed electrical panels and subpanels serving common loads in a Mixed-Fuel Building shall have both space for overcurrent protective devices as well as bus bars of adequate capacity to meet all of the building’s potential future electrical requirements as specified in Sections 4.508.1 through 4.508.7.

**Exception to Section 4.508.8.** If the electric load serving entity requires that the electric service be upgraded as a result of the requirements of Section 4.508.8. *[optional: and if that upgrade would cost more than X% of the project valuation.]*

2. All newly installed raceways in a Mixed-Fuel Building between the main electric panel and any subpanels, and the point at which the conductors serving the building connect to the common conductors of the utility distribution system, shall be sized for conductors adequate to serve all of the building’s potential future electrical requirements as specified in Sections 4.508.1 through 4.508.7.
3. The service capacity requirements of this section shall be determined in accordance with Section 4.508.9.

**4.508.9** Conductor, Raceway and Subpanel Sizing.

1. Raceway and subpanel capacity shall be sized to be large enough to meet the requirements at the service voltage.

2. The electrical capacity requirements may be adjusted for demand factors in accordance with the California Electric Code, Title 24, Part 3, Article 220.
3. For purposes of gas pipe equivalence, gas pipe capacity shall be determined in accordance with the California Plumbing Code, Title 24, Part 5, Section 1208.4.

**4.508.10** Condensate Drains. The conductors or raceway required in Sections 4.508.2 and 4.508.3 shall terminate in areas that have condensate drains that are:

1. No less than  $\frac{3}{4}$  inch in diameter;
2. Compliant with the California Plumbing Code, Title 24, Part 5, Section 814; and
3. No more than two inches higher than the floor.

**EXCEPTION to Sections 4.508.1 through 4.508.10.** If the design includes bus bar capacity, raceway or conductor capacity, space and condensate drainage necessary for the installation of electrical equipment that can serve the intended function of the gas equipment, as calculated and documented by a licensed design professional associated with the project.

**Section 5.508, Nonresidential Mandatory Measures, Environmental Quality – Outdoor Air Quality, is modified to add a new Section 5.508.3 as follows:**

**5.508.3** Electric Ready. General. New nonresidential and high-rise residential Mixed-Fuel Buildings and additions shall have electrical systems and designs that provide capacity for a future retrofit to facilitate the installation of all-electric equipment for all gas equipment plumbing connections. This includes space, drainage, electrical conductors or raceways, bus bar capacity, and space for overcurrent protective devices.

**5.508.3.1** Circuit Capacity. A Mixed-Fuel Building shall have conductors or raceway installed with termination points at the main electrical panel (via subpanels panels, if applicable) and at a location no more than 3 feet from each gas outlet or a designated location of future electric replacement equipment. The conductors or raceway and any intervening subpanels shall be sized to meet the future electric power requirements, as specified below, at the service voltage. The capacity requirements may be adjusted for demand factors in accordance with the California Electric Code, Title 24, Part 3, Article 220. Gas flow rates shall be determined in accordance with the California Plumbing Code, Title 24, Part 5, Section 1208.4.

1. Domestic Hot Water. Either:
  - a. 24 amps at 240 volts per dwelling unit, or
  - b. For equipment serving nonresidential space, common areas or multiple dwelling units, 1.2 kVA for each 10,000 Btus per hour of rated gas input or gas pipe capacity or the electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.
2. Space Heating. Either:
  - a. 24 amps at 240 volts per dwelling unit, or
  - b. For equipment serving nonresidential space, common areas or multiple dwelling units, the electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.

**EXCEPTION to Section 5.508.3.1.2.** If permanent space cooling equipment is installed for all of the affected conditioned space the conductors or raceway serving the cooling equipment may be increased in size to accommodate the future electric space heating equipment.

3. Clothes Dryer. Either:

- a. 24 amps at 240 volts per domestic dryer, or
  - b. 0.85 kVA for each 10,000 Btus per hour of rated gas input or gas pipe capacity for commercial dryers, or
  - c. The electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.
4. Cooking Equipment in Residential Space.
    - a. Range or cooktop: 32 amps at 240 volts per appliance.
    - b. Stand-alone oven: 16 amps at 240 volts per appliance.
  5. Pools and Spas. Either:
    - a. 0.75 kVA per 10,000 Btus per hour of rated gas input or gas pipe capacity, or
    - b. The electrical power required to provide equivalent functionality of the gas powered equipment as calculated and documented by a licensed design professional associated with the project.

**5.508.3.2** Electric Readiness: Service Capacity.

1. All newly installed electrical panels and subpanels in a Mixed-Fuel Building shall have both space for overcurrent protective devices as well as bus bars of adequate capacity in the main electrical panel and any subpanels to meet all of the building's potential future electrical requirements as specified in Section 5.508.3.1 .

**Exception to Section 5.508.3.2.** If the electric load serving entity requires that the electric service be upgraded as a result of the requirements of Section 5.508.3.2. *[optional: and if that upgrade would cost more than X% of the project valuation.]*

2. All newly installed raceways in a Mixed-Fuel Building between the main electric panel and any subpanels, and the point at which the conductors serving the building connect to the common conductors of the utility distribution system, shall be sized for conductors adequate to serve all of the building's potential future electric loads as specified in Section 5.508.3.1.

**5.508.3.3** Electric Readiness: Other requirements.

1. Condensate Drains. The conductors or raceway required in Sections 5.508.3.1.1 and 5.508.3.1.2 shall terminate in areas that have condensate drains that are:
  - a. No less than ¾ inch in diameter;

- b. Compliant with the California Plumbing Code, Title 24, Part 5, Section 814; and
  - c. No more than two inches higher than the floor.
2. Water Heating Space for Equipment that Serves Individual Residential Units. The conductors or raceway required in Section 5.508.31.1 shall terminate in an area that is at least three (3) feet by three (3) feet by seven (7) feet high.

**EXCEPTION 1 to Section 5.508.3.** If the design includes bus bar capacity, raceway or conductor capacity, space and condensate drainage necessary for the installation of electrical equipment that can serve the intended function of the gas equipment.

**EXCEPTION 2 to Section 5.508.3.** Facilities where natural gas is necessary to meet the requirements of other permitting agencies or is demonstrated to be necessary for the purpose of protecting public health, safety and welfare.

## Other Sample Ordinance Sections

### Section 2: CEQA

This ordinance is exempt from CEQA under 15061(b)(3) on the grounds that these standards are more stringent than the State energy standards, there are no reasonably foreseeable adverse impacts and there is no possibility that the activity in question may have a significant effect on the environment.

### Section 3: Severability

If any word, phrase sentence part, section, subsection or other portion of this amendment or any application thereof to any person or circumstance is declared void, unconstitutional, or invalid for any reason, then such word, phrase, sentence, part, section, subsection, or other portion, or the prescribed application thereof, shall be severable, and the remaining provisions of this amendment, and all applications thereof, not having been declared void, unconstitutional or invalid, shall remain in full force and effect. The *[name of governing body]* hereby declares that it would have passed this amendment and each section, subsection sentence, clause and phrase of this amendment, irrespective of the fact that any one or more sections, subsection, sentences, clauses or phrases is declared invalid or unconstitutional.

### Section 4: Violations

Violation of the requirements of this Chapter shall be considered an infraction of the *[jurisdiction Municipal/County Code]*, punishable by all the sanctions prescribed in *[cite local reference to infractions]*.

### Section 5: Effective Date

Building permit applications submitted after January 1, 2020 *[modify accordingly]* shall be required to comply with the requirements set forth herein.





December 16, 2019

Dear Supervisors,

As you may know, Supervisor Mandelman’s proposed amendments to the Green Building Code (colloquially, the “reach code<sup>1</sup>”) will be coming to a full Board vote on December 17. We are writing to request your support for this reach code as written, and to bring your attention to the fact that Supervisor Mandelman and the Land Use and Transportation Committee have duplicated the proposed ordinance in order to consider a critical amendment that will help mitigate, if not outright prevent, the construction of fossil fuel infrastructure in new buildings.

The December 17 reach code represents the culmination of a significant amount of work from the Department of Environment, Supervisor Mandelman’s office, the Mayor’s office, and a coalition of cities and counties across the Bay Area. The code requires developers of most new buildings featuring natural gas infrastructure to be 11-28% more efficient than the state code. Efficient fossil fuel buildings are better than the alternative, and therefore we support immediately passing this code.

However, efficiency measures alone are not going to halt greenhouse gas emissions from the building sector. In fact, many builders, engineers, architects, and energy consultants have pointed out that most new buildings already meet the new efficiency requirements contained in the proposed reach code. In other words, these efficiency measures will likely not result in significant reductions in new natural gas infrastructure. In light of the existential climate crisis, we need to pursue additional ways of electrifying all buildings as soon as possible.

Ultimately, the City of San Francisco needs to require all-electric construction in all new buildings. We appreciate that the Mayor and Board are in the process of developing such a comprehensive ordinance, but the City needs to take interim measures to more strongly incentivize new buildings, including buildings already in the pipeline, to be built all-electric.

<sup>1</sup> San José’s Proposed Building “reach Code,” Explained  
Pierre Delforge-Maria Stamas - <https://www.nrdc.org/experts/pierre-delforge/san-joses-proposed-building-reach-code-explained>

**To this end, following passage of the reach code, we encourage you to amend the duplicated code to include an “electric-readiness” provision.** Such a provision would require developers opting for mixed-fuel construction to design and install sufficient electric capacity, wiring and conduits to facilitate future full-building electrification. It will more strongly incentivize all-electric design and is a fiscally prudent measure to mitigate the high cost of retrofitting gas buildings to electric in coming years. Fortunately, building new housing and protecting the climate can be a win-win.

In cases where electric-ready requirements and increased efficiency are not enough to compel all-electric design, up-front wiring for future electrification is significantly cheaper than retrofitting buildings to include the required electrical infrastructure after construction. A cost estimate done for San José indicated that this savings was between a factor of 3 and 50, depending on building type. On receiving this estimate, San José was compelled by the economic case to include an electric-ready requirement in its reach code. The memo is included as an attachment for your reference.

The electric-ready approach is consistent with cities across California and the Bay Area, such as San José, Menlo Park, San Luis Obispo and Berkeley<sup>2</sup>. All have adopted electric-ready provisions in conjunction with other incentives. The electric-ready provision can be added without cost effectiveness studies and rests on a strong legal basis (San José received explicit approval from the California Energy Commission last week<sup>3</sup>).

Please find enclosed model code language from the California Energy Codes & Standards program<sup>4</sup>, on which the Berkeley readiness requirements are based, and which are similar to those adopted by San José, Menlo Park and San Luis Obispo.

Electric-readiness is important even though San Francisco has plans to introduce an all-electric requirement for new construction in the spring. According to the Planning Department’s latest pipeline housing report, there are over 72,000 housing units currently in the building pipeline<sup>5</sup>, not to mention numerous proposed commercial units. The vast majority of these will feature fossil fuel infrastructure in absence of a strong electric preference like electric-readiness, since an all-electric construction ordinance is unlikely to cover all of these units. As a result, those units will eventually need costly electrification retrofits, which would be on top of the 3% of the existing building stock we need to electrify per year to meet our climate goals<sup>6</sup>. Why approve obsolete new fossil fuel buildings if we know they need to be all-electric, if not electric-ready, today?

Moreover, as 75% of projected development through 2030 will occur in the Southeast corridor<sup>7</sup>, a strong electric-ready requirement also avoids exacerbating a persistent environmental equity

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<sup>2</sup> **Forward-looking Cities Lead the Way To a Gas-free Future**

<https://www.sierraclub.org/articles/2019/11/forward-looking-cities-lead-way-gas-free-future>

<sup>3</sup> **Cec Approves First Local Energy Efficiency Standards That Go Beyond 2019 Statewide Requirements**

California Energy Commission - <https://www.energy.ca.gov/news/2019-12/cec-approves-first-local-energy-efficiency-standards-go-beyond-2019-statewide>

<sup>4</sup> **2019 Local Energy Ordinances**

<https://localenergycodes.com/content/2019-local-energy-ordinances/>

<sup>5</sup> **Pipeline Report**

<https://sfplanning.org/project/pipeline-report#housing-development-snapshot>

<sup>6</sup> **Focus 2030: A Pathway To Net Zero Emissions (climate Report, July 2019)**

<https://sfenvironment.org/download/focus-2030-a-pathway-to-net-zero-emissions-climate-report-july-2019>

<sup>7</sup> **Southeast Framework**

<https://sfplanning.org/southeast-framework>

problem affecting those already facing tremendous health impacts from fossil fuel combustion and other environmental toxins. A just climate transition requires prioritizing the well-being of all residents, and we cannot continue to put the costs of our growth on historically marginalized communities.

As we look to an all-electric construction ordinance next year, we would love to be engaged with your office to help shape what that might look like. In addition to passing new building mandates, we would also like to encourage you to look at how you can help send a clear, strategic policy message that the climate crisis is a top priority for our city. Building decarbonization is not just a necessity, but an inevitability, and if we send strong signals that this is the case, we are confident our city will respond to the call.

One easy early step in this direction would be to **pass an ordinance that requires the disclosure of natural gas infrastructure** in all property transactions, and a signed attestation during the development phase that:

1. The mayor has set a target for carbon-free buildings by 2050
2. This means that all buildings which currently use natural gas will need to be retrofitted
3. Therefore, installing new natural gas appliances and distribution systems will result in future liabilities from stranded assets as well as higher fuel costs for those who remain on natural gas.

Other ways you can act include increasing funding and staffing for the Department of the Environment in the next budget cycle, as well as expanding their authority to direct, rather than merely recommend, the City's climate action.

We look forward to your support for passing: the reach code on December 17, a subsequent electric-ready amendment, and a comprehensive all-electric construction ordinance, as well as moving forward together towards tackling the climate emergency across all sectors of society.

Sincerely,

San Francisco Climate Emergency Coalition, together with:

350 Bay Area

350 San Francisco

California Climate Health Now

Citizens' Climate Lobby, San Francisco Chapter

Climate Reality Project Bay Area Chapter - San Francisco Policy Action Team

Earthjustice - Sasan Saadat, Research and Policy Analyst

Natural Resources Defense Council - Pierre Delforge, Senior Scientist

San Francisco Democratic Socialists of America - Ecosocialist Committee

San Francisco Tomorrow

Sierra Club, SF Bay Chapter

Sunrise Bay Area

Mothers Out Front San Francisco

Wildfires to Wildflowers



111 Pine Street, Suite 1315  
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Phone 415 981 9430  
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info@tbdconsultants.com

August 7, 2019

Scott Shell  
EHDD  
Pier 1 The Embarcadero, Bay 2  
San Francisco, CA 94111

### **San Jose pre-wire vs. retrofit electrification schemes**

Dear Scott,

Further to your request we are pleased to offer cost advice re: the referenced project.

#### **Low Rise Multi Family residence:**

Pre-wiring: the Cost Effectiveness studies determined \$210 per appliance.

Case 1 Retrofit: If each residential unit has a 150 amp panel, then estimate \$700 per appliance to add circuit and retrofit wire to each appliance. Estimate is from Redwood Energy based on extensive experience.

Case 2 Retrofit: If each residential unit has a panel smaller than 150 amps (assume  $\leq 100$ amp), then estimate \$775 per appliance PLUS cost of upgrading service and panels as a retrofit. Estimated cost of service & panel upgrade per residential unit is \$2325 (new feeder) and \$4650 (panel replacement/upgrade).

#### **Single Family home:**

Pre-wiring: the Cost Effectiveness studies determined \$280 per appliance. New homes have 200 amp panels so a panel upgrade should not be required.

Retrofit: Estimate of \$930 per appliance to add circuit in panel, and retrofit wire from panel to each appliance (heat pump, water heater, range, dryer). Estimate is from Redwood Energy based on extensive experience.

#### **Mid and High Rise Multi Family:**

**Case 1:** Gas is used only for central domestic hot water boiler, and not in each unit for cooking or fireplaces (this is typically practice in today's market).

Pre-wiring: Replace gas boiler with a central heat pump hot water heater which has low electric demand (~200 watts per residential unit) which should be within the capacity of the electric service and transformer. So pre-wiring is simply running a circuit to location of boiler/future heat pump in garage or roof. Estimated cost to add boiler/heat pump wiring circuit is \$3500. Assumptions: midrise at 7-floors and (30) units/floor, total 210

units; high-rise at 15-floors, total 450 units. Cost or pre-wiring would be negligible on a per unit bases at \$17/unit and \$9/unit, mid/high rise respectively.

Retrofit: Requires running a new circuit to heat pump in garage or on roof. Estimated cost to add boiler/heat pump wiring circuit is \$4650. Assume some finishes would be removed and replaced to allow work to progress, allow \$15,500. On a per unit bases it would be \$96/units and \$48/unit, mid/high-rise respectively.

**Case 2:** Gas is used for central hot water, AND piped to each residential unit for cooking and one other appliance.

Pre-wiring: same as Case 1, plus increasing electric service and wiring for electric range and one other appliance. Estimated cost to increase service per residential unit is \$2100/unit.

Retrofit: same as above, plus retrofitting each residential unit gas range and one other appliance to electric (requires opening walls for access, etc). Estimated cost per residential unit is \$6975 to increase service (retrofit panel and feeder) plus wiring to appliances \$2325/unit, and finally, cut and patch of existing finishes, allow \$1550/unit. Retrofit is not advisable retrofits inside occupied units with completed finishes are complex and disruptive and result in high costs. Possibility of tenant relocation cost (not currently included in the costs).

**Medium to large commercial:**

Primary gas use is a boiler for HVAC reheat. This is a large load that normally could NOT be added to the electric service size and transformer without upsizing these.

Pre-wiring: upsize electric service to accommodate all electric HVAC, and provide circuit to location of boiler/future heat pump in garage or on roof. Estimated cost to increase size of service by 200amps \$11,900 plus feeder size increase \$7000.

Retrofit: Replace electric service & transformer with larger service to accommodate all electric HVAC as a retrofit. Estimated cost to increase service by 200amps \$97,650 (remove/upgrade/replace existing service) plus increase to feeder size \$31,000 (remove/upgrade/replace existing feeder). Also need to add for impact to associated services and systems \$85,250.

Note: estimates above exclude design fees, permit fees, and other typical “soft costs”, escalation, phasing, appliance costs, tenant disruptions and relocations.

We hope we have interpreted your requirements accurately, please feel free to review and comment.

Regards,

David Jones



**From:** [Ortiz, Lisa \(DAT\)](#)  
**To:** [Calvillo, Angela \(BOS\)](#)  
**Cc:** [Anderson, Tara \(DAT\)](#); [Burke, Robyn \(DAT\)](#)  
**Subject:** The 2019 San Francisco Sentencing Commission Annual Report  
**Date:** Monday, December 23, 2019 12:23:20 PM  
**Attachments:** [2019 Annual Report\\_SFSC FINAL.pdf](#)  
[SF Sentencing Commission Annual Report. Clerk of the BOS.pdf](#)

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Dear Angela Calvillo,  
The 2019 San Francisco Sentencing Commission Annual Report is attached.  
Best,

Lisa F. Ortiz  
Executive Assistant to  
Cristine Soto-DeBerry, Chief of Staff  
Sharon Woo, Chief Assistant District Attorney  
Office of Suzy Loftus, Interim District Attorney

**New Address:**

San Francisco District Attorney's Office  
350 Rhode Island Street  
North Building, Suite 400N  
San Francisco, CA 94103

**New Phone Number** 628-652-4011

New Fax Number 628-652-4001





Suzy Loftus  
Interim District Attorney

December 23, 2019

Angela Calvillo  
Clerk of the Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Re: The San Francisco Sentencing Commission Annual Report

Dear Mrs. Calvillo,

I am pleased to present the seventh annual report of the San Francisco Sentencing Commission in accordance with County Ordinance 10-12. The purpose of the Sentencing Commission is to encourage the development of criminal sentencing strategies that reduce recidivism, prioritize public safety and victim protection, emphasize fairness, employ evidence-based best practices and efficiently utilize San Francisco's criminal justice resources.

The San Francisco Sentencing Commission not only facilitates conversations between criminal justice stakeholders about innovative approaches to sentencing and criminal justice reform, but generates action oriented recommendations resulting in successful program and policy implementation. The Commission a proven track record of action oriented recommendations resulting in successful program and policy implementation including but not limited to Young Adult Court, Law Enforcement assisted Diversion (LEAD), statewide policy reform and date-driven criminal justice policy.

In 2019, the San Francisco Sentencing Commission held three hearings covering Local Sentencing Trends, Use of Humanizing Language, Elimination of Racial Disparities, Court Case Processing, 2018 Sentencing Legislation, Sentencing Enhancements and Incarceration, Milestone Credits and the Safety and Justice Challenge.

The San Francisco Sentencing Commission not only facilitates conversations between criminal justice stakeholders about innovative approaches to sentencing and criminal justice reform but generates action-oriented recommendations resulting in successful program and policy implementation. In 2019 no formal recommendations were made due to the transition of leadership in the District Attorney's Office. A summary of previous year's recommendations is available on the Sentencing Commission website.

Should you have any questions about the Commission's activities, progress and recommendations please do not hesitate to contact my Director of Policy, Tara Anderson.

Sincerely,

A handwritten signature in blue ink that reads "Suzy Loftus".

Suzy Loftus  
Interim District Attorney  
City and County of San Francisco



The City and County of San Francisco  
The San Francisco Sentencing Commission

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# **2019 Annual Report**

# **San Francisco Sentencing**

# **Commission**

December 20, 2019



## San Francisco Sentencing Commission 2019 Annual Report

### TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	3
II.	BACKGROUND	3
III.	ACCOMPLISHMENTS	5
IV.	2019 MEETING TOPICS & PRESENTERS	8
V.	2018 RECOMMENDATIONS	9
VI.	MEMBERSHIP UPDATES	10
VII.	FUTURE ACTIVITIES	11
VIII.	CONCLUSION	12

The activities of the 2019 calendar year of the San Francisco Sentencing Commission are summarized in this annual report as required by County Ordinance 10-12.

## **I. EXECUTIVE SUMMARY**

The San Francisco Sentencing Commission, an initiative of the District Attorney's Office, was created to analyze sentencing patterns, innovative solutions and outcomes; and to provide recommendations to the Mayor and Board of Supervisors that lead to a reduction in incarceration, lower recidivism rates, safer communities, and ensure that victims are made whole.

In 2019, the San Francisco Sentencing Commission held three hearings covering Local Sentencing Trends, Use of Humanizing Language, Elimination of Racial Disparities, Court Case Processing, 2018 Sentencing Legislation, Sentencing Enhancements and Incarceration, Milestone Credits and the Safety and Justice Challenge. The San Francisco Sentencing Commission not only facilitates conversations between criminal justice stakeholders about innovative approaches to sentencing and criminal justice reform, but generates action oriented recommendations resulting in successful program and policy implementation. In 2019 no formal recommendations were made due to the transition of leadership in the District Attorney's Office. A summary of previous year's recommendations is available on the [Sentencing Commission website](#).

## **II. BACKGROUND**

The San Francisco Sentencing Commission, an initiative of the District Attorney's Office, was created through local legislation to analyze sentencing patterns and outcomes, to advise the Mayor, Board of Supervisors, and other City departments on the best approaches to improve public safety, reduce recidivism, and to make recommendations for sentencing reforms that utilize best practices in criminal justice. Ultimately, the commission will make recommendations that establish a sentencing system that retains meaningful judicial discretion, avoids unwarranted disparity, recognizes the most efficient and effective use of correctional resources, and provides a meaningful array of sentencing options. The mandate of the Sentencing Commission includes the following:

- Evaluate effective and appropriate sentences for the most violent offenders;
- Explore opportunities for drug law reform;
- Examine inconsistencies in the penal code related to realignment sentencing; and
- Identify and define the most important factors that reduce recidivism.

The Sentencing Commission was created by County Ordinance 10-12 which amended the San Francisco Administrative Code by adding Article 25, Sections 5.250 through 5.250-3. The purpose of the Sentencing Commission is to encourage the development of criminal sentencing strategies that reduce recidivism, prioritize public safety and victim protection, emphasize fairness, employ evidence-based best practices and efficiently utilize San Francisco's criminal justice resources. The Sentencing Commission is an advisory body to the Mayor and the Board of Supervisors.

### **Commission Membership**

The San Francisco Sentencing Commission membership was fully formed in July 2012 and subsequently renewed in 2015. At the time of this report additional authorization for a 5 year term to the year 2023 is pending before the Board of Supervisors. A current list of commission members and qualifications is found in Appendix A.

The membership of the Sentencing Commission was developed to ensure representation from City and County partners directly involved in the criminal justice system, and those who come in contact with it. Each seat represents a valuable perspective on criminal justice proceedings; from time of arrest to post release and the critical access points for support services provided to victims and survivors of crime. In

addition to this practical and service experience, the commission includes experts in sentencing and statistical analysis. These are essential components to the commission membership and contribute to the development of data-informed, sustainable improvements to our sentencing practices. While this membership serves as the core of the Sentencing Commission's work, the Commission invites broader participation from practitioners, researchers, and community to inform the proceedings.

List of member seats:

District Attorney's Office (Chair), Public Defender's Office, Adult Probation Department, Juvenile Probation Department, Sheriff's Department, Police Department, Department of Public Health, Reentry Council, Superior Court, member of a nonprofit organization serving victims chosen by the Family Violence Council, member of non-profit organization working with ex-offenders chosen by the Reentry Council, sentencing expert chosen by the Board of Supervisors, and an academic researcher with expertise in data analysis appointed by the Mayor. Representatives from BART Police began attending meetings in December 2015, and serve as non-voting members.

### III. ACCOMPLISHMENTS

The first meeting of the San Francisco Sentencing Commission convened in summer 2012. During the seven years of expert testimony the Commission has developed a proven track record of action-oriented recommendations resulting in successful program and policy implementation. Key outcomes of the Sentencing Commission's quarterly hearings and ongoing analysis include:

**Young Adult Court:** In Summer and Fall of 2014, the San Francisco Sentencing Commission organized hearings focused on educating criminal justice partners and the public about the developmental needs of young adult defendants and the opportunities to adapt the criminal justice system to meet their needs; while maintaining public safety. This period of incubation was essential for generating cross system buy-in and to inform successful program implementation of the Young Adult Court (YAC). In the summer of 2015, the City and County of San Francisco formally established the YAC as the first young adult court in the nation to handle serious and violent cases. The YAC strives to align opportunities for accountability and transformation with the unique needs and developmental stage of 18 to 25 year olds. Participating individuals receive an in-depth assessment, develop individualized goals, and work with their clinical case managers to achieve those goals. In August 2017, YAC celebrated two years of operation. YAC has garnered notable attention in the area of young adult justice reform and many jurisdictions are looking at the program as a model for replication.

**Law Enforcement Assisted Diversion:** The Sentencing Commission was instrumental in state and local efforts to establish LEAD programming. The Sentencing Commission has heard multiple testimonies from experts affiliated with the Law Enforcement Assisted Diversion program (LEAD), a pre-arrest and pre-charging diversion programs for drug offenses. The purpose of these testimonies was to explore the possibility of replicating LEAD in San Francisco and to solicit technical assistance in the development of local plans. In 2014 the Sentencing Commission requested UC Berkeley to analyze the feasibility, benefits, and cost of replicating the LEAD program in San Francisco. The researchers concluded that, "San Francisco has the necessary tools and systems to meet the challenge of successfully implementing such a program." Ultimately the research team recommended that San Francisco pursue the adoption of a pre-arrest diversion program. Subsequently in 2015, in summer 2015 the Commission submitted a letter to the Board of Supervisors and the Mayor recommending San Francisco begin a three-year pilot program of LEAD in San Francisco. In 2016, Governor Brown approved \$15 million to support three pilot localities across the state. The Sentencing Commission facilitated much of the necessary groundwork for San Francisco's eligibility and subsequent award of LEAD funds totaling \$5.9 million. LEAD San Francisco was fully operational as of fall 2017.

**Statewide Policy Reform:** The San Francisco Sentencing Commission recommended California pursue Penal Code reform legislation to change the penalty for drug possession for personal use from a felony to a misdemeanor. Ultimately, this recommendation helped inform the drafting of Proposition 47, The Safe Neighborhoods and Schools Act. The goal of this reform was to help reduce spending on prisons and jails and invest additional resources in drug treatment, mental health, and other community-based services. It would also facilitate reentry and reduce recidivism by removing consequences that result from a felony conviction, including barriers to employment, housing, financial aid and public benefits. During the 2014 California general election, the California citizenry voted to require misdemeanor sentences instead of felony sentences for six types of drug and property offenses through Prop. 47. At the June 2017 meeting of the Sentencing commission, expert testimony was provided indicating that the passage and implementation of California Proposition 47 has narrowed several criminal case disparities, especially for African American suspects.

**Data-Driven Policy Decisions:** From its inaugural meeting, Sentencing Commission members committed to utilize accessible and credible data to drive the body’s decision making and determine its priorities. This commitment not only provides common information for all members to guide prioritization and decision making, but it also provides the opportunity to communicate progress and success; the ability to highlight exceptions; and lastly, the opportunity to educate the public. In January 2017, the San Francisco Sentencing Commission was awarded an Innovation Grant from the MacArthur Foundation Safety and Justice Fund to develop and Implement a web-based justice system recidivism analysis dashboard, integrating data from multiple justice agencies. The dashboard will support the development of data-driven sentencing and supervision policies and further enable San Francisco to assess progress in reducing racial and ethnic disparities in the criminal justice system. Launch of the dashboard is expected in spring 2018.

**Criminal Justice Racial Equity Statement and Workgroup:** In June 2018 staff from the Adult Probation Department and District Attorneys’ Office secured approval to challenge all of San Francisco’s criminal justice policy bodies to create and pass a justice system race and equity statement.

The Criminal Justice Racial Equity Statement was unanimously approved by the following;

Sentencing Commission	September 12, 2018
Reentry Council	September 25, 2018
Community Corrections Partnership Executive Committee	November 15, 2018
Juvenile Justice Coordinating Council	December 5, 2018
Police Commission	October 7, 2019

Criminal Justice Racial Equity Statement

The San Francisco Community Corrections Partnership, Juvenile Justice Coordinating Council, Police Commission, Reentry Council and Sentencing Commission prioritize racial equity so that all people may thrive. San Francisco’s criminal justice policy bodies collectively acknowledge that communities of color have borne the burdens of inequitable social, environmental, economic and criminal justice policies, practices and investments. The legacy of these government actions has caused deep racial disparities throughout San Francisco’s juvenile justice and criminal justice system. We further recognize that racial equity is realized when race can no longer be used to predict life outcomes. We commit to the elimination of racial disparities in the criminal justice system.

On September 12th the San Francisco Sentencing Commission voted to create a Criminal Justice Racial Equity Workgroup. This group meets bi-monthly to discuss practical steps that criminal justice departments and support agencies can take to ensure progress is made toward the identified racial equity goal; to eliminate racial disparities in the criminal justice system.

**Safety and Justice Challenge:** Due to the successful creation of the Justice Dashboard the MacArthur Foundation invited San Francisco to apply to serve as a Safety and Justice Challenge (SJC) Implementation Site. In fall 2018 San Francisco was ultimately selected to participate in the SJC and has received \$2 million dollars to invest in strategies focused on safely reducing the jail population.

In partnership with the Sherriff's Department, Superior Court, Department of Public Health, Public Defender's Office and Adult Probation Department, and under the auspice of the Sentencing Commission, the District Attorney's Office has developed a comprehensive plan for local justice system reforms with the goal of reducing the average daily jail population by 16 percent over two years. These reforms will enhance system efficiency and public safety by reducing recidivism and will therefore negate the need for a replacement facility. Key strategies and initiatives to achieve this goal and create a safer, more effective system include:

1. Pre-arrest and pre-trial diversion strategies;
2. Criminal sentencing and correctional strategies that emphasize rehabilitation and reduce recidivism;
3. Improvements to case processing efficiency;
4. Enhanced services for people with mental illness or substance abuse issues involved with the justice system; and
5. Root out disparity and racial bias.



#### **IV. 2019 MEETING TOPICS & PRESENTERS**

The Sentencing Commission held four meetings in 2019. Full details are available on <http://www.sfdistrictattorney.org/>. Meeting dates and selected subject matter presenters are provided below.

##### **March 13, 2019**

Review of San Francisco Sentencing Trends

*Presenter: Maria McKee, Principal Analyst, San Francisco District Attorney's Office*

2018 Sentencing Legislation

*Presenter: Sentencing Commission Director, Tara Anderson*

Use of Humanizing Language

*Presenter: Sentencing Commission Member Eric Henderson*

Criminal Court Case Processing Resources by Institute

*Presenter: Tim Dibble, Vice President, Justice Management*

##### **June 19, 2019**

Presentation on Sentencing Enhancements and Incarceration: San Francisco, 2005-2017

*Presenter: by Joe Nudell, Stanford Computational Policy Lab and Robert Weisberg, Stanford Criminal Justice Center*

##### **September 18, 2019**

Milestone Credits *Presenter: Nick Gregoratos, Directing Attorney, Prisoner Legal Services, San Francisco Sheriff's Department*

## V. 2018 RECOMMENDATIONS

### ***Recommendation 1. Invest in Justice Information Tracking System (JUSTIS) to become a neutral steward of countywide criminal justice data.***

The Sentencing Commission recognizes that JUSTIS is uniquely positioned to play a central role in enhancing the transparency and accountability of San Francisco's criminal justice system. To that end, the Sentencing Commission recommends additional investment in JUSTIS to enable the body to serve as a neutral steward of criminal justice data in the future, and review data collected by individual agencies to identify gaps that may inhibit system-wide analysis. In addition, the Sentencing Commission recommends expanding the membership of JUSTIS to include representatives from key service agencies, such as the Department of Homelessness and Supportive Housing.

### ***Recommendation 2. Create a Justice-Involved Young Adult Local Action Plan.***

The City and County of San Francisco currently engages in a multidisciplinary strategic planning process for juvenile justice system involved youth every five to six years, referred to as the Local Action Plan (LAP). In 2017 the Juvenile Justice Coordinating Council approved the *2017 City and County of San Francisco's Comprehensive Multi-agency Local Action Plan: Strategies for San Francisco Juvenile Justice*. This document represents the collective vision amongst San Francisco leadership and community partners for system-involved youth. The LAP endeavors to facilitate system coordination that is rehabilitative and ultimately serves fully support youth to transition into adulthood successfully. The San Francisco Sentencing Commission recommends that City and County of San Francisco develop a Young Adult Local Action Plan and proposes using the LAP model for collaborative planning to develop a plan in 2018. From 2014 to 2017 the San Francisco Sentencing Commission has heard expert testimony on the developmental needs of young adult defendants and the opportunities to adapt the criminal justice system to meet their needs; while maintaining public safety. As the criminal justice system continues to adapt to a new understanding of brain science and procedural justice it has become clear that a multidisciplinary response targeting those 18-25 must be centered on a common set of goals and expected outcomes. A young adult local action plan is essential to adequately address criminal conduct and ultimately serve system-involved young adults.

### ***Recommendation 3. Endorse the Criminal Justice Racial Equity Statement and Invest Resources in the Agenda for Action.***

The City and County of San Francisco must expressly commit to the elimination of racial disparities in the criminal justice system. San Francisco's Criminal Justice agencies and social service providers participating in the Community Corrections Partnership, Juvenile Justice Coordinating Council, Reentry Council and Sentencing Commission created and collectively endorsed the Criminal Justice Racial Equity Statement as a step toward narrowing and ultimately eliminating the racial disparities in the criminal justice system. The Criminal Justice Racial Equity Workgroup has created a draft Agenda for Action, which will require additional resources.

***Recommendation 4. Support the Successful Completion of the Safety and Justice Challenge Strategies.*** On October 24, 2018 the San Francisco District Attorney's Office was awarded \$2 million dollars to implement strategies focused on safely reducing the jail population. San Francisco's SJC partnership includes a multi-disciplinary approach emphasizing the least restrictive form of correctional control, while preserving public safety. The identified strategies move beyond punishment to include rehabilitation, reintegration, and victim support. To negate the need for a replacement facility and support the closure of County Jail 4, the five SJC Strategies are targeted to reduce the average daily jail population by 16 percent.

***Recommendation 5. Invest in policies and programs that address the specific needs of children of incarcerated parents***

A 2015 survey conducted by the San Francisco Children of Incarcerated Parents Partnership (SFCIPP) found that the 59 percent of individuals incarcerated in San Francisco jails were parents to approximately 1,110 children in the County. In the same year, Project WHAT! surveyed children of incarcerated parents, families of incarcerated individuals, and service providers to inform 10 policy recommendations to enable San Francisco's children with incarcerated parents to live free of judgement and blame. Five policy recommendations remain open:

- Free phone calls between children and incarcerated parents at San Francisco County Jail.
- When a parent is transferred from San Francisco County Jail to state prison, the city of San Francisco should provide funding to the family to cover transportation costs for a minimum of six visits per year.
- Re-entry support services should be offered to all children and their parents who are being released from San Francisco County Jail.
- When a parent has been incarcerated for more than one year, restorative justice services should be offered to all children whose parents are released from San Francisco County Jail, both pre- and post-release.
- Free therapy and/or counseling should be offered to all children and youth with incarcerated parents.

At the June 2016 Sentencing Commission meeting, members passed a motion to support Project WHAT! achieve these remaining policy recommendations. As such, the Sentencing Commission continues to recommend that the City and County of San Francisco should engage in strategies that guarantee implementation of the remaining policy recommendations.

## **VI. MEMBERSHIP UPDATES**

### Membership Transitions

In the 2019 calendar year the San Francisco Sentencing Commission experienced a transitions for three member seats. In January, Mayor London Breed announced the appointment of Dr. Grant Colfax as the new Director of the San Francisco Department of Public Health (SFDPH) In February, after the untimely death of Jeff Adachi, Manohar Raju was appointed by Mayor Breed to serve as San Francisco's public defender. In October, George Gascón resigned from the office of the District Attorney, Mayor Breed subsequently appointed Suzy Loftus to serve as Interim District Attorney.

### Position of Superior Court

The San Francisco Superior Court is an invited member of the San Francisco Sentencing Commission.

In 2018, representatives from the Administrative Office of the San Francisco Superior Court began participating in the Sentencing Commission as non-voting members. The court representatives are participating to advance the cross-system goals of San Francisco’s Safety and Justice Challenge implementation. A detailed description of the Safety and Challenge goals is listed in section IV.

#### Bay Area Rapid Transit Police Department

The Bay Area Rapid Transit Police Department (BART PD) continues to participate in the San Francisco Sentencing Commission as a non-voting member. BART PD leadership has actively participated in the planning for and launch of innovative program, such as LEAD, outlined in section III. Accomplishments.

## **VII. FUTURE ACTIVITIES**

### **Looking Forward: 2020**

The San Francisco Sentencing Commission is currently scheduled to conduct four sessions in 2020. Sentencing Commission topics 2020 include:

- Overview of San Francisco Sentencing Trends

- 2019 Sentencing Policy and Legislative Updates

Additional areas of focus will be identified during the March 2020 meeting of the Sentencing Commission.

## **VIII. CONCLUSION**

In 2019, the San Francisco Sentencing Commission successfully completed the seventh full year of hearings covering experts discussing Local Sentencing Trends, Use of Humanizing Language, Elimination of Racial Disparities, Court Case Processing, 2018 Sentencing Legislation, Sentencing Enhancements and Incarceration, Milestone Credits and the Safety and Justice Challenge. The San Francisco Sentencing Commission has contributed toward significant policy and programmatic reforms directed at reducing recidivism and enhancing public safety. While this policy body is locally mandated, members are confident that the findings and recommendations that will come from the 2020 proceedings will continue to support not only San Franciscans, but all Californians.

## Appendix A: San Francisco Sentencing Commission Members

As of December 20, 2019

Agencies & Bodies	Member
District Attorneys' Office	Suzy Loftus, Interim District Attorney
Public Defender	Manohar Raju, Public Defender
Adult Probation	Karen Fletcher, Adult Probation Chief
Juvenile Probation	Allen Nance, Juvenile Probation Chief
Sheriff	Vicki Hennessy, Sheriff
Police	William Scott, Police Chief
Department of Public Health	Grant Colfax, Director
Reentry Council	Karen Roye, Director Child Support Services
Superior Court*	Presiding Judge
<i>Member of a nonprofit org serving victims chosen by the</i> <b>Family Violence Council</b>	Jerel McCrary Attorney
<i>Member of non-profit org working with ex-offenders chosen by the</i> <b>Reentry Council</b>	Eric Henderson Policy Associate Ella Baker Center for Human Rights
<b>Sentencing Expert</b> chosen by the Board of Supervisors	Theshia Naidoo Senior Staff Attorney Drug Policy Alliance
<b>Academic Researcher</b> with expertise in data analysis appointed by the Mayor	Steven Raphael PhD Professor Goldman School of Public Policy University of California Berkeley

\*Invited

\*\* BART PD participates as a non-voting member.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: No Potential Contractors Comply Waiver Requests  
**Date:** Thursday, January 2, 2020 12:45:00 PM  
**Attachments:** [Q80 signed 12B letter and waiver.pdf](#)  
[Q50 signed 12B letter and waiver.pdf](#)

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**From:** Cruz, Liezel (HRD) <liezel.cruz@sfgov.org>  
**Sent:** Monday, December 23, 2019 7:50 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Winchester, Tamra (ADM) <tamra.winchester@sfgov.org>; Viterbo-Martinez, Domenic (ADM) <domenic.viterbo-martinez@sfgov.org>  
**Cc:** Johnson, Dave (HRD) <dave.johnson@sfgov.org>  
**Subject:** No Potential Contractors Comply Waiver Requests

Hello,

I'd love to receive approval for the 2 attached requests as soon as possible and please let me know if you have any questions.

Thank you,

Liezel Cruz, Sr. HR Analyst

Public Safety Team

Department of Human Resources

415-551-8947

City and County of San Francisco  
Micki Callahan  
Human Resources Director



Department of Human Resources  
*Connecting People with Purpose*  
www.sfdhr.org

December 19, 2019

Andrico Penick, Director  
Real Estate Department  
25 Van Ness Avenue  
San Francisco, CA 94102

Dear Mr. Penick:

The DHR Public Safety Team is requesting approval to use the Holiday Inn Golden Gateway, 1500 Van Ness Avenue, San Francisco, CA 94109, from July 26 to August 1, 2020 for the ratings of the Police Department's Q-50 Sergeant's exam.

The Holiday Inn Golden Gateway has been used effectively in the past to administer Public Safety examinations. The rooms will be needed for lodging the subject matter experts who are coming to San Francisco to participate in our examination ratings.

We selected this facility because they were able to accommodate our room specifications, ratings dates and security requirements at the most competitive rates. A copy of the waiver request form approved by the Human Rights Commission for our use of this facility is attached. The Holiday Inn Golden Gateway is offer a room rate of \$250.00/night. The contract fee is detailed below:

July 26 to August 1 (6 nights): (306 room nights x \$250.00) = \$76,500 + 2.75% tax = \$78,603.75

If you have any questions regarding this request, please call Liezel Cruz of my staff at 415-551-8947. We would appreciate your returning this letter with the required approval as soon as possible so we can finalize the contract to reserve this facility for our use.

Sincerely,

Dave Johnson, Manager  
Public Safety Team  
Department of Human Resources





# 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, 30 Van Ness Avenue, Suite 200, San Francisco, CA 94102 or  
cmd.waiverrequest@sfgov.org

FOR CMD USE ONLY
Request Number: _____

➤ **Section 1. CCSF Department Information (all fields must be completed)**

Department Head Signature: *[Signature]*  
 Name of Department: DEPARTMENT OF HUMAN RESOURCES  
 Department Address: 1 SOUTH VAN NESS AVENUE., 4TH FLOOR  
 Contact Person: DAVE JOHNSON  
 Phone Number: (415) 557-4871 E-mail: dave.johnson@sfgov.org

➤ **Section 2. Contractor Information (all fields must be completed)**

Contractor Name: HOLIDAY INN GOLDEN GATEWAY HOTEL  
 Bidder/Supplier No.: S#0000018762 Contractor Tax ID: \_\_\_\_\_  
 Contractor Address: 1500 VAN NESS AVENUE  
 Contact Person: KENDRA HAIMS Contact Phone No.: 415-447-3098

➤ **Section 3. Transaction Information (all fields must be completed)**

Date Waiver Request Submitted: 12/19/2019 Dollar Amount of Contract: \$ \$78,603.75  
 Contract/Transaction Number: HIGG Contract Name: Q-50 Ratings  
 Contract/Transaction Start Date: 07/26/2020 Contract/Transaction End Date: 08/01/2020

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

Chapter 12B  
 Chapter 14B *Note: Employment and LBE subcontracting requirements will still be in force even when a 14B Waiver Type A or B is granted.*

➤ **Section 5. Waiver Type (a justification must be attached; see Check List on the other side of this form for instructions)**

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: \_\_\_\_\_  
 F. Sham/Shell Entity ..... **(Required)** Copy of waiver request sent to Board of Supervisors on: \_\_\_\_\_  
 G. Subcontracting Goals  
 H. Local Business Enterprise (LBE) *Note: For contracts in excess of \$5 million; see Admin. Code §14B.7(J)(2)*

CMD ACTION – For CMD/HRC Use Only	
12B Waiver Granted: _____	14B Waiver Granted: _____
12B Waiver Denied: _____	14B Waiver Denied: _____
Reason for Action: _____	
CMD or HRC Staff: _____	Date: _____
CMD or HRC Director: _____	Date: _____

City and County of San Francisco  
Micki Callahan  
Human Resources Director



Department of Human Resources  
*Connecting People with Purpose*  
www.sfdhr.org

December 19, 2019

Andrico Penick, Director  
Real Estate Department  
25 Van Ness Avenue  
San Francisco, CA 94102

Dear Mr. Penick:

The DHR Public Safety Team is requesting approval to use the Holiday Inn Golden Gateway, 1500 Van Ness Avenue, San Francisco, CA 94109, from July 19 to July 24, 2020 for the ratings of the Police Department's Q-80 Captain's exam.

The Holiday Inn Golden Gateway has been used effectively in the past to administer Public Safety examinations. The rooms will be needed for lodging the subject matter experts who are coming to San Francisco to participate in our examination ratings.

We selected this facility because they were able to accommodate our room specifications, ratings dates and security requirements at the most competitive rates. A copy of the waiver request form approved by the Human Rights Commission for our use of this facility is attached. The Holiday Inn Golden Gateway is offer a room rate of \$269.00/night. The contract fee is detailed below:

July 19 to 24 (6 nights): (144 room nights x \$269.00) = \$38,736 + 2.75% tax = \$39,801.24

If you have any questions regarding this request, please call Liezel Cruz of my staff at 415-551-8947. We would appreciate your returning this letter with the required approval as soon as possible so we can finalize the contract to reserve this facility for our use.

Sincerely,

Dave Johnson, Manager  
Public Safety Team  
Department of Human Resources



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, 30 Van Ness Avenue, Suite 200, San Francisco, CA 94102 or
cmd.waiverrequest@sfgov.org

FOR CMD USE ONLY
Request Number:

Section 1. CCSF Department Information (all fields must be completed)

Department Head Signature: [Signature] 12/20/19
Name of Department: DEPARTMENT OF HUMAN RESOURCES
Department Address: 1 SOUTH VAN NESS AVENUE., 4TH FLOOR
Contact Person: DAVE JOHNSON
Phone Number: (415) 557-4871 E-mail: dave.johnson@sfgov.org

Section 2. Contractor Information (all fields must be completed)

Contractor Name: HOLIDAY INN GOLDEN GATEWAY HOTEL
Bidder/Supplier No.: S#0000018762 Contractor Tax ID:
Contractor Address: 1500 VAN NESS AVENUE
Contact Person: KENDRA HAIMS Contact Phone No.: 415-447-3098

Section 3. Transaction Information (all fields must be completed)

Date Waiver Request Submitted: 12/19/2019 Dollar Amount of Contract: \$39,801.24
Contract/Transaction Number: HIGG Contract Name: Q-80 Ratings
Contract/Transaction Start Date: 07/19/2020 Contract/Transaction End Date: 07/25/2020

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

X Chapter 12B
Chapter 14B Note: Employment and LBE subcontracting requirements will still be in force even when a 14B Waiver Type A or B is granted.

Section 5. Waiver Type (a justification must be attached; see Check List on the other side of this form for instructions)

- A. Sole Source
B. Emergency (pursuant to Administrative Code §6.60 or §21.15)
C. Public Entity
X 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:
F. Sham/Shell Entity (Required) Copy of waiver request sent to Board of Supervisors on:
G. Subcontracting Goals
H. Local Business Enterprise (LBE) Note: For contracts in excess of \$5 million; see Admin. Code §14B.7(J)(2)

CMD ACTION - For CMD/HRC Use Only
12B Waiver Granted: 14B Waiver Granted:
12B Waiver Denied: 14B Waiver Denied:
Reason for Action:
CMD or HRC Staff: Date:
CMD or HRC Director: Date:

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Supporting 659 Union  
**Date:** Thursday, January 2, 2020 12:41:00 PM

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**From:** Patrick Traughber <patricktraughber@gmail.com>  
**Sent:** Sunday, December 22, 2019 5:55 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Fwd: Supporting 659 Union

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Forwarding my letter of support for the proposed homes which will replace the vacant lot at 659 Union to the full Board. Please approve quickly and ensure these homes are opened soon. Thank you.

----- Forwarded message -----

From: **Patrick Traughber** <patricktraughber@gmail.com>  
Date: Sun, Dec 22, 2019 at 5:33 AM  
Subject: Supporting 659 Union  
To: Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>

Hi Supervisor Peskin,

I am writing in support of the proposal to build 98 apartments and 14 hotel rooms at 659 Union. We desperately need more homes in North Beach. We are in the midst of a housing crisis caused by not enough new housing being built in San Francisco. This location is well suited for this proposal. It is well served by transit. I urge you to quickly approve this project and ensure it is built quickly so people can start moving in. North Beach is suffering right now with vacant storefronts and getting this project completed quickly will help revitalize the neighborhood.

Thank you,  
Patrick Traughber

--

**Patrick Traughber**  
[patricktraughber@gmail.com](mailto:patricktraughber@gmail.com)

310.940.3273  
San Francisco, CA

--

**Patrick Traughber**

[patricktraugher@gmail.com](mailto:patricktraugher@gmail.com)

310.940.3273

San Francisco, CA

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Development in North Beach  
**Date:** Thursday, January 2, 2020 12:41:00 PM

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**From:** Blair Hunter <blairmatthewhunter@gmail.com>  
**Sent:** Sunday, December 22, 2019 7:26 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>  
**Subject:** Development in North Beach

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,

This is the first time I've emailed the BoS, and it's because I'm very frustrated after reading this Chronicle article:

<https://www.sfchronicle.com/business/article/Burned-North-Beach-building-ignites-new-14922977.php>

When are we actually going to prioritize building new housing? This North Beach development looks incredible, will bring an amazing sense of revitalization, and will add housing! It's frustrating to see a few folks, including your very own Aaron Peskin, be the gatekeepers on important projects like this. A shadow on Washington Square Park is enough to stop this project? The project looking "bulky" (Aaron's words) is enough to stop the project? Of course it's bulky; it's a building with 98 units!

We must be prioritizing housing over the feelings.

Signed,  
Blair Hunter  
Six year SF resident, now in D9

**From:** [Mchugh, Eileen \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [BOS-Legislative Aides](#); [BOS-Administrative Aides](#)  
**Cc:** [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointments  
**Date:** Friday, December 20, 2019 11:40:00 AM  
**Attachments:** [Sam Moss.pdf](#)  
[Angus McCarthy.pdf](#)

---

Hello Supervisors,

The Mayor has submitted two Mayoral appointments pursuant to Charter, Section 4.121. This information is being transmitted to you for informational purposes only.

Thank you,

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

OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

### Notice of Reappointment

December 4, 2019

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

Honorable Board of Supervisors:

Pursuant to Charter Section 4.121, of the City and County of San Francisco, I make the following reappointment:

**Angus McCarthy** to the Building Inspection Commission for a two year term ending December 19, 2021.

I am confident that Mr. McCarthy will serve our community well. Attached are his qualifications to serve, which demonstrate how his reappointment represents the communities of interest, neighborhoods and diverse populations of the City and County of San Francisco.

Should you have any question about this appointment, please contact my Director of Commission Affairs, Kanishka Karunaratne Cheng, at 415.554.6696.

Sincerely,

A handwritten signature in blue ink that reads "London N. Breed".

London N. Breed  
Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 DEC 18 PM 4:16  
BY *DN*



OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

### Notice of Reappointment

December 4, 2019

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

Honorable Board of Supervisors:

Pursuant to Charter Section 4.121, of the City and County of San Francisco, I make the following reappointment:

**Sam Moss** to the Building Inspection Commission for a two year term ending December 19, 2021.

I am confident that Mr. Moss will serve our community well. Attached are his qualifications to serve, which demonstrate how his reappointment represents the communities of interest, neighborhoods and diverse populations of the City and County of San Francisco.

Should you have any question about this appointment, please contact my Director of Commission Affairs, Kanishka Karunaratne Cheng, at 415.554.6696.

Sincerely,

A handwritten signature in blue ink that reads "London Breed".

London N. Breed  
Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 DEC 18 PM 4:16  
BY EW

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Trump please fix homeless crisis MSFGA  
**Date:** Thursday, January 2, 2020 12:31:00 PM

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**From:** jmen fous <jmenfous@outlook.com>  
**Sent:** Thursday, December 12, 2019 9:11 AM  
**To:** Victor Ruiz-Cornejo <info@scottwiener.com>; Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Trump Team California <info.ca@donaldjtrump.com>; Donald J. Trump <contact@campaigns.rnchq.com>; DonaldJTrump.com <contact@victory.donaldtrump.com>  
**Subject:** Re: Trump please fix homeless crisis MSFGA

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Breaking news: another conference (ORACLE open world) will leave SF due to 'dirty streets' (euphemism),  
60000 attendees not going to hotels, restaurants, etc will cause an economic loss about 100-200M

We cannot allow our city to spiral down into a sewer,  
Dear copied Trump administration, can you please come save us,  
progressive leaders here are doing nothing as they coddle with bums, dirt, criminals (Boudin)  
We need external fed intervention  
Pse send forces here to remove homelesses, enforce laws, pressure-wash the streets  
MSFGA!

Proud citizen  
SF

---

**From:** jmen fous  
**Sent:** Thursday, September 12, 2019 10:47 AM  
**To:** Victor Ruiz-Cornejo <[info@scottwiener.com](mailto:info@scottwiener.com)>; [MayorLondonBreed@sfgov.org](mailto:MayorLondonBreed@sfgov.org) <[MayorLondonBreed@sfgov.org](mailto:MayorLondonBreed@sfgov.org)>; [Board.of.Supervisors@sfgov.org](mailto:Board.of.Supervisors@sfgov.org) <[Board.of.Supervisors@sfgov.org](mailto:Board.of.Supervisors@sfgov.org)>  
**Cc:** Trump Team California <[info.ca@donaldjtrump.com](mailto:info.ca@donaldjtrump.com)>; Donald J. Trump <[contact@campaigns.rnchq.com](mailto:contact@campaigns.rnchq.com)>; DonaldJTrump.com <[contact@victory.donaldtrump.com](mailto:contact@victory.donaldtrump.com)>  
**Subject:** Trump please fix homeless crisis MSFGA

To Scott Wiener and SF leaders,

Sorry but YOU and other dem leaders need to back off Trump's proposition to help since you cannot control your (our) own city mess, decay, homeless epidemic, street misery  
Mass tolerance, complacency won't solve the problem

Each day is worse, with thousands of homelesses, transients, tents, needles and even feces, and it's not a dog but human

Your city (my city) is turning into a giant homeless dump and what you are doing (are you doing anything? seems all efforts are more into things that are secondary, like LGBTQ rights, or unlawful things like helping illegal immigrants, DACA etc) is not working

I've decided to wait 1 yr of London Breed (the 'change') to write this letter  
As predicted, 1 yr passed and she did not solve the crisis, in fact it's worse  
This is a problem democrats can't solve, incapable of solving problems that have to do with crime and law enforcement

I'm always embarrassed when I have visitors and they see all this street misery but then we residents pay so much for tiny homes, rentals, and taxes  
SF used to be so pretty, so much potential, an icon  
Now turned into a dump for tourists, visitors, the world, and also us residents, to see  
A lot of tourists will go back home no longer with the image of the golden gate but more like images of homeless yelling or fighting, car break ins  
or just rows of tent, often with people doing drugs or dismantling bicycles in the open  
Perhaps entire sections of SF should be barred to tourists at this point  
We cannot allow this image to propagate

I'm not even going to describe Oakland where it looks like the 3rd world and crime is the norm, brazen robberies,  
stray bullets are often heard, mini landfills near streets and freeways, ew.  
Los Angeles is also getting pretty bad I hear

Now is time to transfer control and put your juvenile anti-Trumpism away to save our city and allow TRUMP and the govt to take care of this, whatever plan he has, crackdown, round ups, and a big pressure wash of the entire city  
Send them back to other states etc, and for the remaining create homeless-ville (somewhere else)  
Time to save SF, acting tough and soon

proud citizen in SF, MEXifornia  
MAGA, MSFGA

>Wiener Twitter:

>

>Trump needs to back off and focus on his own mess of an Administration.

- > Mass-roundups of homeless people into federal facilities won't solve the problem.
- > We need to get people the help they need, including shelter, housing, mental health, other services.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Suggestion to solve "homeless" crisis  
**Date:** Thursday, January 2, 2020 12:27:00 PM

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**From:** Michael Papesh <michaelpapesh@aol.com>  
**Sent:** Wednesday, December 11, 2019 7:48 AM  
**To:** Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>  
**Cc:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Suggestion to solve "homeless" crisis

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

<https://kcbsradio.radio.com/articles/40000-homeless-people-in-bay-area-broken-system>

Hi Mayor Breed,

I hope that San Francisco government is following this multi-part report from KCBS about the broken "homeless" system in the SF Bay Area.

It is obvious to everyone that the current government programs and law enforcement system does not work for the "homeless", drug addicts, mentally ill, and other street people.

Also it does not work for the residents of the SF Bay Area who spend big money on the broken government programs, but must live with crime, chaos, and danger to life and property.

New thinking is needed rather than more money and programs which is the typical Bay Area government response.

My personal advice to San Francisco government is to build housing and facilities outside the central Bay Area on government land. (no neighbor protests on rural land)

How about using the San Francisco Water Department land for these facilities?

It is for sale so why not use the land for new homeless housing?

<https://sfwater.org/index.aspx?page=799>

Notice that the San Francisco Water Department land has utilities including power and water.

Free land and construction costs 70% less than San Francisco would allow new housing and treatment facilities to be built cheaply and quickly with the scale to house the thousands of

homeless in San Francisco.

San Francisco could provide treatment for all the drug addicts without the drug dealers, dangerous drug overdoses, and crime against the homeless and everyone else in San Francisco.

The citizens of San Francisco would love this plan since it finally provides a permanent solution to the “homeless” crisis.

Regards

Mike

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: The Plymouth Street Gang in the Oceanview District  
**Date:** Thursday, January 2, 2020 12:31:00 PM

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**From:** Jayeson Vance <jayesonv@sonic.net>  
**Sent:** Thursday, December 12, 2019 8:04 AM  
**To:** Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; SFPD, Chief (POL) <sfpdchief@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Judy Vance <jv6vance@gmail.com>  
**Subject:** The Plymouth Street Gang in the Oceanview District

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello and with great respect for all that you all do for our city.

My name is Jayeson Vance, I was President of the Young Democrats long ago and met Bobby Kennedy. I have always supported progressive politics and the Democratic Party has my address and email to which numerous requests are sent daily for funding.

We have lived in this struggling working class district (District 11) since it was created to allow citizens more of a voice at city hall. I volunteered for then newly elected Supervisor Walker to make this a progressive district.

During the years the existence of a gang of inner city youth has been allowed to grow in a way that is affecting the quality of life and the safety and health of our residents near Plymouth and Broad Streets in the Oceanview District.

The latest version (in addition to countless large expensive fireworks bombs each summer from around June 20th until as late as July 15th or so every year), is the car raves and racing with betting which has now become all the rage.

Bets are placed and small crowds cheer as people drive 30 to 40 mph through a busy, commuter intersection. Drivers use the wrong side of the street, run stop signs routinely. Force their own brakes and tires to the limit, sending up clouds of smoke on our homes, scare children, ruin hearing for all involved, scare small animals and birds, cause people too old to get away, to have their hearts skip a beat.

They embarrass the office of the Mayor with large political signs which to the uninformed, imply tacit approval of their behavior.

This is a health and safety issue for the participants themselves as well as for those of us who have little or no choice but to put up with it.

The Taraval Police officers have done their best and have always showed up when called.

Is there some way to use this enormous craving for entertainment to help the whole community?

I am pleading for your help because this has long ago ruined any sense of an Independence Day celebration and now is ruining the Christmas season for whenever the streets are dry enough for speeding in the afternoon and early evening, this car rave as I believe it may be known, goes off like a bomb.

--

Best Regards,  
Jayeson Vance



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Potential \$100m mental health legislation proposed by Haney and Ronen  
**Date:** Thursday, January 2, 2020 12:20:00 PM

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**From:** Tom Escher <tescher@redandwhite.com>  
**Sent:** Monday, December 9, 2019 9:29 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Potential \$100m mental health legislation proposed by Haney and Ronen

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please pass on the all of the Supervisors:

I support this idea as the City is in a poor situation and still without a solution. Money is one of the key components but money alone will not solve the problem.

I suggest that with the legislation the Supervisors define clearly the expectations so that we can clearly understand how all of the additional effort is having positive results.

A SPECIFIC goal that is measurable will allow the City to adjust the program so that we achieve the goal.

I see nothing wrong with not achieving the goal as long as we understand the reason why as this will allow us to shift the program to achieve the goals.

Our City needs a solution and the Supervisors are doing a great job is searching for a solution.

Best,  
Tom

Thomas C. Escher  
**Red and White Fleet**  
**San Francisco, California, USA**  
Cellular: 1.415.341.2782

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Sup. Mar's Resolution of Urgency, November 8, 2019  
**Date:** Tuesday, December 31, 2019 3:55:00 PM  
**Attachments:** [Nov. 8, 2019 to BOS.pdf](#)

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**From:** Tom Doudiet <tdoudiet@comcast.net>  
**Sent:** Thursday, November 7, 2019 11:46 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Sup. Mar's Resolution of Urgency, November 8, 2019

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please see the attached letter to the Board of Supervisors in support of Supervisor Mar's "Resolution of Urgency", November 8, 2019.

To: Honorable Members of the Board of Supervisors  
of the City and County of San Francisco

From: Thomas W. Doudiet,  
Assistant Deputy Chief,  
San Francisco Fire Department, Retired

November 8, 2019

Dear Supervisors,

As a neighborhood activist for the expansion of the Auxiliary Water Supply System (AWSS) into all currently unprotected San Francisco neighborhoods, I wish to go on record as commending Supervisors Gordon Mar, Sandra Lee Fewer, Norman Yee and Ahsha Safai for their forward-looking resolution in support of the Civil Grand Jury's (CGJ) 2019 report "*Act Now Before It Is Too Late: Aggressively Expand and Enhance Our High-Pressure Emergency Firefighting Water System*".

As a former SFFD Chief Officer in charge of water supply, I would implore you to understand that there are two essential messages in the CGJ report: (1) the City must develop a **comprehensive citywide plan** for expanding the high-pressure hydrant system into all currently unprotected neighborhoods; and (2) the City has squandered decades during which this issue should have been addressed and, inasmuch as the date of the next great Bay Area earthquake is impossible to know, **we must expedite the expansion as much as is humanly possible.**

Since the fifteen currently unprotected neighborhoods comprise between a third and a half of the entire City, it is readily obvious that the necessary expansion of the hydrant system will require a vast expansion of the water volume available to supply these additional hydrants. The current pumping capacity of the high-pressure hydrant system (88,000 gallons per minute) will have to be approximately doubled. This can only be reliably accomplished by the use of our inexhaustible supply of saltwater, which, fortunately, is immediately available on three sides of the City, and has been the primary source of supply for the AWSS since 1913. Any suggestion by public agencies that the use of drinking water will be sufficient to supply a comprehensive expansion of this hydrant system is fantasy with absolutely no basis in fact.

In order to provide the necessary additional pumping capacity for the comprehensive expansion of the hydrant system, three new non-potable water pump stations, one at the north end of Ocean Beach, one at Lake Merced and one in Hunters Point, each with a minimum capacity of 30,000 gallons per minute, will be required. These will provide the unlimited supply of water the comprehensive expansion of the System will require and also provide geographical diversity of supply, resulting in independent, inexhaustible and interfacing sources of high-pressure water in all four quadrants of the City, while doubling the System's current capacity.

The Resolution of Urgency is a huge milestone on the road to complete post-earthquake fire protection for San Francisco. It is now the responsibility of the Board of Supervisors to make certain that an integrated and truly comprehensive expansion of the high-pressure hydrant system takes place with all due speed, using our inexhaustible supply of non-potable water instead of a piecemeal, hybrid, neighborhood by neighborhood drinking water plan the SFPUC is presently proposing. The Civil Grand Jury correctly identified the need for an expansion into all San Francisco neighborhoods. The City has the capacity to accomplish this in an expeditious manner. Please make sure the expansion that results will provide the inexhaustible water supplies the SFFD will desperately need when the next great Bay Area earthquake strikes.

**From:** [Steve Rock](#)  
**To:** [Board of Supervisors, \(BOS\)](#)  
**Subject:** Energy waste at Restaurants  
**Date:** Sunday, December 22, 2019 10:14:12 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board Members,

City restaurants should not be allowed to waste energy by using out door heating. This practice is in complete disregard of the need to reduce our CO2 flow into the atmosphere. I hope it is against San Francisco's policy of energy conservation.

Tonight I was at the "The Grove" restaurant at 301 Hayes at 6:30 PM on 12/22. Outside there were several electric heaters on above some tables. There were no patrons outside. Two doors South on Franklin another restaurant similarly had outdoor heating and no patrons outside. At 9 PM The Grove still had its heaters on and no patrons outside. I spoke to one of the employees who acted as if he had no conception of the problem and had his head in the sand for the past few decades regarding global warming.

Please ensure that this waste stops soon.

- Steve

Stephen Rock  
3872 Nathan Way Palo Alto CA 94303  
ser84@columbia.edu

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: San Francisco Tourism  
**Date:** Friday, December 20, 2019 12:08:00 PM

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**From:** Matt and Maria Tracy <m4tracy@yahoo.com>  
**Sent:** Friday, December 20, 2019 10:46 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** San Francisco Tourism

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

I realize you have an immensely difficult task so it is with much sadness that I write you. I'm writing to tell you that I can no longer stand to visit San Francisco. Additionally, I now tell all friends and family visiting from other parts of the world to skip it. The filth on the streets is unbearable. My daughter walks to work sidestepping people passed out in their own vomit. I took my my other daughter to the Asian Art Museum only to end up explaining what the man was melting in a spoon and shooting into his arm. I am sickened by the filth, the leniency and disregard for the law that is happening in the streets.

At the root of much of this is the rampant and open drug use. It isn't only about affordable housing. I have a brother that has had substance issues, has been incarcerated and suffers multiple mental and physical health issues. I work at keeping him healthy and off the streets. I absolutely 100 percent disagree with homeless advocates that insist people should be allowed choice to live on the streets. That is a most absurd and destructive idea that lacks guts, fortitude and creativity I have ever heard.

Your job is a tough one. I do not envy it. In order to clean up San Francisco and return it to it's beautiful state it is going to take not just one great idea, but a multitude. In the meantime, I will take my tourist, theater, dining dollars elsewhere.

With much sadness,

Maria Tracy

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Easy bike lane on Bryant between 7th & 8th streets.  
**Date:** Wednesday, December 18, 2019 6:07:00 PM

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**From:** Dylan Harris <dylan.harris@airbnb.com>  
**Sent:** Wednesday, December 18, 2019 1:14 PM  
**To:** Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Maguire, Tom (MTA) <Tom.Maguire@sfmta.com>; Supawanich, Paul (MYR) <paul.supawanich@sfgov.org>; MTABoard@sfmta.com  
**Subject:** Easy bike lane on Bryant between 7th & 8th streets.

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello!

I work at Airbnb on 888 Brannan St, and because I ride my bicycle to work, the entrance I use is on Decator Alley coming from Bryant Street. Because of this, I ended up going to and from work on Bryant St, and I think it would be super easy to put a bike lane just on this one block between 7th & 8th st. It is pretty scary to go even that small portion to Decator alley while cars are behind me, and it's very scary to try and get to 7th street on this 5 lane access road (that really doesn't need all 5 lanes as I'll discuss next).

First of all, this is right where the highway entrance is, so there are never many cars on this block because most of them are trying to get on the highway. This means there are usually 5 lanes of empty traffic! Hence my reasoning that this block specifically would be no problem to make a bike lane on the right hand side and reduce the traffic to 4 lanes.

If you make the right turn lane onto 8th street right turn only, that frees up that lane to be a bike lane for one block.

This is also a great block to have a bike lane because it connects two busy bike arteries on 7th and 8th street going each way.

Lastly, there's a new apartment building going up on the alley next to Decator, and all those residents are going to be scared to use their bikes if we don't properly connect them to 7th and 8th streets. Imagine that 5th lane being used as a 2-way bike lane to connect to both 7th and 8th!

Thanks,  
Dylan

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: EDD WARN Notice  
**Date:** Wednesday, December 11, 2019 9:36:00 AM  
**Attachments:** [image001.png](#)  
[WARN Notice.pdf](#)  
[Titles of Impacted Employees.xlsx](#)

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**From:** Jessica Raefield <jraefield@rodanandfields.com>  
**Sent:** Tuesday, December 10, 2019 1:36 PM  
**To:** eddwarnnotice@edd.ca.gov; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Jennifer.Gouvaia@edd.ca.gov; Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>  
**Subject:** EDD WARN Notice

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please see the attached notice regarding layoffs that impacted 50 employees based in our San Francisco office located at 60 Spear St., Ste. 600, San Francisco, CA 94101.

Thank you,

Jessica Raefield | Vice President, Human Resources  
**RODAN+FIELDS**  
60 Spear Street, Suite 600  
San Francisco, CA 94105

**NOTICE OF LAYOFF TO AFFECTED EMPLOYEES PURSUANT TO THE WORKER ADJUSTMENT AND RETRAINING NOTIFICATION (WARN) ACT**

To: \_\_\_\_\_  
Name of Employee Position

Date: 12/05/2019

As has been previously announced, Rodan & Fields, LLC (the “Company”) will experience a reduction in its workforce, and a number of employees of the Company will experience layoffs as a result of corporate-wide reorganization. This notice, which is issued in compliance with the Worker Adjustment and Retraining Notification (WARN) Act, is to inform you that you will be laid-off due to the related reorganization. The purpose of this notice is to provide answers to some questions regarding the layoffs so that impacted employees can prepare to locate other employment. The information provided below represents the best information available to the Company at the time this notice was issued.

1. Is my layoff going to be permanent or can I expect to be recalled to employment at some time in the future?

*At this time, you should consider your layoff to be permanent. However, you are welcome to apply to any open position within the Company that you feel is a match for your skills and experience.*

2. When will the layoffs begin and when am I likely to be laid off?

*Layoffs will occur on December 5, 2019. Your employment will end on February 3, 2020.*

3. Do I have any right to "bump" other employees from their jobs based on my seniority with the company?

*The Company does not recognize strict seniority rights but has taken seniority into consideration as a factor in determining which employees to lay off. However, seniority was just one factor in these decisions, and other factors, such as business necessity, expertise, and past performance, also will be taken into account in making these decisions.*

4. Will the Company be providing any severance benefits to employees who are laid off?

*The company has established a severance package to assist employees during this difficult time. If you have questions about the severance package, you may contact Human Resources at AskHR@rodanandfields.com.*

5. Who can I contact for further information?

*If you have further questions or need additional information, you may contact Human Resources at AskHR@rodanandfields.com.*



## Titles of Impacted Employees

Senior Manager, FP&A  
FP&A Manager - Strategic Planning and Revenue  
Corporate Programs Manager  
Senior Director, Packaging Development  
Senior Marketing Project Manager, Diversity Marketing  
Packaging Production Artist  
Senior Manager, Procurement  
Associate Incentive Events Manager  
Director, Loyalty and Retention Marketing  
Packaging Engineer  
Production Artist  
Category Buyer, New Product Introductions and Transitions  
Senior Manager, Global Programs Strategy  
Director, Consumer Communications/PR  
Clinical Affairs Specialist  
Senior Packaging Graphic Designer  
Category Buyer, Formulations  
Senior Brand Manager, Diversity Marketing  
Senior Director, Digital Experience Marketing Commerce  
Packaging Technician  
Associate Photography Manager  
New Product Introductions Category Manager  
Executive Assistant  
Associate Manager, Brand Planning  
Director, Product Development  
Associate Manager, Post Production  
Inventory Analyst  
Senior Web Analytics Manager  
Product Development Coordinator  
Indirect Procurement Analyst  
Creative Director  
Marketing Specialist, Diversity  
Senior Creative Project Manager, Special Projects  
Social Media Associate Manager, Analytics  
Packaging Coordinator  
Senior Recruiter  
Director, Recruitment  
Director, Visual and Packaging Design  
Senior Director, Quality and Compliance  
Manager, Talent Acquisition  
Senior Director, Creative Operations  
Executive Assistant

Facilities Coordinator

Videographer/Editor

Data Engineer

Senior Manager, Talent Development

Vice President, Digital Marketing and E-Commerce

Vice President, Data Strategy and Analytics

Vice President of Finance and Corporate Strategy

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; BOS Legislation, \(BOS\)](#)  
**Subject:** FW: Public Comment for Dec. 10 BOS Meeting  
**Date:** Wednesday, December 11, 2019 9:25:00 AM

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**From:** Leela Gill <leelagill1@gmail.com>  
**Sent:** Tuesday, December 10, 2019 3:23 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Public Comment for Dec. 10 BOS Meeting

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please enter my comments into the record for the Dec. 10, 2019 board of supervisor meeting. Thank you. Leela

=====

Hi. My name is Leela Gill and I have been a District five resident for more than 25 years. I am here today to thank Supervisor Brown for her dedication to our community and to helping those in need across all of San Francisco.

One of the many things Supervisor Brown has accomplished for District 5 is she that she paved the way for more affordable housing to be built.

After years of fits and starts trying to get 400 Divisadero and 650 Divisadero developments moving forward, Supervisor Brown came into office and took it on. It wasn't easy - but she held multiple community meetings, she talked with all sides, and she told everyone that "not building was not an option, let's figure this out."

The result, in the end, is the highest affordable housing percentage ever to come to fruition in District 5 – and now we are building housing.

Thank you, Supervisor Brown.

Beyond building housing, she has also fought for more services to help the homeless, more resources to clean our streets, and more visibility to defend women's rights.

I have known Supervisor Brown - Vallie - for decades, in her capacity as a community leader, as a mentor to me, and as a friend. She has always been there, driven by her community roots to do the right thing for everyone and for San Francisco. She has worked extremely hard for all of us and I know she will continue to work hard for our community in the future.

I am here to thank you, Supervisor Brown - my friend Vallie- for all that you have given to our community and to me personally.

Leela Gill  
[www.linkedin.com/in/leelagill](http://www.linkedin.com/in/leelagill)

**From:** [lincicom826@gmail.com](mailto:lincicom826@gmail.com)  
**To:** [Board of Supervisors, \(BOS\)](#)  
**Subject:** File # 190973 in support  
**Date:** Monday, December 9, 2019 11:35:17 AM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I am a US Navy Veteran [1971-1978](#) for 5 years Relief dispensary has been a welcome shelter from lifes challenges of PTSD. The weekly drop in session s to speak with other soldiers, finding strength in peer support, easings the battle wounds thru meditation, medication, and community. Relief helped build this house of saving grace by sponsoring our meetings, greeting us with honor and respect no matter our outward state. This is what COMPASSIONATE CARE looks like. I stand with renewal of permit asap to return this beloved leader back to service their community. You have the power to keep the pathway to support our Veterans with your vote. We have not lost one soldier to suicide in 5 years of work- do not dismantle a winning project against the over 20 daily deaths that is every Vets reality today. Please do all you can to smooth the way for this unique leader in Dispensary services.

*Sent from my MetroPCS 4G LTE Android device*

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: Proposed Releaf cannabis dispensary  
**Date:** Monday, December 16, 2019 6:24:00 PM

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**From:** Jim Daniels <jimdaniels9141@gmail.com>  
**Sent:** Tuesday, December 10, 2019 3:35 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Proposed Releaf cannabis dispensary

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Sirs and Madams,

Although I was unable to attend the support rally yesterday at the Civic Center, I would like to express my support for the "Releaf" cannabis dispensary application. The benefits of cannabis usage are many fold, as this 70+ y.o. vet can attest to! Responsible purveyors, (like Releaf), of this helpful plant should be encouraged and supported!

Thank you

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Support Letter From Hedi Hanley  
**Date:** Monday, December 16, 2019 6:14:00 PM  
**Attachments:** [Letter to Board Of Supervisor.pdf](#)

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**From:** Perry Jones <pgjones415@gmail.com>  
**Sent:** Thursday, December 12, 2019 2:40 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; heidihanley@yahoo.com  
**Subject:** Support Letter From Hedi Hanley

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Thank You for your time and consideration.

---

**Perry Jones CEO Kali Heal's**

3008 Harrison St  
San Fran. Ca. 94110(415) 312 9844  
[pgjones415@gmail.com](mailto:pgjones415@gmail.com)  
December, 12th 2019

**Board Of Supervisors**

Dear Board, and whom this may concern,

My name is Perry Jones. I'm reaching out to you today in support of Hedi Hanley possibly being approved for a new location for a medical cannabis dispensary. As an outstanding mentor, Hedi has shown support to me a verified equity applicant by taking it upon herself to mentor me as well as others who show interest of emerging into the cannabis industry without making any mistakes. Hedi set aside quality time aside from running her business to conduct workshops based around accounting, Law and regulations as well as the compassion act in order to keep the community wellness in mind. Besides being a great mentor, Hedi as being a driving force when it comes to keeping the community in mind when it comes to the Business of Cannabis and maintaining great customer service, and reasonable pricing for medicine. I would love to see the City of San Francisco support our very own Hedi Hanley by allowing Hedi to relocate her business to a new letter where she can continue to strive and give back to the community at large Thanks to being RELEAF. Thank you for your time and consideration

Sincerely,

Perry Jones

**From:** [Major, Erica \(BOS\)](#)  
**To:** [Gina Alvarez: Board of Supervisors, \(BOS\)](#)  
**Cc:** [heidi@releafherbal.com](mailto:heidi@releafherbal.com)  
**Subject:** RE: 190973  
**Date:** Monday, December 9, 2019 10:57:13 AM

---

Greetings,

Thank you for your testimony, it has been added to Board File No. 190973.

Erica Major  
Assistant 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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-----Original Message-----

From: Gina Alvarez [<mailto:galvarez@wearethegoodfellas.com>]  
Sent: Sunday, December 08, 2019 9:56 PM  
To: Major, Erica (BOS) <[erica.major@sfgov.org](mailto:erica.major@sfgov.org)>; Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>  
Cc: [heidi@releafherbal.com](mailto:heidi@releafherbal.com)  
Subject: 190973

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To whom this may concern-

It has been a wonderful delight working with the team at Releaf Herbal cooperative on mission st. Moving there license would be great for the city and then impact on the community. They have been healing many people for many years and Heidi has played a Positive tremendous role in the cannabis community as a woman influencer.

I believe relocating there license is a great idea & lets them have a beautiful new start as business owners. Hoping for the best. Always putting the community first.



Gina Alvarez  
The Goodfellas Group  
8152607632

**From:** [Major, Erica \(BOS\)](#)  
**To:** [Kala Salazar; Board of Supervisors. \(BOS\)](#)  
**Cc:** [heidi@releafherbal.com](mailto:heidi@releafherbal.com); [oskar@releafherbal.com](mailto:oskar@releafherbal.com)  
**Subject:** RE: File #190973  
**Date:** Monday, December 9, 2019 10:57:23 AM  
**Attachments:** [image001.png](#)

---

Greetings,

Thank you for your testimony, it has been added to Board File No. 190973.

**Erica Major**  
**Assistant 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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**From:** Kala Salazar [mailto:kala@soldistro.com]  
**Sent:** Sunday, December 08, 2019 11:08 AM  
**To:** Major, Erica (BOS) <erica.major@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** heidi@releafherbal.com; oskar@releafherbal.com  
**Subject:** File #190973

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To The City of San Francisco,

Releaf Herbal Cooperative File #190973

My name is Kala` Salazar and I am with Left Coast Ventures/Sol Distro and am now a San Francisco resident. I would like to send a letter of support, in regards to Releaf Herbal Cooperative.

I am in full support of their new Cannabis Dispensary that they are trying to open up in the City. This team has done wonderful things for the patients of San Francisco and I would love to see the approval to port their BCC License to their new location. Releaf Herbal is a staple in the Cannabis Community with good hearted people constantly looking at ways to give back. I support them wholeheartedly and hope to see a positive outcome for them.

I appreciate your time.

Thank you,

Kala` Salazar

Left Coast Ventures

M - 916.880.0857

E - [kala@leftcoastventures.us](mailto:kala@leftcoastventures.us)

**From:** [Major, Erica \(BOS\)](#)  
**To:** [Luke Frances; Board of Supervisors, \(BOS\)](#)  
**Cc:** [heidi@releafherbal.com](mailto:heidi@releafherbal.com)  
**Subject:** RE: File #190973  
**Date:** Tuesday, December 10, 2019 8:23:31 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Thank you, this has been added to the official Board File No. 190973.

**Erica Major**  
**Assistant 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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**From:** Luke Frances [mailto:lfrances@herbl.com]  
**Sent:** Monday, December 09, 2019 12:26 PM  
**To:** Major, Erica (BOS) <erica.major@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** heidi@releafherbal.com  
**Subject:** File #190973

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Good Morning,

I am writing today to file a letter of support for approval of moving the cannabis license for Releaf Herbal Cooperative within the city of San Francisco.

Releaf has been an excellent retail partner to HERBL Distribution over the course of the past year. They are a compliant cannabis business that has been in good standing with the city for many years, they always maintain payments, and are a model participant in the cannabis

industry.

I believe it would be in service to the city of San Francisco to allow them to move there license and continue to transact as they are an outstanding actor in the industry.

Best Regards,

Luke Frances  
Account Manager  
Office: 805-420-1000  
Cell: 707-326-6971  
[Shop HERBL on Leaf Link](#)



**From:** [Major, Erica \(BOS\)](#)  
**To:** [L Murphy; Board of Supervisors, \(BOS\)](#)  
**Subject:** RE: Letter in Support of File 190973  
**Date:** Monday, December 9, 2019 11:25:08 AM  
**Attachments:** [image001.png](#)

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Greetings,

Thank you for your testimony, it has been added to Board File No. 190973.

**Erica Major**

**Assistant 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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**From:** L Murphy [mailto:[lauren.murphy@alt36.com](mailto:lauren.murphy@alt36.com)]

**Sent:** Friday, December 06, 2019 4:18 PM

**To:** Major, Erica (BOS) <[erica.major@sfgov.org](mailto:erica.major@sfgov.org)>; Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>

**Subject:** Letter in Support of File 190973

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

## To Whom This May Concern:

I am writing this letter in support of File 190973 - Approving a new location for permitter's medical cannabis dispensary. I have had the pleasure of meeting Heidi this past Summer. She is a tremendously strong individual with an incredible work ethic. In the short time I have known Heidi, I have witnessed her dedication to always take care of her employees and truly treat them with the utmost respect. The efforts Heidi puts towards operating her business and making sure her employees have a healthy work environment, translates into how they operate the day to day operations.

All team members that work with Heidi are very professional and personable to every visitor that's checked in. Heidi is also highly respected by the local community and other licensed business owners in the cannabis industry.

She is a leader in the cannabis industry and a trailblazer pathing the way for others wanting to understand how to operate compliantly and effectively. She is very much deserving of an approval on a new location and can really help improve any community she operates within. Please vote yes, the decision will be one that allows a business and community to prosper.

Kindest Regards,

lauren murphy  
president

480 442 6205

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**From:** [Major, Erica \(BOS\)](#)  
**To:** [Matthew Hoeger](#)  
**Cc:** [Board of Supervisors, \(BOS\)](#); [heidi@releafherbal.com](mailto:heidi@releafherbal.com)  
**Subject:** RE: ReLeaf Letter of Support - File 190973  
**Date:** Monday, December 9, 2019 10:57:33 AM  
**Attachments:** [image001.png](#)

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Greetings,

Thank you for your testimony, it has been added to Board File No. 190973.

**Erica Major**  
**Assistant 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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---

**From:** Matthew Hoeger [mailto:[matt@happysticks.com](mailto:matt@happysticks.com)]  
**Sent:** Sunday, December 08, 2019 10:08 AM  
**To:** Major, Erica (BOS) <[erica.major@sfgov.org](mailto:erica.major@sfgov.org)>  
**Cc:** Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>; [heidi@releafherbal.com](mailto:heidi@releafherbal.com)  
**Subject:** ReLeaf Letter of Support - File 190973

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,

Please find attached my letter of support for the approval of a new location for ReLeaf Herbal Collective for File Case 190973.

Thank you,  
Matthew Hoeger



--

Matthew Hoeger  
Sales Manager  
619-806-0400  
Happysticks.com



**From:** [Major, Erica \(BOS\)](#)  
**To:** [Craig HGD; Board of Supervisors, \(BOS\)](#)  
**Cc:** [heidi@releafherbal.com](mailto:heidi@releafherbal.com); [Obe Goodman](#)  
**Subject:** RE: Support for Releaf Dispensary (file 190973)  
**Date:** Monday, December 9, 2019 11:23:49 AM  
**Attachments:** [image001.png](#)

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Greetings,

Thank you for your testimony, it has been added to Board File No. 190973.

**Erica Major**  
**Assistant 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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---

**From:** Craig HGD [mailto:[craighgd@gmail.com](mailto:craighgd@gmail.com)]  
**Sent:** Friday, December 06, 2019 5:44 PM  
**To:** Major, Erica (BOS) <[erica.major@sfgov.org](mailto:erica.major@sfgov.org)>; Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>  
**Cc:** [heidi@releafherbal.com](mailto:heidi@releafherbal.com); Obe Goodman <[obe@highgradedistribution.com](mailto:obe@highgradedistribution.com)>  
**Subject:** Support for Releaf Dispensary (file 190973)

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To Whom it May Concern,

Please see attached letter

Thanks

Craig Nejedly

--

[www.satorimovement.com](http://www.satorimovement.com)

[www.satoriwellness.org](http://www.satoriwellness.org)

[www.talkingtreesfarms.com](http://www.talkingtreesfarms.com)

[www.highgradedistribution.com](http://www.highgradedistribution.com)

**From:** [Major, Erica \(BOS\)](#)  
**To:** [Ryan Miller: Board of Supervisors, \(BOS\)](#)  
**Cc:** [Operation EVAC](#)  
**Subject:** RE: With enthusiastic support of File 190973  
**Date:** Monday, December 9, 2019 10:50:11 AM  
**Attachments:** [image001.png](#)

---

Greetings,

Thank you for your testimony, it has been added to Board File No. 190973.

**Erica Major**

**Assistant 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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---

**From:** Ryan Miller [mailto:[ryan@opevac.org](mailto:ryan@opevac.org)]

**Sent:** Monday, December 09, 2019 1:46 AM

**To:** Major, Erica (BOS) <[erica.major@sfgov.org](mailto:erica.major@sfgov.org)>; Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>

**Cc:** Operation EVAC <[info@opevac.org](mailto:info@opevac.org)>

**Subject:** With enthusiastic support of File 190973

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Thank you for inviting public comment toward the relocation application of Releaf Herbal Cooperative.

Please accept the attachment for the record on behalf of Operation EVAC (Educating Veterans About Cannabis)

In gratitude,  
Ryan Miller

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Please support the resolution endorsing the Energy Innovation & Carbon Dividend Act  
**Date:** Wednesday, December 11, 2019 9:36:00 AM

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**From:** Max Ghenis <mghenis@gmail.com>  
**Sent:** Tuesday, December 10, 2019 2:08 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Please support the resolution endorsing the Energy Innovation & Carbon Dividend Act

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

I am an active volunteer with Citizens' Climate Lobby, and before I moved from SF to southern California in July, I was active in the SF chapter. I'm excited for the opportunity for my longtime home to endorse this important bill. In addition to leading the way nationwide toward meaningful climate policy (reducing emissions 40% in the first decade), it would improve lives of your constituents: lower air pollution and poverty (from the dividends) would save lives and cut homelessness.

Please vote in support - thank you,  
Max

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Carroll, John \(BOS\)](#)  
**Subject:** FW: Item 20: Please OPPOSE SB50 -- with or without amendments  
**Date:** Monday, December 16, 2019 6:05:00 PM

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**From:** Kathy Howard <kathyhoward@earthlink.net>  
**Sent:** Monday, December 16, 2019 9:06 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; MandelmanStaff, [BOS] <mandelmanstaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; 'supervisor' <dean.preston@sfgov.org>  
**Subject:** Item 20: Please OPPOSE SB50 -- with or without amendments

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

**The undersigned recommend that the BOS oppose SB50 (with or without amendments) at this time and take the steps outlined below, setting up a community-based planning process that will result in an increase in low-income and affordable housing, the preservation of local family neighborhoods, and a healthy and livable environment for everyone.**

-

#### **Introduction**

We appreciate the efforts to craft amendments that would modify that negative impacts of SB50 on our city and local communities. However, at this time, we feel that we must oppose SB50 and the idea of proposing any amendments to it for the following reasons:

-

#### **Proposing amendments implies support of SB50**

By proposing amendments, we are accepting the basic premise of SB50, that the state should dictate our housing, zoning, and land use decisions. One size does not fit all. San Francisco is already ahead on market-rate housing. San Francisco should insist on the right to develop our own plans for affordable housing, with a community-based planning system.

-

#### **Plans need data to be effective**

In order to do this, we need statistical information, not hand-waving about 'needing to upzone' or other developer-driven mantras. The City should prepare a comprehensive study that includes:

- The number of units in the City that have been entitled and/or are under construction; (one hearing put this figure at over 140,000 units);
- The full zoned capacity for the City at this time. For example, there are millions of square feet of already zoned capacity in the Sunset District, available west of 19th Avenue;
- The impact of the various new laws passed at the state level and what in reality can be done under them, for example, SB 330;
- The impact of the ADU legislation, which has de facto increased single family to two family, two family to four family, and triplex to whatever is limited by the lot and height limits;
- Vacancy rates and their causes, as well as recommendations for ways to eliminate long-term vacancies;
- A full registry of AirBnB units and methods for discovering units operating illegally under this platform and freeing them up to become housing stock;
- A prohibition on units built as housing being used as corporate 'hotels,'
- A tax or other controls on flipping for speculative purposes;
- An analysis of the infrastructure improvements that will be needed to support the increased population for providing large numbers of housing units;
- A viable plan for how the infrastructure improvements will be funded.

-

**Plans need vision to gain support and to provide a future that future residents will want to live in.**

Any community-based plan should have a vision of the what the City will look like and what it will be like to live there. Will it be attractive, livable, friendly to kids and environmentally welcoming to wildlife, a large percentage of which are now forced to live alongside us to survive? Will there be new parks for all the new residents? Will there be new playgrounds for the new families? Will backyards have any sunlight? Will windows look out on light and green or just another window a few feet away? Will views which inspire and connect us to nature and the city be protected? Will the schools be able to absorb the increased population or are we going to need to build new schools? Will there be enough transit that is so quiet, efficient, and well-run that residents don't even think of owning a car or taking ride-shares?

**The statewide impact of SB50 should be analyzed before it is passed.**

SB50 is impacting more than San Francisco. Before SB50 is passed, there should be a statewide analysis of its impact in an EIR. For example, what will be the impact on water supplies, sewage treatment, power requirements, and transportation requirements. Even if everyone takes public transportation, which is highly unlikely or even impossible at this point, what will it require to build and provide energy for this?

**We recommend that the BOS oppose SB50 (with or without amendments) at this time and take the steps outlined above, setting up a community-based planning process that will result in an increase in low-income and affordable housing, the preservation of local family neighborhoods, and a healthy and livable environment for everyone.**

Thank you for your consideration.

Judy Berkowitz

Stephanie Costanza

Cira Curri

Hunter Cutting

Jane Dunlap

Katherine Howard

Mary McNamara

Greg Miller

Alice Mosley

James Parke

Tom Rubin

Georgia Schuttish

Paul Simpson

Marie Simpson

Steve Ward

Joan Joaquin-Wood

Nancy Wuerfel



**From:** [Board of Supervisors. \(BOS\)](#)  
**To:** [BOS-Supervisors; Carroll, John \(BOS\)](#)  
**Subject:** FW: Potrero Boosters Letter re: Senate Bill 50  
**Date:** Tuesday, December 17, 2019 6:57:00 PM  
**Attachments:** [SB 50 Letter.pdf](#)

---

**From:** J.R. Eppler <jreppler1@gmail.com>  
**Sent:** Tuesday, December 17, 2019 12:16 PM  
**To:** Yee, Norman (BOS) <norman.yee@sfgov.org>  
**Cc:** Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; dean.preston@sfgov.org; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Potrero Boosters Letter re: Senate Bill 50

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors:

Please find attached a letter from the Potrero Boosters Neighborhood Association regarding support of your proposed action today regarding Senate Bill 50.

Best regards,  
J.R. Eppler



## POTRERO BOOSTERS NEIGHBORHOOD ASSOCIATION

December 17, 2019

San Francisco Board of Supervisors  
Supervisor Normal Yee, President  
1 Dr. Carlton B. Goodlett Place, Room 250  
San Francisco, CA 94102

*Via: email*

Re: Proposed Amendments to California Senate Bill 50

Dear President Yee:

I write to you today in support of the Board of Supervisor's opposition of Senate Bill 50 ("SB 50") for so long as it fails to exempt areas with robust community development plans.

Potrero Hill, Showplace Square and the Central Waterfront have contributed significant new housing since the enactment of the Eastern Neighborhoods Plan (the "ENP") in 2008. The ENP intended to provide affordable housing in formerly industrial areas through increasing the height and density of parcels in areas that were, or could be, well served by transit.

While the amount of planned development under the ENP has been exceeded, our community continues to work on large-scale developments, from the Potrero MUNI Yard proposal to the Potrero Power Station, that supplement the ENP. The locally-controlled, community-oriented planning processes for these projects ensure that our current and future residents have the neighborhood resources to thrive over the long-term.

I understand the intention behind SB 50: too many parts of the state, and the Bay Area in particular, have failed to change to accommodate the growth in our residential population. It is, in my opinion, unwise to remove from local planning those neighborhoods that have made a good faith effort to pull their weight in addressing the housing affordability crisis. SB 50, as currently drafted, provides localities no mechanism to accommodate the burdens of development, and would likely overburden those areas that have already stepped up, and will continue to step up, to the plate and build housing.

Sincerely,

J.R. Eppler  
President

Cc: Supervisors Sandra Lee Fewer, Matt Haney, Rafael Mandelman, Gordon Mar, Aaron Peskin,  
Dean Preston, Hillary Ronen, Ahsha Safai, Catherine Stefani, and Shamann  
Walton Board.of.Supervisors@sfgov.org

1459 18th street, #133, San Francisco, CA 94107  
415-574-0775 | [president@potreroboosters.org](mailto:president@potreroboosters.org)  
[www.potreroboosters.org](http://www.potreroboosters.org)